**Public Library Association**
**Board of Directors--Fall Meeting**
**September 29, 2015, 8:30 am-12:30 pm**
**Madrona Room**, **Sheraton Seattle Hotel**
**Seattle, Washington**

## Logistics

- Reservations for the Board have been made at the Grand Hyatt Seattle and the Sheraton Seattle Hotel.

- Sunday, September 27, 3 pm, ICMA Opening Session, ICMA program book and registration information here:

  http://connect.ala.org/node/244548

- Monday, September 28, 6:30 pm, **PLA Board dinner,** Tulio, in the Hotel Vintage Seattle, 1100 5th Ave

- Monday, September 28, all day, ICMA conference programs

- Monday, September 28, 12:30-2:30 pm, **Aspen/PLA Board lunch**, Seattle Public Library, Books Spiral 8 Room, 8th Floor. There are elevators up and an Events person will be waiting to let everyone in through the door that requires a badge for entry.

- Monday, September 28, 4:00 – 5:00 pm, PLA program at ICMA: "Project Outcome Overview: Helping Public Libraries Implement Performance Measures"

**Tuesday, September 29, 2015**

- Breakfast will be served at 8:00 am, Sheraton, Madrona Room

- **PLA Board of Directors meeting** will begin at 8:30 am also in the Sheraton, Madrona Room. (Note: this meeting is listed incorrectly in the ICMA program book as WCC 505-506.)

- The meeting should conclude no later than 12:30 p.m.

  Expense reimbursement forms are available at http://connect.ala.org/node/114107

## Agenda

1. Welcome and Introductions
2. **Action Item: Adoption of the Agenda**
   Additional items may be added to the agenda prior to the adoption of the agenda. Items also may be moved from Consent to discussion. Policies related to Board service and the PLA Strategic Plan http://www.ala.org/pla/about/strategicplan have been posted to ALAConnect (http://connect.ala.org/node/114854). A board roster is also posted: http://connect.ala.org/node/241480

   *Please save the documents to your laptop or tablet. Wifi will be available in the meeting room.*

| Consent Items | Document Number |
|---|---|
| 3. Draft 2015 Annual Conference Board Actions | 2016.1 |
| 4. Continuing Education Report | 2016.2 |
| 5. Digitalearn.org Report | 2016.3 |

6. Financial Orientation/Overview                                        2016.4 (on-site)

7. Membership Report                                                      2016.5

8. Partners Report                                                        2016.6

9. PLA 2016 Conference Report                                            2016.7

10. "Public Libraries" Magazine Report                                    2016.8

11. Publications Report                                                   2016.9

12. Project Outcome Status                                                2016.10

13. PLA Re-Brand Update                                                   2016.11

14. Technology Report                                                     2016.12


**Action/Discussion/Decision Items**

15. PLA President's Report, *Vailey Oehlke*                               no doc

16. PLA slate for 2016 elections, *Anthony*                              2016.13

17. FY 2015 Year End Financial Analysis/FY15 overview                     2016.14
    and FY 2015 Year-to-Date by Project Report, *Macikas*                 2016.15

18. Collective Impact Discussion                                          2016.16

19. ICMA Conference Debrief, all                                          no doc

20. Aspen Discussion and Debrief, *Millsap*                               2016.17 (on-site)

21. Gates Foundation, Legacy Grant Status, *Oehlke, Macikas*              2016.18

22. Summer Food Programs, *Allen and Hirsh*                               2016.19

23. ALA Advocacy Implementation Plan, *Sanders*                          2016.20

24. Collective Impact Meeting Summary, *Hirsh*                           2016.21

25. New Business


Meeting Adjourns

***Mission: The Public Library Association enhances the development and effectiveness of public library staff and library services.  Our core purpose is to strengthen public libraries and their contribution to the communities they serve.***

**Public Library Association
Board of Directors Meeting - ALA Annual Conference
Marriott Marquis, Sierra Suite F
San Francisco, California
Saturday, June 27, 2015
1:00-5:00 PM
DRAFT Board Actions**

*To be reviewed and approved at the Fall 2015 PLA Board of Directors Meeting*

| | |
|---|---|
| **Present:** | Larry Neal, President; Vailey Oehlke, President Elect; Carolyn Anthony, Past President; Directors at Large: Melanie Huggins, Manya Shorr; Pamela Sandlian Smith; Felton Thomas. |
| **PLA Councilor:** | Rivkah Sass |
| **Approved Absences:** | Melinda Cervantes, Jay Turner |
| **PLA Staff:** | Barb Macikas, Executive Director, Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager Publications/ Editor *Public Libraries*; Mary Hirsh, Project Manager; Melissa Faubel Johnson, Meeting Planner/National Conference Manager; Samantha Lopez, Grant Project Coordinator; Kara O'Keefe, Marketing Manager; Emily Plagman, Grant Project Manager; and Lian Sze, Program Coordinator. |
| **Guests:** | Rob Banks, ALA Executive Board Liaison; Clara Bohrer, Chair, PLA Budget & Finance Committee;  Deborah Jacobs, Director, Global Libraries, Bill & Melinda Gates Foundation; Chris Jowaisas, Program Officer, Global Libraries, Bill & Melinda Gates Foundation; and John Horrigan, Pew Research. Incoming PLA Board Members: Rhea Lawson and Gina Millsap. Emerging Leaders, PLA Project: Amy Wisehart, Karen Pietsch, and Kaya Burgin |

1.  **Welcome and Introductions**, *Larry Neal*
2.  **By consent, approved** the adoption of the agenda as presented.
3.  **Consent agenda documents:**

| **Consent agenda** documents | **Document Number** |
|---|---|
| a.  2015 Spring Board Draft Actions | 2015.54 |
| b.  Awards Report | 2015.55 |
| c.  Committee, TF, Advisory Group Biannual Reports | 2015.56 |
| d.  Digital Learning Center-(DigitalLearn.org) | 2015.57 |
| e.  Membership Report | 2015.58 |
| f.  PLA 2016 Report | 2015.59 |

g. PLA 2015 Election Results                                      2015.60

h. "Public Libraries" Magazine Report                            2015.61

i. Publications Report                                           2015.62

j. Project Outcome Report                                        2015.63

k. Leadership Academy Report                                     2015.64

l. Technology Report                                             2015.65

m. Washington Office Report                                      2015.66

**Action/Discussion/Decision Items**

4. **President's Report**, *Larry Neal* (document 2015.67). Neal reported on presidential activities. He noted he is chair of the ALA Nominating Committee and welcomed suggestions to insure a diversity of voices. He noted he will be working with the Board on the PLA Executive Director and Board Self Evaluations.

5. **ALA Executive Board Liaison**, *Rob Banks* (documents 2015.68a, 2015.68b, 2015.68c). Banks reported ALA Board talking points, specifically the focus on getting the message out nationally about libraries. He noted ALA President-elect Sari Feldman would be launching ALA's new public awareness campaign at the Inaugural Brunch at the conclusion of the conference.

6. **PLA Emerging Leaders Project Presentation,** *Kara O'Keefe, (*document 2015.69) Emerging leaders discussed their PLA project, which focused on new librarians in the field 5 years or less. A key takeaway is that 60% of respondents pay out of pocket for their membership. They are very interested in staying current and in training; there is a lot of competition and many associations to choose from. PLA needs to make itself visible and accessible.

7. *ACTION.* **READ Global Nepal Earthquake, ACTION,** *Larry Neal* (document 2015.70). Neal highlighted ALA's Library Relief Fund and that donations go directly to READ Center. Following discussion it was moved and the PLA Board **approved** the motion to encourage colleagues to support this relief effort.

8. **Legacy Grant,** *Larry Neal, Barb Macikas, Mary Hirsh* (document 2015.71) and **Gates Foundation Update**, *Deborah Jacobs.* Neal reviewed PLA's progress developing the Legacy grant. Jacobs reviewed the Foundation's history, the Legacy framework, problem statement and partnerships. She asked how library support organizations could work together and noted that is a path to systemic change. Oehlke noted this applies to libraries as well as support organizations.

9. *ACTION.* **Budget and Finance Reports**, *Clara Bohrer and Barb Macikas* (documents 2015.72, 2015.73 and 2015.74) Bohrer reviewed financial reports and stated the PLA Budget & Finance Committee recommended adoption of the FY2016 Budget. Following the recommendations of the PLA Budget & Finance Committee and discussion it was moved and **approved** that the Fiscal Year 2016 budget be approved as presented and that LTI interest that will be added to the FY16 budget operating budget will be used for seed money for a new (TBD) initiative.

10. **Board Best Practices-Confidentiality and Transparency**, *Larry Neal, Vailey Oehlke* (document 2015.75). Neal and Oehlke reviewed the document and the board discussed the need to balance transparency with confidentiality.

11. *ACTION.*  **Social Media Working Group, PLA 2016 Conference, Barb Macikas (document** 2015.79).
    Following discussion it was moved and **approved** that the recommendation of the PLA Conference Committee to form a Social Media Working Group to contribute to social media efforts to promote PLA 2016 be approved.

12. *ACTION.* **Review of the ALA Council Agenda**. The purpose of this item is to seek input from the PLA Board prior to Council sessions so that the PLA councilor can adequately and accurately represent PLA's point of view at Council Meetings*, Rivkah Sass* (document 2015.81). Sass asked for the board's advice related to the **Recognition of the 25th Anniversary of the signing of the American's with Disabilities Act (ADA).** Following discussion it was moved and the motion to support the ADA resolution was approved.

13. *ACTION.*  **Board Vacancy**, *Larry Neal* (document 2015.76). Due to local pressures, Melinda Cervantes was forced to resign from the PLA Board for the remainder of her term (one year). Following discussion it was moved and **approved** to accept Cervantes' resignation with regret and appreciation for the good work she has done for PLA. Following discussion it was moved and **approved** to have PLA past-president Carolyn Anthony to complete the balance of the term (ending July 2016).

14. **PLA Nominating Committee Update,** *Carolyn Anthony.* Anthony reported the committee is close to completing a slate for the 2016 PLA elections and asked for recommendations from anyone they have not heard from yet.

15. **DCWG Group Update**, *Carolyn Anthony.* Anthony is co-chair of the ALA Digital Content Work Group. She reported on progress to date and recommended reading the AL Digital Supplement on this topic. The Big 5 need to understand the current model is not sustainable and that libraries cannot grow collections under the current pricing scheme. Pam Sandlian Smith noted her library is involved in a project to test impact libraries have on mid-list book sales.

16. **PLA Brand Re-Positioning**, *Barb Macikas* (document 2015.77). Macikas reviewed plans for work to be completed in order to launch a newly positioned PLA at the PLA conference in Denver in April 2016.

17. **Debrief, PLA President's Breakfast-Format/Concept***, Larry Neal***.** Neal reported on the new PLA Presidents' Breakfast format. The board and guests to the meeting agreed it was very successful and should be continued. Congratulations to President Neal for initiating this very positive change.

18. **Pew Update,** *John Horrigan.* Horrigan previewed the latest Pew study (to be released in September). The study focuses on the shifting public perception of the role of libraries as the book brand moves to the background and technology and new services move to the fore.

19. **Future Board Meetings and Scheduling**, Fall Board meeting reminder and housing for PLA 2016, *Barb Macikas (*document 2015.78). Macikas reminded the board about the September meeting in Seattle in conjunction with ICMA, as well letting the board know that they would receive more information soon.

20. **Thanks to outgoing Board members** (2015.80) PLA President Larry Neal presented past-president Carolyn Anthony with a Resolution of Thanks and thanks were offered to outgoing Board member Pam Sandlian Smith. Felton Thomas was thanked as well. As a result of his election to PLA vice-presidency, he will remain on the board.

21. **New Business**. Seeing no new business, President Neal reminded the board to join colleagues after the Board meeting at the PLA President's Reception, 5-7 p.m., Marriott Marquis San Francisco, Sierra Suite and the meeting was adjourned at 4 :50 pm.

September 9, 2015

To:     PLA Board of Directors

From:   Angela Maycock, Program Manager, Professional Development

Re:     Update on Educational Activities

A report on the programming for the PLA 2016 Conference is included in Melissa Faubel Johnson's overall conference report.

**PLA @ ALA Annual Conference Programming**

2016: PLA's call for proposals opened earlier than usual this year and will close on September 14. Details can be found at www.ala.org/pla/education/alaannual/proposal.

2015: PLA hosted two preconferences and 21 programs in San Francisco. One preconference, Designing the Future: A Design Thinking Toolkit, was well attended with 64 advance registrants, and 3 late/onsite. Evaluation results showed that 90% of the participants found the information presented was useful and 86% of them felt that the information gained from this preconference will help them do their job better. The other preconference, launching PLA's Project Outcome initiative, is covered in depth in Emily Plagman's overall Project Outcome report.

Regarding programs, based on the reports completed by the program monitors (volunteer students and PLA staff), of the estimated 3,220 total number of seats available in our programs, approximately 2,332 (or 72%) were filled. We opted not to distribute paper evaluations to program attendees at this Annual Conference.

PLA also hosted a special Big Ideas program, which featured four expert speakers from outside the library field: Jay Conger, a leadership expert; Kyle Mayer, a strategy expert; Tina Seelig, a creativity expert; and Deanna Moffitt, a motivational coach. Over 70% of survey respondents rated all four speakers as good to excellent, and 90% said they would attend a similar event in the future.

**e-Learning @ PLA**

e-Learning @ PLA

In fiscal year 2015, PLA offered the following live webinars: (Note that due to staff changes, there were no webinars held in Sept., Oct., Nov., or Dec.):

01/14/2015     Memory Care and Technology: Innovative Ideas To Reach Senior and Alzheimer's Communities

68 individual attendees and 12 groups

02/25/2015    Passion and Partnership: How a Very Small Library  Created Programs with Huge Success

36 individual attendees and 12 groups

03/18/2015    Managing Age Diversity in the Workplace

17 individual attendees and 10 groups

05/06/2015    Cyberbullying and the Public Librarian: What Can I Do To Help?

17 individual attendees and 3 groups

06/03/2015    Understanding and Serving People Experiencing Homelessness - a 2 part webinar series

54 individual attendees and 37 groups

07/22/2015    From Management to Engagement: Skilled Volunteers in Public Libraries

65 attendees and 14 groups

08/26/2015    Early Literacy Outreach for Teen Parents: Engage and Inspire with the Five Practices

32 attendees and 13 groups


As of July 2015, the revenue for webinars is at $40,026.79. Expenses are at $14,968.67 for a net of $25,058.12. Revenues for the last two webinar are still being collected, at that point we should meet or exceed our revenue target $64,162 (net $37,869). Last year (FY14), we ended the year with revenue of $66,290 (net $37,989).In FY2015 we also hosted several free webinars:

•    January Free OITP E-Rate webinar, 193 attendees

•    April Free FTC webinar, 87 attendees

•    Project Outcome (5 webinars -- various dates)

For FY16, PLA staff members and the PLA CE Committee are working together to create a robust schedule of webinars. Our goal as we move forward, is to bring the best, most current topics and educational webinars to our members and also to meet or exceed revenue targets for this facet of our CE offerings.

**Results Boot Camp 2015**

This face-to-face 4.5 day workshop about how to run a public library, taught by June Garcia and Sandra Nelson, was held August 24-28, 2015 at the Nashville Public Library. Registration included 76 paying students, 2 shy of a sold-out class. We also waived registration fees for 3 attendees from the Nashville Public Library, as part of an agreement to use their meeting space for free. Attendees were treated to a tour of the Nashville Public Library, courtesy of their staff.

Surveys have been distributed to attendees and evaluation results can be located here: https://www.surveymonkey.com/results/SM-5XHFDYL2/

Plans for a new PLA training program on strategic planning are in the early stages.

**TO:**       PLA Board of Directors
**RE:**       DigitalLearn.org
**DATE:**     September 8, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**
        Report
**ACTION REQUESTED BY:**
        Scott Allen, Project Manager
**DRAFT OF MOTION:**
        N/A

**BACKGROUND:**
PLA hosts and promotes http://digitallearn.org/ to improve digital literacy skills. The "Learn" section has been populated with 14 modules ranging from 6 to 22 minutes each on topics such as *Navigating a Web Site, Creating Resumes*, and *Online Job Searching*. Two of the 14 modules have been translated into Spanish. The "Teach" section is a community of practice for digital literacy trainers and organizations and includes general, local, and special interest groups. The site is accessible online for use by the general public and also used in libraries for digital literacy training. The site was developed by Anneal, Inc. (Jamie Hollier) with instructional design and development services provided by Kixal and CK Software respectively.

**USAGE AND FEEDBACK:**
Since January 2015, there have been 9,825 class completions; this includes 2,575 completed since the last report to the PLA Board at ALA Annual Conference.  The most popular classes continue to be *Getting Started on a Computer, Using a PC, Intro to Email, Basic Search and Navigating a Website*. The "Teach" Community of Practice, which launched in June 2013, has over 10,801 members and over 393 unique posts. Growth in this feature has been slow (only about 100 new members and 20 new posts since June 2015) but plans detailed below are intended to make the features on the site more robust for digital literacy trainers.  Both learners and teachers continue to submit favorable comments about the site, and its value was further verified by an independent consultant hired by Chicago Public Library, who evaluated many digitial literacy training sites.

**FUNDING:**
The site was developed with an IMLS grant of $465,475 from September 2012 to August 2014. A proposal for continued funding from IMLS in the amount of $365,200 was rejected in March 2015.

After a year of very modest activity to promote or improve the site, PLA budgeted $65,000 in FY16 to support DigitalLearn.org. However, in August 2015, two new sources of support were confirmed that will allow DigitalLearn.org to evolve and expand in FY16 without using PLA general funds.

- The ALA Office of Diversity, Literacy and Outreach Services (ODLOS) has identified $210,000 in funds to redirect toward DigitalLearn.org. These funds were unspent from a grant on literacy from Verizon, and Verizon has approved ODLOS to spend as they see fit. This funding will support new course development, course translation, improvements to the community of practice section, and promotion.
- The Chicago Public Library (CPL) Foundation will provide $140,000 to PLA to create a personalized interface for the site.

Plans for these funds are detailed below.

**CORE CONTENT IMPROVEMENTS AND EXPANSION:**
PLA has contracted with Anneal, Inc. to 1) complete 8-10 new modules of content (approximately 2.5 hours of content) and to 2) make improvements to the Teach section so that digital literacy trainers can share additional document types and better filter and find content. The first set of courses and improvements to the Teach section should be completed by February 2016.  Pending budget review, a second set of courses will be initiatied for completion by August 2016.

A portion of the ODLOS funding will support Spanish translations, which is a priority for the site due to interest from ODLOS, the ConnectHome initiative, and Univision (see below). At present, the site itself is in English and only two modules are translated. Translation of the general site content to Spanish is nearly complete and will be finalized in the fall of 2015. After that, all existing and new courses will be translated. PLA is currently seeking a vendor to assist with translation.

**USER ENGAGEMENT:**
As part of FY16 activity, PLA will establish a DigitalLearn.org user group and use funding in the form of modest stipends to convene them at ALA Midwinter and ALA Annual, with some conference calls in between. This user group will provide input on course development as well as guidance on how to enhance the "Teach" section to become a more robust and useful community of practice.  (Chicago Public Library, through its program described below, has funding to convene other library partners in Chicago for shared learning about its efforts and digital literacy training, and PLA hopes to coordinate with them to avoid duplication.)

**PROMOTION:**
PLA will continue its core promotion of the site to library audiences (the bi-monthly email newsletter, posts to FaceBook and updates in PLA e-news). PLA will also take out some library journal ads and plans to present or exhibit about the product at 5 non-ALA meetings (state library agencies or associations, regional groups, other national associations).  PLA will also identify 3-5 national associations and federal agencies active in workforce development, senior support and other related spaces where digital literacy is a concern.  We will introduce them to DigitalLearn.org and engage them in discussions about mutually beneficial ways to promote and expand the site.

Additional promotion will occur through partnerships with initiatives that see value in the site. The US Bureau of Housing and Urban Development (HUD) has launched ConnectHome, which seeks to make broadband Internet more available in HUD-assisted housing. DigitalLearn.org will be promoted through ConnectHome as a resource for those who get "connected" but do not have digital literacy skills. In addition, ALA has met twice with Univision, which has a community empowerment campaign, Univision Contigo (Univision With You), addressing four areas: education, health, prosperity (financial literacy and entrepreneurship), and participation (voter engagement and citizenship). Univision representatives expressed interest in promoting DigitalLearn.org given that their campaign often encourages individuals to get online.

**PERSONALIZATION:**
CPL has been working on a privately-funded project entitled *Digital Literacy as a Gateway to Employment and More* for about 9 months. Grants from Boeing, JP Morgan Chase, and the Joyce Foundation support the program. The intent is for CPL to have a more expansive role in the workforce landscape. A core component of the program involves improving digital literacy skills among patrons.

CPL has hired about 50 Cybernavigators (CNs) to help patrons 1-on-1 with computer skills. The CNs would benefit from structure and organized curricula, so CPL used grant funds to hire a consultant to identify digital literacy training materials. The consultant identified 36 resources and ultimately compared 3 in depth that were believed to meet CPL needs, including DigitalLearn.org. Ultimately DigitalLearn.org was chosen as the most promising resource. CPL approached PLA to propose improvements to meet their specific needs.

PLA will work with CPL and Anneal, Inc. to develop a branded point of entry to the courses for CPL; develop a user interface to create accounts, take needs assessments, and create and manage learning plans; create an administrative interface for CPL staff; and add other new features. Core function improvements will include the ability for learners to login/logout and retain their place, track achievements and courses completed, and establish learning goals. Some work to enhance simulations may be done (for instance, sending a real email with an attachment after completing the course on email). CPL will also be able to select which of PLA's modules they want to present through their portal and develop their own modules to post. The work is being fast tracked and CPL should have access to their own site by January 2016.

**BUSINESS PLANNING FOR FUTURE EXPANSION:**
PLA staff recognized the potential for many library systems to benefit from a personalized interface for DigitalLearn.org. Having "Library X's DigitalLearn.org" can reduce redundancy and effort of the library to develop its own courses on core, basic skills. The ability to help users create learning plans and assess progress contributes important data to libraries' efforts to help community members use computers, find jobs online, and conduct other business. By enabling libraries to create and upload their own courses, libraries can use DigitalLearn.org to directly

address library and community needs (for instance, a course on using the local school system's parent portal could be developed).

Assuming work with the CPL interface and features goes well, PLA will proceed with the following to identify and contract with other library systems for DigitalLearn.org personalization.

- Develop a business plan for expansion of personalized sites. While the core DigitalLearn.org site will remain free, PLA may set revenue goals for site development and licensing to library systems to support the activity and generate revenue for the association.
- Draft a communication about the opportunity to PLA members and library systems
- Host an informational webinar in the spring of 2016 to review the CPL site and promote the opportunity
- Contract with library systems to develop their own sites. Costs, services/features, processes and timelines have yet to be determined. PLA will determine how many systems it can work with at a time (at present, working with one each quarter is being proposed).

Date: September 9, 2015
To:  PLA Board of Directors
From:  Kara O'Keefe, Manager, Membership Marketing
Re:  Membership Report

## Overview

As of July 2015, PLA membership was 7,818, which reflects a 12.99% decrease from July 2014 numbers. This is evidence of the lasting effect of PLA Conference on membership. Many who joined PLA to attend the 2014 Conference have recently let their membership lapse. In fall 2015, PLA Conference registration will have opened and, based on past year's statistics, membership growth is predicted to return.

As of July 2015, ALA membership was 54,417, a -2.2 percent shift from July 2014 (55,615).

## PLA Membership Numbers by Type

- Personal: 7,417
    - Regular: 5,622
    - Student: 373
    - Non-salaried: 330
    - Trustee: 353
    - Support Staff: 134
    - Retired: 132
    - International: 96
    - Other: 377

- Organization: 379
- Corporate: 22

## Division Membership Comparison (As of July 2015)
These numbers reflect the total membership for each division. Percentage reflects percentage increase or decrease from July 2014.

| | | | | |
|---|---|---|---|---|
| AASL | 6,806 (-6.91%) | | LITA | 2,746 (-5.73%) |
| ACRL | 11,324 (+2.13%) | | LLAMA | 3,678 (-2.72%) |
| ALCTS | 3,579 (-2.29%) | | RUSA | 3,407 (-2.55%) |
| ALSC | 3,913 (-2.00%) | | UNITED | 1,144 (-4.35%) |
| ASCLA | 806 (+4.13%) | | YALSA | 5,113 (-0.33%) |

**Membership Considerations**

In considering the cycle of membership from conference to non-conference years, it seems that primary efforts should be on retaining members and reducing the number of dropped memberships. Here are some potential reasons for dropped memberships with possible communication activities to address them:

Cost of membership: This has been the ongoing, primary reason for dropping. While we unfortunately cannot reduce the amount of membership dues, we can help members find a way to ease the financial burden.

- Continue to promote the installment pay option. Many members are unaware of the option to break their payments into two installments. PLA renewal reminders and dropped messaging now encourage members to take advantage of this if the cost of membership is a deterrent. Information regarding installments has now been added to our website as well.
- Find better ways to communicate the value of membership. PLA may wish to develop a calculation of benefits and their monetary value to include on the website and in member communications.

Relevance of membership: We continue to collect new member surveys, which indicate that the top two reasons for joining are "staying up-to-date on the latest issues and trends affecting the profession" and "professional development opportunities."

- Continue to enhance e-news content with more valuable and useful information
- Promote publiclibrariesonline.org as a key product of PLA
- Expand professional development offerings, especially to different member groups – support staff, students
- Find ways to pull member data that allows for more targeted communications
- Consider adding a mentor program for members to reach out, ask questions, and engage

Feeling Valued: While feedback to ALA indicates that many members feel overwhelmed by the variety of communications, it's also important that they feel recognized and valued by the organizations. Some of these ideas could overlap with "relevance of membership."

- Send an email update to members post board meetings with key discussions
- Continue email communication to new members from a member of the membership advisory group. This effort has been highly successful in engaging new members with a personal PLA connection over the past year.
- Host PLA social gatherings at conferences including the PLA Member Welcome Breakfast at Annual and member receptions at Midwinter and PLA Conference.
- Communicate the range of ways to get involved with PLA to foster member engagement. This has been a key theme when reviewing member responses to the membership advisory group's new member outreach emails. PLA is currently working to improve communicating ways to get involved through automated email campaigns and an updated webpage.

- Consider hosting regional gatherings for PLA members to connect closer to home.

**Current PLA Connections**

PLA reaches out to members and nonmembers alike in a variety of media to deliver benefits or introduce/reinforce the value of PLA membership.

- Facebook  (10,519 page likes)
- Twitter (11,310 followers)
- Instagram (new)
- Monthly E-News
- *Public Libraries*
- www.publiclibrariesonline.org
- www.pla.org
- New member e-mail campaigns within week of joining, renewing, reinstating
    - Welcome letters designed to show appreciation and highlight valuable benefits and membership. Also includes survey.
- Dropped member e-mails with "why did you drop" survey
- Thank you e-mails to renewed and reinstated members
- Reminder e-mails to members due for renew
- Assorted e-mail blasts (weekly)
    - Webinars
    - Other professional development
    - New publications
- National Meetings – PLA Conference, ALA Annual Conference, ALA Midwinter

**TO:**        PLA Board of Directors
**RE:**        PLA Partners Program
**DATE:**      September 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**
        Information
**ACTION REQUESTED BY:**
        Scott Allen, Project Manager
**DRAFT OF MOTION:**
        N/A
**BACKGROUND:**
PLA typically budgets for $50-70,000 in Partners revenue in non-conference years, and $100,000 in conference years.  This does not include in-kind donations (conference speakers or materials, award funds provided directly to recipients) that are considered in assigning companies Partner status.  PLA has generally been able to meet goals in conference years, however other than companies who sponsor annual awards, participation in non-conference years has been low.  In conference years, PLA typically has 30-40 sponsors, compared to 7-15 in non-conference years.

The number of companies at each level receiving Partner ribbons at the last two PLA conferences is included below.
        2012: 7 Platinum, 16 Gold, 14 Silver, 2 Bronze, TOTAL: 39
        2014: 7 Platinum, 11 Gold, 16 Silver, TOTAL: 34
There is significant volatility in Partners from conference year to conference year. Comparing 2012 and 2014, only 18 companies were Partners both years.  From 2012 to 2014, 12 of those companies stayed at the same Partner level, while 3 increased support and 3 decreased support.  21 companies who supported the 2012 conference did not support 2014, and 2014 had 16 Partners who were not supporters in 2012.  Reasons, which could include mergers, shutdowns, changes in marketing plans, and/or dissatisfaction with the PLA conference and Partners program, have yet to be explored.

**CURRENT STATUS:**
Efforts to meet FY16 budget goals ($100,000) are well underway.  The Partner Prospectus for the PLA 2016 Conference was completed in September 2015 and will be promoted by PLA's contractor, Corcoran.  It includes some new sponsorship options (virtual conference bag, conference app, new banner/sign locations).

The current partner list as of mid-September is attached to this report.  This includes the typical 7 companies sponsoring awards/travel grants; these companies provide $4,500 directly to PLA for administrative fees and $21,500 in funds and product to award recipients. This also includes 3 companies providing speakers and 5 companies supporting the Audio Publishers Association Dinner at the PLA 2016 Conference; these are in-kind and do not include donations to PLA.

**NEXT STEPS:**
- PLA will continue to market PLA 2016 Conference opportunities and monitor goals.
- Staff is strengthening internal donor acknowledgement procedures and steps to fulfill promised Partner benefits

- Options for Partner support are being expanded, and a second prospectus covering all PLA activity is being drafted to help promote the Partners program in non-conference years.  This may include webinars, PLA events at ALA meetings, and other aspects of PLA activity.
- A report at the PLA Board's 2016 Midwinter Meeting will make specific recommendations for improvements to the Partners program and might include:
  - a process for Board members to help staff identify and connect with potential Partners
  - recommendations for donor relations activities to improve the Partners program
  - establishment of a structure (committee, subcommittee, task force) of member leaders to oversee and support the Partners program
  - suggestions on how to expand the Partners program to include new corporate, foundation and individual donors

**Current PLA Partners (as of September 11, 2015)**

| PLATINUM ($10,000 and above) | PURPOSE |
|---|---|
| HarperCollins | 2016 Opening (Cooper) and Closing (Notaro) Speakers |
| **GOLD ($5,000 to $9,999)** | |
| Baker & Taylor | Allie Beth Martin, B&T Entertainment, Charlie Robinson |
| Demco | Demco New Leaders Travel Grant |
| Penguin | Big Ideas, Friday (Sherry Turkle) |
| Random House | Adult Author Lunch (Arianna Huffington) |
| Romance Writers of America | Romance Writers of America Library Grant |
| **SILVER ($1,000 to $4,999)** | |
| Audio Publishers Association | Audio Publishers Association Dinner |
| Blackstone Audio | Audio Publishers Association Dinner |
| Books on Tape, a division of Random House | Audio Publishers Association Dinner |
| EBSCO Information Services | Excellence in Small and/or Rural Public Library Service Award |
| HarperAudio | Audio Publishers Association Dinner |
| Innovative | John Iliff Award |
| Library Systems & Services | Gordon M. Conable Award |
| Recorded Books | Audio Publishers Association Dinner |
| Treehouse | General Partner Donation |
| Upstart | Upstart Innovation Award |

Companies who supported PLA in FY14 and have not yet committed for FY16 are below.

AudioGO, BiblioCommons, Boopsie for Libraries, Brainfuse, Cambria Estate Winery, eSequels/Novel Data LLC, Gale Cengage Learning, Highsmith, Ingram, Macmillan Audio, Novelist, Penguin Young Readers, Polaris Library Systems, Simon & Schuster, The Library Corporation (TLC), VTLS Inc.

September 14, 2015


To:     PLA Board of Directors

From:  Melissa Faubel Johnson, Conference Manager
        Angela Maycock, Program Manager, Professional Development

Re:     PLA 2016 – April 5-9, 2016 – Denver, CO

Plans for PLA 2016 in Denver, CO, are progressing on schedule.

**Exhibits**
As of September 14, 554 booths are sold to 208 companies. This compares to 520 booths sold to 204 companies as of September 2013 for the 2014 conference.

**Registration and Housing**
Registration and housing open on Tuesday, September 15. All conference information is available at www.placonference.org. Attendees are required to register before reserving their hotel. This is new this year, and it will allow us to better monitor our hotel block.

**Special Event Speakers**
The following speakers are confirmed for special/meal events:
Opening Session – Anderson Cooper
Thursday Big Ideas – Verna Myers
Audio Publishers Assoc Dinner – Tavia Gilbert, George Guidall, Johnny Heller & Ruth Reichl
Friday Big Ideas – Sherry Turkle
Friday Adult Author Lunch – Arianna Huffington
Friday Young Adult Author Lunch – Partnership with We Need Diverse Books
Closing Session – Tig Notaro

TBA – Thursday Adult & Children's Author Luncheons, & Saturday Big Ideas

**Conference Programming**
PLA 2016 will offer attendees 12 preconferences to choose from, with 6 full-day events on Tuesday and 6 half-day events on Tuesday and Wednesday. This includes a full day and a half-day session sponsored by the Colorado Association of Libraries. PLA offers the host state chapter 1.5 days to host preconferences. PLA manages registration, marketing and meeting planning and the net revenues from the preconference(s) go to the host state. Detailed information about all 12 preconferences will soon be available on the PLA Conference website here www.placonference.org/preconferences/

Programs will take place during 3 sessions on Thursday and Friday, and 2 sessions on Saturday morning, each one hour in length. The current list of approved programs can be found online here [www.placonference.org/programs/](www.placonference.org/programs/). Timeslots will be assigned to all programs in the next few weeks. There are 103 approved sessions with up to 10 spots reserved for last minutes additions and possible repeats of popular sessions.

ConverStations have been eliminated for PLA 2016. Instead, all programs will be identified to attendees as 1. Low interaction: single speaker/panel with Q&A at the end of the program, 2. Medium interaction: single speaker/panel with questions or audience participation throughout, or 3. High interaction: facilitated discussion; small group discussion; hands-on activity.

Our most significant and exciting change in the realm of conference programming for PLA 2016 is the Program Subcommittee's development of 8 new program tracks:

- BROADCAST – Tell your story
- CHALLENGE – Push boundaries
- COLLABORATE – Share success
- IMAGINE – Think big
- INVENT – Design, test, repeat
- LEAD – Inspire, listen, empower
- PLAN – Invest with purpose
- PLAY – Energize and engage

By introducing these new tracks, PLA 2016 will challenge attendees to truly "Be Extraordinary" by branching out and exploring new issues outside of their traditional areas of focus. In addition, attendees will still have the ability to search and browse by the old tracks (such as Leadership, Collections/Tech Services, Spaces and Places, etc.) and also to use the Secondary Topics/Tags in the searchable program list.

Date: 09/11/2015
To: PLA Board of Directors
From: Kathleen Hughes, Manager, Publications
Re: *Public Libraries*

## Public Libraries

*Public Libraries* ad sales in fiscal year 2015 are behind budget. The most recent report shows that gross advertising revenue is at $21,199; the budgeted figure is $44,744. For comparison purposes, at this time last year, advertising sales were at $39,400. While FY15 revenues are still being collected, we do not think we will hit our final revenue target of $40,000. The entire advertising industry is in a slump, but we have had a particularly slow year. Upcoming changes to our sales team should increase advertise sales, and as we are going into a conference year, we will see a related boost in advertising over the next few issues.

Our subscription base has increased since this time last year; we currently have 517 subscriptions. At this time last year we had 541 subscriptions. Subscription revenues are slightly behind; budgeted to be $38,270; the actual figure is $35,921. We will likely meet our revenue target as revenues from July and August are collected. Finally, we are putting together a subscription marketing plan which should help to bolster subscription numbers over the coming fiscal year.

In terms of expenses, we are budgeted to be at $123,224; the actual expenses total is $110,432, making us approximately $12,792 ahead of budget. We were able to keep expenses down by limiting the number of pages in our print issues, using royalty-free stock images in both print and online and scaling back the use of outside designers and illustrators.

## Publiclibrariesonline.org

The online companion site to "Public Libraries" continues to thrive. Like the print iteration, PLOnline (www.publiclibrariesonline.org) focuses on issues and topics that matter to public libraries and public librarianship. Updated daily, the site features selections from the print magazine as well as unique content. With close to 30 energetic volunteer bloggers, the site covers a very wide range of topics. PL Online offers hundreds of articles on library-related topics in addition to author interviews and Indie and self-published e-book reviews. Posts are comment-enabled so readers can share ideas on the often thought-provoking topics, as well as share their own stories or experiences.

A variety of social networking options accompany the site, these include Facebook (www.facebook.com/publiclibrariesonline), Twitter (@publibonline), Pinterest (http://pinterest.com/publibonline), and Instagram https://instagram.com/publiclibrariesonline/. To further our goals as far as content reach and delivery, we are planning to add a PLOnline Podcast series to the site this fall.

We are happy to report that the site and the site's social media have been very busy – here is a look at recent statistics:

- From September 1, 2014 – September 1, 2015 – 228,786 users (formerly unique visitors).
- 287,030 sessions (formerly visits), with 78.9% by new visitors and 21.1% by returning visitors and an average session duration of 1 minute, 5 seconds.
- 409,318 pageviews, for an average of 1.43 pages per session.
- Our PL Online Facebook page has 3,747 followers and our Twitter account has 1,839 followers.

With input from the PL Advisory committee, we hope to continue to develop the print journal, the online site, the podcast programming, and the corresponding social networks. We continue to recruit new volunteer bloggers as well as solicit guest bloggers for the upcoming fiscal year.

Date: 9/11/2015
To: PLA Board of Directors
From: Kathleen Hughes, Manager, Publications
Re: PLA Publications

**Sales**
PLA Publications revenues are behind budget. Sales figures finished the fiscal year at $8,913; the budgeted figure was $16,946. At this time last year, sales were at $16,468. This lag in sales can be attributed to our backlist growing older and no new publications in FY15. (These sales figures are for PLA publications only and do not include ECRR figures, or the PLAmetrics (PLDS subscription database) which are listed separately, below.

Overall, association publishing has become less financially viable in light of open access and widely available interactive learning tools. While we are committed to disseminating and advancing knowledge via publishing, we will need to transition to a new model and determine how to navigate the transition, in light of our current need to maintain a revenue stream from publishing efforts. One example of how we hope to do this is our new "Quick Reads" series. Read more in "Upcoming Projects" below.

**Expenses**
We are well below budget on expenses. The budgeted figure is $10,542; we are actually at $888.00.

**Upcoming Projects**
For next fiscal year we have three publications in the pipeline – they are all part of a new series entitled "Quick Reads for Busy Librarians." At no more than 100 pages, we will cover both emerging and essential topics in public librarianship with style, clarity, (maybe a touch of humor), and above all brevity. These short books will be the perfect size in terms of depth and coverage for many public library world topics. Each book in the series will have a similar look and design and will be available as a pdf download (immediately) or a print publication. They will all have a similarly low price point.

The first two titles are nearing completion and are in the editing/production stage. The first will focus on Bedbug Abatement and the second on Weeding (final titles have not been determined yet). These will both be available in coming months. A third in the series (currently being written) is on using volunteers to expand the capacity of the library.

**Other PLA Publishing Activities**

**Public Library Data Service Statistical Report (PLAmetrics)**
As of the 2011 report, PLA ceased printing a paper PLDS report. The database, now known as PLAmetrics (www.plametrics.org) is available via subscription. A subscription ($250) provides unlimited web access to data and reports from the Public Library Data Service Survey for one year (12 months). At this point, we have **133 active subscriptions.** For comparison purposes here are the subscription numbers from previous years:

2015 (Fall) 160 subscriptions
2014 (June)– 171 subscriptions (PLAmetrics via Counting Opinions)
2013 (June) – 167 subscriptions (PLAmetrics via Counting Opinions)
2013 (March) – 169 subscriptions (PLAmetrics via Counting Opinions
2012 (December) – 173 subscriptions (PLAmetrics via Counting Opinions)
2011-138 subscriptions (PLAmetrics via Counting Opinions)
2010 – 69 subscriptions (PLAmetrics via Counting Opinions)
2009 – 78 subscriptions (PLDS subscription database via the University of Illinois)
2008 – 83 subscriptions (PLDS subscription database via the University of Illinois)
2007 – 70 subscriptions (PLDS subscription database via the University of Illinois)

Background on PLA/Counting Opinions Partnership
At the 2013 Annual Conference, the PLDS committee recommended, to the PLA Board of
Directors, that PLA discontinue the PLDS survey and PLAmetrics and the Board accepted their
recommendation.

Upon notification that PLA would cease production of PLDS/PLAmetrics, Counting Opinions
offered PLA a five-year licensing agreement, wherein they would  manage the survey, take over
all aspects of the project, and  pay PLA royalties based on sales. In this agreement PLA
continues to own the data. Given that the proposal would limit financial risk, decrease staff time
and keep the resource available to libraries, while also providing a potential platform for the new
performance measurement work just beginning, PLA accepted the agreement.

We have received **$1309** in royalties to date.

In FY13, under the previous agreement with CO, PLDS/PLAmetrics lost $27,600. Despite less
financial risk, at the conclusion of the CO agreement in four years, PLA will need to revisit the
issue of viability for PLDS/PLAmetrics.

**Every Child Ready to Read (ECRR) 2nd Edition (2011-001)**
Sales of the ECRR kit and auxiliary products have been very strong.  Since its release in June,
2011, we have sold 4,246 kits. At this point last year we had sold 4,048 kits.

Outside of the kits we have sold additional products:
English Brochures - Packets of 100: 4,081; last year at this time 2,668 packets
English Bookmarks – Packets of 100: 3,074; last year at this time 1,222 packets
English Posters: 4,846; last year at this time 2,094
Spanish Brochures: 1,057; last year at this time 337 packets
Spanish Bookmarks: 1,069; last year at this time 200 packets
Spanish Posters: 1,574; last year at this time 285
ECRR Toolkit for Spanish-Speaking Patrons: 96; 51 last year at this time

*The ECRR Toolkit for Spanish-Speaking Patrons was released in March of 2014.
Total net revenue for ECRR as of the third close of the FY15 budget is $30,142; the budgeted
revenue figure was $16,896 (figure may increase as sales for July and August are tallied). Total
net revenue at the close of the FY14 budget was $59,591.

Date:    September 29, 2015

To:      PLA Board of Directors

From:   Emily Plagman, Project Manager

RE:      Project Outcome Update

Project Outcome launched on June 26th and has been "live" for three months. Enrollment numbers exceed original estimates – as of September 1st over 250 users have enrolled in the website and over 80 libraries are using the surveys and 40 of them have completed surveys and are viewing their results on their data dashboards. If your library is interested in participating, please email Emily and she will get you set up.

Additional ongoing staff activities include:

- Action-oriented webinars:  In order to supporting the use of Project Outcome results in decision-making, PLA staff have organized a series of the following webinars:
  - Project Outcome Survey Results:  Maximizing Their Meaning; 9/10 @ 1 pm CST
  - Project Outcome Survey Results:  Effective Communication Strategies; 10/8 @ 1 pm CST
  - Project Outcome Libraries:  Learning from the Field; 11/10 @ 1 pm CST
  - Project Outcome Survey Results:  Using Them to Meet Strategic Goals; 12/10 @ 1 pm CST

- Conferences & enrollment:  Staff will be attending several conferences in the fall and have applied/plan to attend and present enrollment and/or informational sessions in 2016.
  - Association of Rural and Small Libraries (10/1-2, 2015)
  - California State University Center for Library Leadership and Management Institute (10/1/2015)
  - Illinois Library Association (10/23-24, 2015)
  - ALA Midwinter (1/8-9/16, 2016)
  - Computers in Libraries (3/8-10, 2016)
  - PLA 2016 (4/5-9, 2016)
  - Texas Library Association (4/19-22, 2016)
  - ALA Annual 2016 (6/23-28, 2016)

- State-level interest:  State librarians have expressed and early and strong interest in participating in Project Outcome.  Staff have begun planning a state-level enrollment model with an anticipated rollout date of early 2016.

- Next phase of survey questions:  The Project Outcome Task Force has formed a subgroup to develop and test the next iteration of survey questions.  They are intended to be more flexible and test actual adoption rates (as reported by the patrons).  *If you would like to enlist your library in testing the new questions, please email Emily Plagman at eplagman@ala.org by October 15th.*

**TO:**        PLA Board of Directors

**FROM:**    Kara O'Keefe, Membership Marketing Manager

**RE:**        PLA Brand Repositioning

**DATE:**     September 15, 2015

**BACKGROUND:**

As a membership organization, PLA's mission is twofold: to enhance the value of public library services while elevating the profession for library staff. These parallel goals mean that PLA has two interconnected value propositions to communicate – the value of the public library to individuals and communities, and the value of PLA as a leader and resource to its members. If PLA can revitalize the first, it will naturally augment the second. A refreshed positioning for PLA, including a clearly defined and enlightened definition of the 21st Century public library, will offer PLA's members a very important service – a model to help them communicate why libraries should be considered the most valuable asset in their communities. Changing perceptions on this scale is not an easy task, but it will be an amazing accomplishment for PLA.

In the Spring of 2015, PLA requested and received a proposal from GMMB to assist with the positioning work. From the proposal:

"When we talk about positioning, we mean more than creating a name, tagline, or logo. To us, positioning means communicating what differentiates public libraries from any other institution and working to provide PLA members and stakeholders with a stronger emotional connection to the association and to one another – building lasting pride, loyalty, and engagement. Positioning allows PLA to put forward its own vision of the public library and describe how PLA fits into that vision, helping PLA members talk about libraries in a unified way while remaining true to their own values. GMMB's positioning process is collaborative and fun. For PLA we propose three phases: 1) discovery, 2) development and testing, and 3) internal roll-out."

**PROJECT STATUS:**

In August 2015, PLA officially contracted with GMMB to begin the discovery phase of the positioning work. As part of the discovery process, GMMB has begun to conduct the following:

1. **Landscape Research Review**: Review existing research and related resources to inform the positioning work and identify any gaps in information.
2. **Communications Scan**: Review PLA's current positioning, analyzing materials like the website, member communications, existing messaging documents, and media materials to understand

how PLA is currently communicating about itself and identify themes that may contribute to a new strategic positioning for PLA.

    a. GMMB plans to present their findings on the scan to PLA by late-September.

3. **Stakeholder Interviews**: GMMB will begin conducting interviews with library stakeholders identified by PLA to capture insights and ideas that will inform the positioning work. Stakeholders include board members, senior leadership, a representative sample of PLA's diverse member network, decision makers, and other experts in the field. Stakeholders were identified by PLA in September 2015 and interviews are scheduled to take place later in the month. The interviews will include questions relating to perception of public libraries and perception of PLA. Example questions:

    a. In your opinion, what are some of the most significant changes that public libraries have gone through in the past decade?

    b. Is PLA vulnerable in any way? What are its weaknesses in your mind?

    c. What role does the association currently play in defining the idea of public libraries?

        i. If at present they don't, what role would you like them to have on the issue?

In addition to the above work, GMMB has asked PLA to identify roughly ten individuals to serve on the project's Advisory Team. The Advisory Team will provide input and guidance to GMMB as they conduct research, help develop the new positioning and messages about the value of public libraries, and help develop a plan to roll out this positioning to PLA's members. Over the next six to eight months, the Advisory Team will be asked to participate in the following:

1. Serve as a high-level sounding board, providing feedback at critical junctures of the positioning process
2. Participate in check-in calls, as needed (no more than one per month)
3. Be a champion of the new positioning during the rollout in Spring of 2016

The Advisory Team is scheduled for a kickoff call in mid-September 2015.

Attached is GMMB's overview of the project status.

**Positioning for the Public Library Association:**
GMMB Process and Progress

In August 2015, GMMB began work with PLA to develop a refreshed positioning for the Association. Our goal for this work is to help PLA and its members communicate a clear, powerful vision for the role of the public library in modern life, and to provide PLA members and stakeholders with a stronger emotional connection to the association and to each other – building a foundation for lasting pride, loyalty, and engagement.

An update on our three-phase positioning process and current timeline is outlined below.

**Phase One: Discovery (Ongoing)**

GMMB is in the process of a positioning scan – a high-level picture of PLA's communications and current positioning in the public library space, as well as those of organizations who are similar to PLA and who also provide services and support to libraries. To complete this scan, we are reviewing communications materials provided by PLA, relevant media stories, and a range of available research about how people use and value public libraries, what they know about and expect from library services, and what PLA members identify as their needs and priorities. We are also conducting stakeholder interviews with individuals identified by PLA, and working with PLA to establish a positioning advisory group that will review materials as they are developed.

- Kick-off call (**Aug. 10**)
- Positioning Advisory Group welcome call (**Sept. 17**)
- Positioning scan (initial review of findings to be presented the week of **Sept. 21**)
- Stakeholder interviews (to be complete by **Sept. 30**)

**Phase Two: Development (October 2015 – January 2016)**

Using insights gleaned from the discovery phase, GMMB will host a positioning summit for PLA leadership and develop a positioning platform and message framework that will serve as a guide for describing PLA's vision for public libraries – and how PLA fits into that vision.

- Positioning summit at GMMB (**mid-Oct.**)
- Positioning Advisory Group reviews strategic brief and positioning statement (**mid-Nov.**)
- Testing positioning concept (TBD – **Dec.**)
- Positioning Advisory Group reviews positioning platform and message architecture (**mid-Jan.**)

**Phase Three: Internal Roll-out (February – April 2016)**

GMMB will use all of the findings and materials from earlier phases to create a plan that includes topline messages, strategies, and tools to reach PLA members and other important audiences. This plan will be built around the related goals of engaging current members and offering a new story about public libraries to PLA's members and through them, the wider world.

- Roll out positioning plan at PLA 2016 Conference in Denver (**Apr. 5-9**)

Date:    September 14, 2015
To:      PLA Board of Directors
From:    Steven Hofmann, Manager, Web Communications
Re:      Technology Report

# PLA On-Demand Webinars

The archived recordings of PLA's webinars went on sale as on-demand webinars (http://www.ala.org/pla/onlinelearning/webinars/ondemand) via the ALA Store on February 13, 2012.

FY15 gross sales through August 31, 2015, the last day of the fiscal year, were $8412.10. Life-to-date gross sales of these products through the end of FY 15 were $26,500.30. Reporting has changed under ALA Publishing's new ALA Store vendor, and detailed reports for both FY15 and Life-to-date (i.e. FY12–FY15) are attached.

# PLA Web Analytics

In addition to the website analytics below, a comparison of PLA's primary analytics with those of the other ALA divisions is attached. Although comparisons with other divisions do not necessarily have an "apples to apples" correlation, they may still offer some internal context. A comparison of analytics for the PLA site and Public Libraries Online with the same period last year is also attached.

## PLA Website

FY15 statistics through August 31, 2015, the last day of the fiscal year, reported by Google Analytics for the PLA website:

- 57,223 users (formerly unique visitors)
- 112,897 sessions (formerly visits), with 43.5% by new visitors and 56.5% by returning visitors and an average session duration of 2 minutes, 22 seconds
- 275,987 pageviews, for an average of 2.25 pages per session
- 86.16% of sessions were from the U.S., 3.10% from Canada, and the remaining from countries including India, the U.K., Australia, the Philippines, China, Brazil, Pakistan, and Kenya
- Top 10 pages by pageviews were:
    - Homepage – 48,010 pageviews
    - Conferences & Continuing Education – 21,494 pageviews
    - On-Demand Webinars – 7,239 pageviews
    - Public Libraries Magazine (*not* Public Libraries Online) – 6,961 pageviews
    - Careers in Public Librarianship (Professional Tools) – 6,914 pageviews
    - Leadership Academy – 5,929 pageviews
    - Performance Measurement  – 5,470 pageviews
    - About PLA  – 5,134 pageviews
    - Awards  – 4,945 pageviews

- o   Online Learning – 4,920 pageviews
- Primary source of traffic on the site was search engine results (67.38% of sessions), followed by users entering URLs directly in their browsers or using bookmarks (18.16%), then links from other sites or e-mail communications (11.70%), links from social media (2.77%), and other (.00%)
- Top 10 sources of traffic by sessions were:
  - o   Google – 74,131 sessions
  - o   entering URLs or bookmarks – 22,315 sessions
  - o   Bing – 3,784 sessions
  - o   Yahoo – 3,721 sessions
  - o   Facebook – 1,449 sessions
  - o   Twitter – 677 sessions
  - o   Facebook Mobile – 629 sessions
  - o   Google AdWords – 622 sessions
  - o   Public Libraries Online – 611 sessions
  - o   placonference.org – 529 sessions

## PLA 2016 Conference Website

The full version of the PLA 2016 Conference website launched on September 3,  2015, replacing the temporary "Plan Ahead for PLA 2016" webpage. Reporting of Google Analytics for the PLA 2016 site, as well as a comparison of analytics with the PLA 2014 site, will be included in the Midwinter technology report to the Board.

## Public Libraries Online Website

FY15 statistics through August 31, 2015, the last day of the fiscal year, reported by Google Analytics for the Public Libraries Online website:

- 228,020 users (formerly unique visitors)
- 286,066 sessions (formerly visits), with 78.9% by new visitors and 21.1% by returning visitors and an average session duration of 1 minute, 5 seconds
- 407,847 pageviews, for an average of 1.43 pages per session
- 62.49% of sessions were from the U.S., 5.34% from Canada, and the remaining from countries including India, the Philippines, Australia, the U.K., Kenya, Indonesia, and South Africa
- Top 10 pages by pageviews were:
  - o   Community Centered: 23 Reasons Why Your Library Is the Most Important Place in Town (Sep/Oct 2011; posted Apr 2013) – 65,455 pageviews
  - o   Homepage – 40,282 pageviews
  - o   Ten Essential Qualities for Success: A New Cataloging Librarian's Guide from a Supervisor's Perspective (May/Jun 2013; posted Jun 2013) – 8,313 pageviews
  - o   Ten Things a Childrens Librarian Needs to Know (posted Jan 2015) – 6,418 pageviews
  - o   The 2013 Public Library Data Service Statistical Report: Characteristics and Trends (Mar/Apr 2014; posted May 2014) – 5,888 pageviews

- o GIFs List! Ten Public Librarian Conundrums (posted Feb 2015) – 5,357 pageviews
- o What Google's Algorithm Change Means for Library Websites  (posted Jun 2015) – 5,289 pageviews
- o Magazine (print versions) – 1,979 pageviews
- o Simple Crafts for Teens (posted May 2013) – 4,090 pageviews
- o Evaluating Summer Reading Programs: Suggested Improvements (Jul/Aug 2010; posted May 2013) – 4,089 pageviews
- Primary source of visits to the site was search engine results (60.41%), followed by users entering URLs directly in their browsers or using bookmarks (20.72%), then links from social media (11.64%), links from other sites or e-mail communications (7.23%), and other (.01%)
- Top 10 sources of traffic by sessions were:
  - o Google – 162,552 sessions
  - o entering URLs or bookmarks – 59,261 sessions
  - o Facebook – 11,983 sessions
  - o Facebook Mobile – 11,871 sessions
  - o ala.org (this would include the PLA site) – 5,601 sessions
  - o Twitter – 4,374 sessions
  - o Yahoo – 4,369 sessions
  - o Bing – 4,249 sessions
  - o Pinterest – 1,969 sessions
  - o Public Libraries Online e-mail  – 1,300 sessions

**PLA On-Demand Webinars - FY15 Gross Sales FINAL**

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2015 | 05181101 | Transforming Our Image Parts I & II | 5/18/2011 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 05181109 | Transforming Our Image Parts I & II GROUP | 5/18/2011 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 11301101 | Fully Engaged Customer Service at Your Library | 11/30/2011 | $28.00 | $196.00 | 7 |
| PLA | 2015 | 11301109 | Fully Engaged Customer Service at Your Library GROUP | 11/30/2011 | $119.00 | $1,190.00 | 11 |
| PLA | 2015 | 01251201 | Creating a Digital Media Lab at Your Library | 1/25/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 01251209 | Creating a Digital Media Lab at Your Library GROUP | 1/25/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 04171201 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas | 4/17/2012 | $28.00 | $140.00 | 5 |
| PLA | 2015 | 04241201 | Stretching Your Library's E-Books Budget | 4/24/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 05011209 | E-Books and Customer Service at Your Library GROUP | 5/1/2012 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 06131201 | Copyright: What You REALLY Need to Know | 6/13/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 07181201 | Screentastic! Using Screencasting as a Reference and Customer Service Tool | 7/18/2012 | $38.00 | $38.00 | 1 |
| PLA | 2015 | 07181209 | Screentastic! Using Screencasting as a Reference and Customer Service Tool GROUP | 7/18/2012 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 08081201 | Are Your Mental Models of a Library Holding You Back? | 8/8/2012 | $28.00 | $112.00 | 4 |
| PLA | 2015 | 08081209 | Are Your Mental Models of a Library Holding You Back? GROUP | 8/8/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 10171201 | Make Way for Makerspaces in the Library | 10/17/2012 | $28.00 | $112.00 | 4 |
| PLA | 2015 | 10311201 | The State of E-books in Public Libraries and Publishing | 10/31/2012 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 11071201 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? | 11/7/2012 | $28.00 | $168.00 | 6 |
| PLA | 2015 | 11071209 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? GROUP | 11/7/2012 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 11151201 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century | 11/15/2012 | $28.00 | $224.00 | 8 |
| PLA | 2015 | 11151209 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century GROUP | 11/15/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 01231301 | The Thinking Person's Guide to Stress Management | 1/23/2013 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 02271301 | How to Be a Webinar Superstar: Tips for Running Effective Online Presentations | 2/27/2013 | $28.00 | $112.00 | 4 |
| PLA | 2015 | 04171301 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime | 4/17/2013 | $28.00 | $140.00 | 5 |
| PLA | 2015 | 04171309 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime GROUP | 4/17/2013 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 05151301 | Street Smart: Urban Fiction in Public Libraries | 5/15/2013 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 08141301 | Is Community Assessment a High Hurdle? Get Over It! | 8/14/2013 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 09181301 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) | 9/18/2013 | $28.00 | $224.00 | 8 |
| PLA | 2015 | 09181309 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) GROUP | 9/18/2013 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 12041301 | Partners in Literacy: How Schools and Public Libraries Can Work Together | 12/4/2013 | $28.00 | $84.00 | 3 |

**PLA On-Demand Webinars - FY15 Gross Sales FINAL**

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2015 | 12041309 | Partners in Literacy: How Schools and Public Libraries Can Work Together GROUP | 12/4/2013 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 12111301 | Creating Engaged and Motivated Staff: From Expectations to Excellence | 12/11/2013 | $28.00 | $196.00 | 7 |
| PLA | 2015 | 12111309 | Creating Engaged and Motivated Staff: From Expectations to Excellence GROUP | 12/11/2013 | $119.00 | $476.00 | 4 |
| PLA | 2015 | 01221401 | Fundraising 101 | 1/22/2014 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 01291401 | Friends & Foundations: What They Do and How to Make the Most of Them | 1/29/2014 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 02051401 | It's All in the Planning: Getting Started on Strategic and Development Plans | 2/5/2014 | $28.00 | $280.00 | 10 |
| PLA | 2015 | 02051409 | It's All in the Planning: Getting Started on Strategic and Development Plans GROUP | 2/5/2014 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 04021401 | Supervise with Success: A Two-Part Webinar Series | 4/2/2014 | $45.00 | $180.00 | 4 |
| PLA | 2015 | 04021409 | Supervise with Success: A Two-Part Webinar Series GROUP | 4/2/2014 | $169.00 | $338.00 | 2 |
| PLA | 2015 | 05141401 | Violence Prevention in the Public Library | 5/14/2014 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 05141409 | Violence Prevention in the Public Library GROUP | 5/14/2014 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 06231401 | Marketing Plans for the Faint of Heart | 6/23/2014 | $28.00 | $308.00 | 11 |
| PLA | 2015 | 06231409 | Marketing Plans for the Faint of Heart GROUP | 6/23/2014 | $119.00 | $107.10 | 1 |
| PLA | 2015 | 08271401 | Weed 'Em and Weep: Hoarding Is Not Collection Development | 8/27/2014 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 08271409 | Weed 'Em and Weep: Hoarding Is Not Collection Development GROUP | 8/27/2014 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 01141501 | Memory Care and Technology: Innovative Ideas to Reach Seniors and Alzheimer's Communities | 1/14/2015 | $28.00 | $140.00 | 5 |
| PLA | 2015 | 02251501 | Passion and Partnership: How a Very Small Library Created Programs with Huge Success | 2/25/2015 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 02251509 | Passion and Partnership: How a Very Small Library Created Programs with Huge Success GROUP | 2/25/2015 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 03181501 | Managing Age Diversity in the Workplace | 3/18/2015 | $28.00 | $56.00 | 2 |
| | | | | | | **$8,412.10** | **159** |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**     *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| *PLA* | *2012* | *01191101* | *Right on the Money: Financial Literacy @ your library* | *1/19/2011* | *$28.00* | *$28.00* | *1* |
| | | | | | | **$28.00** | **1** |
| | | | | | | | |
| *PLA* | *2012* | *02231101* | *Creating a User-Centered Website for Your Library* | *2/23/2011* | *$28.00* | *$140.00* | *5* |
| *PLA* | *2012* | *02231109* | *Creating a User-Centered Website for Your Library GROUP* | *2/23/2011* | *$119.00* | *$119.00* | *1* |
| *PLA* | *2013* | *02231101* | *Creating a User-Centered Website for Your Library* | *2/23/2011* | *$28.00* | *$28.00* | *1* |
| | | | | | | **$287.00** | **7** |
| | | | | | | | |
| *PLA* | *2012* | *04201101* | *Cracking QR Codes—What Are They and How Can They Help Your Library?* | *4/20/2011* | *$28.00* | *$84.00* | *3* |
| *PLA* | *2013* | *04201101* | *Cracking QR Codes—What Are They and How Can They Help Your Library?* | *4/20/2011* | *$28.00* | *$28.00* | *1* |
| | | | | | | **$112.00** | **4** |
| | | | | | | | |
| PLA | 2012 | 05181101 | Transforming Our Image Parts I & II | 5/18/2011 | $28.00 | $140.00 | 5 |
| PLA | 2012 | 05181109 | Transforming Our Image Parts I & II GROUP | 5/18/2011 | $119.00 | $119.00 | 1 |
| PLA | 2013 | 05181101 | Transforming Our Image Parts I & II | 5/18/2011 | $28.00 | $112.00 | 4 |
| PLA | 2013 | 05181109 | Transforming Our Image Parts I & II GROUP | 5/18/2011 | $119.00 | $238.00 | 2 |
| PLA | 2014 | 05181101 | Transforming Our Image Parts I & II | 5/18/2011 | $28.00 | $168.00 | 6 |
| PLA | 2014 | 05181109 | Transforming Our Image Parts I & II GROUP | 5/18/2011 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 05181101 | Transforming Our Image Parts I & II | 5/18/2011 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 05181109 | Transforming Our Image Parts I & II GROUP | 5/18/2011 | $119.00 | $119.00 | 1 |
| | | | | | | **$1,043.00** | **21** |
| | | | | | | | |
| PLA | 2012 | 07191101 | Dive into a Good Book: Great Summer Reads to Recommend to Your Patrons | 7/19/2011 | $28.00 | $84.00 | 3 |
| | | | | | | **$84.00** | **3** |
| | | | | | | | |
| *PLA* | *2012* | *09211101* | *Check Out E-Readers! Sacramento Public Library Did It and You Can Too!* | *9/21/2011* | *$28.00* | *$28.00* | *1* |
| *PLA* | *2013* | *09211101* | *Check Out E-Readers! Sacramento Public Library Did It and You Can Too!* | *9/21/2011* | *$28.00* | *$56.00* | *2* |
| *PLA* | *2013* | *09211109* | *Check Out E-Readers! Sacramento Public Library Did It and You Can Too! GROUP* | *9/21/2011* | *$119.00* | *$119.00* | *1* |
| | | | | | | **$203.00** | **4** |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**     *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|----------|-------------|-----------|------------|----------------|------------|-----------------|-----------|
| *PLA* | *2012* | *10251101* | *Intro to E-Books* | *10/25/2011* | *$28.00* | *$168.00* | *6* |
| *PLA* | *2012* | *10251109* | *Intro to E-Books GROUP* | *10/25/2011* | *$119.00* | *$119.00* | *1* |
| | | | | | | **$287.00** | **7** |
| | | | | | | | |
| PLA | 2012 | 10261101 | Building Community: Online Tools for Spanish Speakers | 10/26/2011 | $28.00 | $28.00 | 1 |
| PLA | 2013 | 10261101 | Building Community: Online Tools for Spanish Speakers | 10/26/2011 | $28.00 | $56.00 | 2 |
| PLA | 2014 | 10261101 | Building Community: Online Tools for Spanish Speakers | 10/26/2011 | $28.00 | $28.00 | 1 |
| | | | | | | **$112.00** | **4** |
| | | | | | | | |
| *PLA* | *2012* | *11011101* | *Laying the Groundwork for a Successful E-Book Collection* | *11/1/2011* | *$28.00* | *$112.00* | *4* |
| *PLA* | *2012* | *11011109* | *Laying the Groundwork for a Successful E-Book Collection GROUP* | *11/1/2011* | *$119.00* | *$119.00* | *1* |
| | | | | | | **$231.00** | **5** |
| | | | | | | | |
| *PLA* | *2012* | *11081101* | *Powering Up Your E-Book Program* | *11/8/2011* | *$28.00* | *$56.00* | *2* |
| | | | | | | **$56.00** | **2** |
| | | | | | | | |
| *PLA* | *2012* | *11151101* | *Strategies for Sustaining Your Library's E-Book Program* | *11/15/2011* | *$28.00* | *$28.00* | *1* |
| | | | | | | **$28.00** | **1** |
| | | | | | | | |
| PLA | 2012 | 11301101 | Fully Engaged Customer Service at Your Library | 11/30/2011 | $28.00 | $308.00 | 11 |
| PLA | 2012 | 11301109 | Fully Engaged Customer Service at Your Library GROUP | 11/30/2011 | $119.00 | $238.00 | 2 |
| PLA | 2013 | 11301101 | Fully Engaged Customer Service at Your Library | 11/30/2011 | $28.00 | $448.00 | 16 |
| PLA | 2013 | 11301109 | Fully Engaged Customer Service at Your Library GROUP | 11/30/2011 | $119.00 | $833.00 | 7 |
| PLA | 2014 | 11301101 | Fully Engaged Customer Service at Your Library | 11/30/2011 | $28.00 | $420.00 | 15 |
| PLA | 2014 | 11301109 | Fully Engaged Customer Service at Your Library GROUP | 11/30/2011 | $119.00 | $1,428.00 | 12 |
| PLA | 2015 | 11301101 | Fully Engaged Customer Service at Your Library | 11/30/2011 | $28.00 | $196.00 | 7 |
| PLA | 2015 | 11301109 | Fully Engaged Customer Service at Your Library GROUP | 11/30/2011 | $119.00 | $1,190.00 | 11 |
| | | | | | | **$5,061.00** | **81** |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**  *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2012 | 01251201 | Creating a Digital Media Lab at Your Library | 1/25/2012 | $28.00 | $140.00 | 5 |
| PLA | 2012 | 01251209 | Creating a Digital Media Lab at Your Library GROUP | 1/25/2012 | $119.00 | $119.00 | 1 |
| PLA | 2013 | 01251201 | Creating a Digital Media Lab at Your Library | 1/25/2012 | $28.00 | $224.00 | 8 |
| PLA | 2013 | 01251209 | Creating a Digital Media Lab at Your Library GROUP | 1/25/2012 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 01251201 | Creating a Digital Media Lab at Your Library | 1/25/2012 | $28.00 | $140.00 | 5 |
| PLA | 2014 | 01251209 | Creating a Digital Media Lab at Your Library GROUP | 1/25/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 01251201 | Creating a Digital Media Lab at Your Library | 1/25/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 01251209 | Creating a Digital Media Lab at Your Library GROUP | 1/25/2012 | $119.00 | $119.00 | 1 |
| | | | | | | **$1,008.00** | **23** |
| | | | | | | | |
| *PLA* | *2012* | *02231201* | *Quick Fixes for Library Displays* | *2/23/2012* | *$28.00* | *$56.00* | *2* |
| *PLA* | *2013* | *02231201* | *Quick Fixes for Library Displays* | *2/23/2012* | *$28.00* | *$56.00* | *2* |
| | | | | | | **$112.00** | **4** |
| | | | | | | | |
| PLA | 2012 | 03281201 | Implementing "Choose Civility," a Community-wide Campaign | 3/28/2012 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 03281201 | Implementing "Choose Civility," a Community-wide Campaign | 3/28/2012 | $28.00 | $56.00 | 2 |
| PLA | 2014 | 03281201 | Implementing "Choose Civility," a Community-wide Campaign | 3/28/2012 | $28.00 | $28.00 | 1 |
| | | | | | | **$140.00** | **5** |
| | | | | | | | |
| PLA | 2012 | 04171201 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas | 4/17/2012 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 04171201 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas | 4/17/2012 | $28.00 | $224.00 | 8 |
| PLA | 2014 | 04171201 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas | 4/17/2012 | $28.00 | $28.00 | 1 |
| PLA | 2014 | 04171209 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas GROUP | 4/17/2012 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 04171201 | E-Books 101 – A Look at Devices, Platforms, and Training Ideas | 4/17/2012 | $28.00 | $140.00 | 5 |
| | | | | | | **$686.00** | **18** |
| | | | | | | | |
| PLA | 2013 | 04241201 | Stretching Your Library's E-Books Budget | 4/24/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 04241201 | Stretching Your Library's E-Books Budget | 4/24/2012 | $28.00 | $28.00 | 1 |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**    *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| | | | | | | $56.00 | 2 |
| | | | | | | | |
| PLA | 2013 | 05011201 | E-Books and Customer Service at Your Library | 5/1/2012 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 05011209 | E-Books and Customer Service at Your Library GROUP | 5/1/2012 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 05011201 | E-Books and Customer Service at Your Library | 5/1/2012 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 05011209 | E-Books and Customer Service at Your Library GROUP | 5/1/2012 | $119.00 | $238.00 | 2 |
| | | | | | | $497.00 | 8 |
| | | | | | | | |
| PLA | 2012 | 05081201 | E-Books and Libraries: What's Next? | 5/8/2012 | $28.00 | $168.00 | 6 |
| PLA | 2013 | 05081201 | E-Books and Libraries: What's Next? | 5/8/2012 | $28.00 | $140.00 | 5 |
| PLA | 2013 | 05081209 | E-Books and Libraries: What's Next? GROUP | 5/8/2012 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 05081201 | E-Books and Libraries: What's Next? | 5/8/2012 | $28.00 | $84.00 | 3 |
| | | | | | | $511.00 | 15 |
| | | | | | | | |
| PLA | 2013 | 06131201 | Copyright: What You REALLY Need to Know | 6/13/2012 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 06131209 | Copyright: What You REALLY Need to Know GROUP | 6/13/2012 | $119.00 | $238.00 | 2 |
| PLA | 2014 | 06131201 | Copyright: What You REALLY Need to Know | 6/13/2012 | $28.00 | $140.00 | 5 |
| PLA | 2014 | 06131209 | Copyright: What You REALLY Need to Know GROUP | 6/13/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 06131201 | Copyright: What You REALLY Need to Know | 6/13/2012 | $28.00 | $28.00 | 1 |
| | | | | | | $581.00 | 11 |
| | | | | | | | |
| PLA | 2013 | 07181201 | Screentastic! Using Screencasting as a Reference and Customer Service Tool | 7/18/2012 | $38.00 | $152.00 | 4 |
| PLA | 2013 | 07181209 | Screentastic! Using Screencasting as a Reference and Customer Service Tool GROUP | 7/18/2012 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 07181201 | Screentastic! Using Screencasting as a Reference and Customer Service Tool | 7/18/2012 | $38.00 | $76.00 | 2 |
| PLA | 2015 | 07181201 | Screentastic! Using Screencasting as a Reference and Customer Service Tool | 7/18/2012 | $38.00 | $38.00 | 1 |
| PLA | 2015 | 07181209 | Screentastic! Using Screencasting as a Reference and Customer Service Tool GROUP | 7/18/2012 | $119.00 | $357.00 | 3 |
| | | | | | | $742.00 | 11 |
| | | | | | | | |
| PLA | 2013 | 08081201 | Are Your Mental Models of a Library Holding You Back? | 8/8/2012 | $28.00 | $84.00 | 3 |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**  *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2013 | 08081209 | Are Your Mental Models of a Library Holding You Back? GROUP | 8/8/2012 | $119.00 | $476.00 | 4 |
| PLA | 2014 | 08081201 | Are Your Mental Models of a Library Holding You Back? | 8/8/2012 | $28.00 | $56.00 | 2 |
| PLA | 2014 | 08081209 | Are Your Mental Models of a Library Holding You Back? GROUP | 8/8/2012 | $119.00 | $476.00 | 4 |
| PLA | 2015 | 08081201 | Are Your Mental Models of a Library Holding You Back? | 8/8/2012 | $28.00 | $112.00 | 4 |
| PLA | 2015 | 08081209 | Are Your Mental Models of a Library Holding You Back? GROUP | 8/8/2012 | $119.00 | $119.00 | 1 |
| | | | | | | **$1,323.00** | **18** |
| | | | | | | | |
| *PLA* | *2013* | *09191201* | *Alternative Reads: Discovering and Sharing Great Indie Fiction Books with Your Patrons* | *9/19/2012* | *$28.00* | *$28.00* | *1* |
| | | | | | | **$28.00** | **1** |
| | | | | | | | |
| PLA | 2013 | 10171201 | Make Way for Makerspaces in the Library | 10/17/2012 | $28.00 | $84.00 | 3 |
| PLA | 2013 | 10171209 | Make Way for Makerspaces in the Library GROUP | 10/17/2012 | $119.00 | $357.00 | 3 |
| PLA | 2014 | 10171201 | Make Way for Makerspaces in the Library | 10/17/2012 | $28.00 | $168.00 | 6 |
| PLA | 2014 | 10171209 | Make Way for Makerspaces in the Library GROUP | 10/17/2012 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 10171201 | Make Way for Makerspaces in the Library | 10/17/2012 | $28.00 | $112.00 | 4 |
| | | | | | | **$959.00** | **18** |
| | | | | | | | |
| PLA | 2013 | 10311201 | The State of E-books in Public Libraries and Publishing | 10/31/2012 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 10311209 | The State of E-books in Public Libraries and Publishing GROUP | 10/31/2012 | $119.00 | $238.00 | 2 |
| PLA | 2014 | 10311201 | The State of E-books in Public Libraries and Publishing | 10/31/2012 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 10311201 | The State of E-books in Public Libraries and Publishing | 10/31/2012 | $28.00 | $56.00 | 2 |
| | | | | | | **$378.00** | **7** |
| | | | | | | | |
| PLA | 2013 | 11071201 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? | 11/7/2012 | $28.00 | $140.00 | 5 |
| PLA | 2014 | 11071201 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? | 11/7/2012 | $28.00 | $224.00 | 8 |
| PLA | 2014 | 11071209 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? GROUP | 11/7/2012 | $119.00 | $476.00 | 4 |
| PLA | 2015 | 11071201 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? | 11/7/2012 | $28.00 | $168.00 | 6 |
| PLA | 2015 | 11071209 | The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want? GROUP | 11/7/2012 | $119.00 | $238.00 | 2 |
| | | | | | | **$1,246.00** | **25** |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**     *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| PLA | 2013 | 11151201 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century | 11/15/2012 | $28.00 | $336.00 | 12 |
| PLA | 2013 | 11151209 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century GROUP | 11/15/2012 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 11151201 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century | 11/15/2012 | $28.00 | $140.00 | 5 |
| PLA | 2014 | 11151209 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century GROUP | 11/15/2012 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 11151201 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century | 11/15/2012 | $28.00 | $224.00 | 8 |
| PLA | 2015 | 11151209 | On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century GROUP | 11/15/2012 | $119.00 | $119.00 | 1 |
| | | | | | | **$1,057.00** | **28** |
| | | | | | | | |
| PLA | 2013 | 01231301 | The Thinking Person's Guide to Stress Management | 1/23/2013 | $28.00 | $56.00 | 2 |
| PLA | 2013 | 01231309 | The Thinking Person's Guide to Stress Management GROUP | 1/23/2013 | $119.00 | $357.00 | 3 |
| PLA | 2014 | 01231301 | The Thinking Person's Guide to Stress Management | 1/23/2013 | $28.00 | $84.00 | 3 |
| PLA | 2014 | 01231309 | The Thinking Person's Guide to Stress Management GROUP | 1/23/2013 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 01231301 | The Thinking Person's Guide to Stress Management | 1/23/2013 | $28.00 | $56.00 | 2 |
| | | | | | | **$910.00** | **13** |
| | | | | | | | |
| PLA | 2013 | 02271301 | How to Be a Webinar Superstar: Tips for Running Effective Online Presentations | 2/27/2013 | $28.00 | $56.00 | 2 |
| PLA | 2014 | 02271301 | How to Be a Webinar Superstar: Tips for Running Effective Online Presentations | 2/27/2013 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 02271301 | How to Be a Webinar Superstar: Tips for Running Effective Online Presentations | 2/27/2013 | $28.00 | $112.00 | 4 |
| | | | | | | **$252.00** | **9** |
| | | | | | | | |
| PLA | 2013 | 04171309 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime GROUP | 4/17/2013 | $119.00 | $119.00 | 1 |
| PLA | 2014 | 04171301 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime | 4/17/2013 | $28.00 | $280.00 | 10 |
| PLA | 2014 | 04171309 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime GROUP | 4/17/2013 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 04171301 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime | 4/17/2013 | $28.00 | $140.00 | 5 |
| PLA | 2015 | 04171309 | Early Literacy Programming in the Digital Age: Apps and E-Books in Storytime GROUP | 4/17/2013 | $119.00 | $357.00 | 3 |
| | | | | | | **$1,015.00** | **20** |
| | | | | | | | |
| PLA | 2013 | 05151309 | Street Smart: Urban Fiction in Public Libraries GROUP | 5/15/2013 | $119.00 | $119.00 | 1 |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**   *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2014 | 05151301 | Street Smart: Urban Fiction in Public Libraries | 5/15/2013 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 05151301 | Street Smart: Urban Fiction in Public Libraries | 5/15/2013 | $28.00 | $84.00 | 3 |
| | | | | | | **$231.00** | **5** |
| | | | | | | | |
| PLA | 2014 | 08141301 | Is Community Assessment a High Hurdle? Get Over It! | 8/14/2013 | $28.00 | $137.20 | 5 |
| PLA | 2014 | 08141309 | Is Community Assessment a High Hurdle? Get Over It! GROUP | 8/14/2013 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 08141301 | Is Community Assessment a High Hurdle? Get Over It! | 8/14/2013 | $28.00 | $28.00 | 1 |
| | | | | | | **$403.20** | **8** |
| | | | | | | | |
| PLA | 2014 | 09181301 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) | 9/18/2013 | $28.00 | $252.00 | 9 |
| PLA | 2014 | 09181309 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) GROUP | 9/18/2013 | $119.00 | $357.00 | 3 |
| PLA | 2015 | 09181301 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) | 9/18/2013 | $28.00 | $224.00 | 8 |
| PLA | 2015 | 09181309 | Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb) GROUP | 9/18/2013 | $119.00 | $119.00 | 1 |
| | | | | | | **$952.00** | **21** |
| | | | | | | | |
| PLA | 2014 | 12041301 | Partners in Literacy: How Schools and Public Libraries Can Work Together | 12/4/2013 | $28.00 | $112.00 | 4 |
| PLA | 2015 | 12041301 | Partners in Literacy: How Schools and Public Libraries Can Work Together | 12/4/2013 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 12041309 | Partners in Literacy: How Schools and Public Libraries Can Work Together GROUP | 12/4/2013 | $119.00 | $238.00 | 2 |
| | | | | | | **$434.00** | **9** |
| | | | | | | | |
| PLA | 2014 | 12111301 | Creating Engaged and Motivated Staff: From Expectations to Excellence | 12/11/2013 | $28.00 | $168.00 | 6 |
| PLA | 2014 | 12111309 | Creating Engaged and Motivated Staff: From Expectations to Excellence GROUP | 12/11/2013 | $119.00 | $238.00 | 2 |
| PLA | 2015 | 12111301 | Creating Engaged and Motivated Staff: From Expectations to Excellence | 12/11/2013 | $28.00 | $196.00 | 7 |
| PLA | 2015 | 12111309 | Creating Engaged and Motivated Staff: From Expectations to Excellence GROUP | 12/11/2013 | $119.00 | $476.00 | 4 |
| | | | | | | **$1,078.00** | **19** |
| | | | | | | | |
| PLA | 2014 | 01221401 | Fundraising 101 | 1/22/2014 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 01221401 | Fundraising 101 | 1/22/2014 | $28.00 | $56.00 | 2 |
| | | | | | | **$84.00** | **3** |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| PLA | 2014 | 01291401 | Friends & Foundations: What They Do and How to Make the Most of Them | 1/29/2014 | $28.00 | $84.00 | 3 |
| PLA | 2014 | 01291409 | Friends & Foundations: What They Do and How to Make the Most of Them GROUP | 1/29/2014 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 01291401 | Friends & Foundations: What They Do and How to Make the Most of Them | 1/29/2014 | $28.00 | $56.00 | 2 |
| | | | | | | **$259.00** | **6** |
| | | | | | | | |
| PLA | 2014 | 02051401 | It's All in the Planning: Getting Started on Strategic and Development Plans | 2/5/2014 | $28.00 | $28.00 | 1 |
| PLA | 2014 | 02051409 | It's All in the Planning: Getting Started on Strategic and Development Plans GROUP | 2/5/2014 | $119.00 | $595.00 | 5 |
| PLA | 2015 | 02051401 | It's All in the Planning: Getting Started on Strategic and Development Plans | 2/5/2014 | $28.00 | $280.00 | 10 |
| PLA | 2015 | 02051409 | It's All in the Planning: Getting Started on Strategic and Development Plans GROUP | 2/5/2014 | $119.00 | $119.00 | 1 |
| | | | | | | **$1,022.00** | **17** |
| | | | | | | | |
| PLA | 2014 | 04021401 | Supervise with Success: A Two-Part Webinar Series | 4/2/2014 | $45.00 | $270.00 | 6 |
| PLA | 2014 | 04021409 | Supervise with Success: A Two-Part Webinar Series GROUP | 4/2/2014 | $169.00 | $338.00 | 2 |
| PLA | 2015 | 04021401 | Supervise with Success: A Two-Part Webinar Series | 4/2/2014 | $45.00 | $180.00 | 4 |
| PLA | 2015 | 04021409 | Supervise with Success: A Two-Part Webinar Series GROUP | 4/2/2014 | $169.00 | $338.00 | 2 |
| | | | | | | **$1,126.00** | **14** |
| | | | | | | | |
| PLA | 2014 | 05141409 | Violence Prevention in the Public Library GROUP | 5/14/2014 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 05141401 | Violence Prevention in the Public Library | 5/14/2014 | $28.00 | $56.00 | 2 |
| PLA | 2015 | 05141409 | Violence Prevention in the Public Library GROUP | 5/14/2014 | $119.00 | $357.00 | 3 |
| | | | | | | **$532.00** | **6** |
| | | | | | | | |
| PLA | 2014 | 06231401 | Marketing Plans for the Faint of Heart | 6/23/2014 | $28.00 | $28.00 | 1 |
| PLA | 2014 | 06231409 | Marketing Plans for the Faint of Heart GROUP | 6/23/2014 | $119.00 | $119.00 | 1 |
| PLA | 2015 | 06231401 | Marketing Plans for the Faint of Heart | 6/23/2014 | $28.00 | $308.00 | 11 |
| PLA | 2015 | 06231409 | Marketing Plans for the Faint of Heart GROUP | 6/23/2014 | $119.00 | $107.10 | 1 |
| | | | | | | **$562.10** | **14** |
| | | | | | | | |

**PLA On-Demand Webinars - FY12-FY15 Cumulative Gross Sales FINAL**     *(Italicized titles are retired and no longer available for purchase)*

| ALA Unit | Fiscal Year | Item Code | Item Title | Orig Presented | List Price | Gross Sales Amt | Sales Qty |
|---|---|---|---|---|---|---|---|
| PLA | 2015 | 08271401 | Weed 'Em and Weep: Hoarding Is Not Collection Development | 8/27/2014 | $28.00 | $28.00 | 1 |
| PLA | 2015 | 08271409 | Weed 'Em and Weep: Hoarding Is Not Collection Development GROUP | 8/27/2014 | $119.00 | $119.00 | 1 |
|  |  |  |  |  |  | $147.00 | 2 |
|  |  |  |  |  |  |  |  |
| PLA | 2015 | 01141501 | Memory Care and Technology: Innovative Ideas to Reach Seniors and Alzheimer's Communities | 1/14/2015 | $28.00 | $140.00 | 5 |
|  |  |  |  |  |  | $140.00 | 5 |
|  |  |  |  |  |  |  |  |
| PLA | 2015 | 02251501 | Passion and Partnership: How a Very Small Library Created Programs with Huge Success | 2/25/2015 | $28.00 | $84.00 | 3 |
| PLA | 2015 | 02251509 | Passion and Partnership: How a Very Small Library Created Programs with Huge Success GROUP | 2/25/2015 | $119.00 | $357.00 | 3 |
|  |  |  |  |  |  | $441.00 | 6 |
|  |  |  |  |  |  |  |  |
| PLA | 2015 | 03181501 | Managing Age Diversity in the Workplace | 3/18/2015 | $28.00 | $56.00 | 2 |
|  |  |  |  |  |  | $56.00 | 2 |
|  |  |  |  |  |  | $26,500.30 | 513 |

**FY15 (September 1,2014–August 31, 2015) Comparison with Other Divisions**

| | PLA | AASL | ACRL | ALCTS | ALSC | ASCLA | LITA | LLAMA | RUSA | UNITED | YALSA |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Users** | 57,223 | 337,183 | 396,882 | 107,814 | 1,094,439 | 33,981 | 34,301 | 15,985 | 159,133 | 38,798 | 639,427 |
| **Sessions** | 112,897 | 582,764 | 694,452 | 205,601 | 1,711,638 | 53,250 | 73,713 | 35,692 | 265,578 | 68,055 | 958,051 |
| **Average Session Duration** | 0:02:22 | 0:02:48 | 0:02:03 | 0:02:22 | 0:02:24 | 0:01:33 | 0:02:27 | 0:02:55 | 0:02:05 | 0:02:45 | 0:02:20 |
| **Pageviews** | 275,987 | 1,323,122 | 1,362,210 | 451,614 | 3,859,793 | 88,675 | 192,545 | 88,321 | 518,431 | 156,712 | 2,511,199 |
| **Average Pages per Session** | 2.25 | 2.27 | 1.96 | 2.20 | 2.26 | 1.67 | 2.61 | 2.47 | 1.95 | 2.30 | 2.62 |

| | PLA + PL Online | AASL | ACRL | ALCTS | ALSC | ASCLA | LITA | LLAMA | RUSA | UNITED | YALSA |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Users** | 285,243 | 337,183 | 396,882 | 107,814 | 1,094,439 | 33,981 | 34,301 | 15,985 | 159,133 | 38,798 | 639,427 |
| **Sessions** | 398,963 | 582,764 | 694,452 | 205,601 | 1,711,638 | 53,250 | 73,713 | 35,692 | 265,578 | 68,055 | 958,051 |
| **Average Session Duration** | 0:02:14 | 0:02:48 | 0:02:03 | 0:02:22 | 0:02:24 | 0:01:33 | 0:02:27 | 0:02:55 | 0:02:05 | 0:02:45 | 0:02:20 |
| **Pageviews** | 683,834 | 1,323,122 | 1,362,210 | 451,614 | 3,859,793 | 88,675 | 192,545 | 88,321 | 518,431 | 156,712 | 2,511,199 |
| **Average Pages per Session** | 1.71 | 2.27 | 1.96 | 2.20 | 2.26 | 1.67 | 2.61 | 2.47 | 1.95 | 2.30 | 2.62 |

**Comparisons with Same Period Last Year**

**PLA Website**

|  | FY15 | FY14 | % Change |
|---|---|---|---|
| **Users** | 57,223 | 69,100 | -17.19% |
| **Sessions** | 112,897 | 140,035 | -19.38% |
| **Average Session Duration** | 0:02:22 | 0:02:29 | -4.70% |
| **Pageviews** | 275,987 | 299,042 | -7.71% |
| **Average Pages per Session** | 2.25 | 2.14 | 5.14% |

**Public Libraries Online Website**

|  | FY15 | FY14 | % Change |
|---|---|---|---|
| **Users** | 228,020 | 153,063 | 48.97% |
| **Sessions** | 286,066 | 185,381 | 54.31% |
| **Average Session Duration** | 0:01:05 | 0:01:04 | 1.56% |
| **Pageviews** | 407,847 | 272,807 | 49.50% |
| **Average Pages per Session** | 1.43 | 1.47 | -2.72% |

**TO:**        PLA Board of Directors


**FROM:**      Carolyn Anthony, Chair, Nominating Committee (2016 Election)


**RE:**        2016 PLA Election Slate


**DATE:**      July 8, 2015

On behalf of the PLA Nominating Committee 2016, I am happy to report that we have finalized a slate for the PLA ballot for 2016, serving terms from 2016-2019


Candidates for President:

        Georgia Lomax, Director, Pierce County (Wash.) Public Library

        Pam Sandlian-Smith, Director, Anythink Libraries, Rangeview, Colo.


Candidates for Director-at-Large(four candidates for two seats on the board):

        Sonya Alcantara- Antoine, Virginia Beach (Va.) Public Library

        Kevin King, Kalamazoo (Mich.) Public Library

        Richard Kong, Skokie (Ill.) Public Library

        Tracy Strobel, Cuyahoga County (Ohio) Public Library


Members of the PLA Nominating Committee 2016 were:

    Toni Garvey

    Luis Herrera

    Mary Anne Hodel

    Portia Latalladi

    Erin Shea

    Felton Thomas

    Carolyn Anthony, Chair

**TO**: PLA Board of Directors

**RE:** PLA FY15 Year-end Analysis and FY16 Overview

**ACTION REQUESTED/INFORMATION/DISCUSSION/REPORT**

Information/Discussion

**ACTION REQUESTED BY:**

Barb Macikas, PLA Executive Director

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

This report provides the Board with an update on the year-end results for FY2015 as well as an overview of the 2016 fiscal year budget.

# *FY2015 Actual as of 1<sup>st</sup> Close and FY2016 Projected Operating Fund Balance Summary*

**2015 Projected Fund Balance:**

| | |
|---|---:|
| 2014 Beginning Fund Balance | $1,769,722 |
| 2014 Revenue (actual) | + 4,180,523 |
| *Subtotal* | 5,950,245 |
| 2014 Expense (actual) | - 2,888,009 |
| 2015 Opening Fund Balance | $ 3,062,236 |

2015 Estimated Budgetary Ceiling:

| | |
|---|---:|
| 2015 Opening Fund Balance | $3,062,236 |
| 2015 Revenue as of 1<sup>st</sup> close | + 803,682 |
| *Subtotal* | $3,865,918 |
| 2015 Expenses as of 1<sup>st</sup> close | - $1,461,148 |
| 2015 Estimated Budgetary Ceiling | $2,404,770 |
| Budgeted Transfer to Endowment 2015 | 0 |
| *2015 Projected Ending Fund Balance* | *$2,404,770* |

**2016 Projected Fund Balance:**

| | | |
|---|---:|---|
| 2015 Estimated Budgetary Ceiling | $2,404,770 | (FY16 projected opening balance) |
| 2016 Revenue Budgeted | + 4,175,740 | |
| *Subtotal* | $ 6,382,407 | |
| 2016 Expenses Budgeted | - 3,778,596 | |
| *2016 Projected Year End Fund Balance* | *$ 2,603,811* | |

## Historical Overview and Comparisons

Here is an overview of the draft Fiscal Year 2016 budget, along with comparison data for actual and budget in previous and current years.

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 as of 1st close | FY16 Draft |
|---|---|---|---|---|---|
| **Beginning Fund Balance** | $1,049,598 | $2,129,598 | $1,769,722 | $3,062,236 | $2,404,756 |
| **Revenues** | $4,243,107 | $ 868,334 | $4,180,523 | $ 803,682 | $4,175,740 |
| **Expenses** | $2,363,924 | $1,172,344 | $2,100,044 | $1,412,715 | $2,975,628 |
| **Overhead/Taxes** | $ 799,655 | $ 55,304 | $ 787,965 | $ 48,433 | $ 802,968 |
| **Total Expenses** | $3,163,579 | $1,227,648 | $2,888,009 | $1,461,148 | $ 3,778,596 |
| **Net** | $ 1,079,528 | $ (359,314) | $ 1,292,514 | $ (657,466) | $ 397,144 |
| **Ending Fund Balance** | $ 2,129,052 | $1,769,722 | $3,062,236 | $2,404,756 | $ 2,603,811 |

## *FY16 – PLA Operating Budget Overview*

Revenues
- Membership dues revenue budgeted at FY14 actual, with the conference giving PLA an opportunity to market the value of PLA membership. PLA is collaborating with ALA on new membership marketing options and the membership advisory committee is focused on increasing the value of PLA member. In FY16 we will again provide a new member value opportunity (like the Member Breakfast at ALA 2015 Annual). Long-range these opportunities should help grow membership but short term, there will be investment expense. Note that FY16 will be the first year PLA will phase in a dues increase based on the Consumer Price Index. CPI will likely not match the flat $5/year dues increase PLA has seen over the last four years.
- PLA 2016 Conference revenue ($3,221,184, includes registrations and exhibits) makes up the majority of PLA's revenue in FY16 and is based on actuals from FY14. Conference registration is budgeted at FY14 levels; exhibit booth sales are budgeted at 8% under actuals due to vendor consolidations. PLA is considering a variety of new marketing options, and, with the conference and conference program committees' strong support and great ideas, will develop an extraordinary program with new opportunities for members to engage and learn.
- Sponsorships and development is budgeted at $260,000, which is well over FY14 actuals. PLA is hoping having additional staff to manage development will help grow sponsorships.
- Continuing strong competition within and outside ALA for public library professional development dollars.  ALA Publishing, *Library Journal* and OCLC/WebJunction, among others,

continue to expand webinar and F2F training offerings.   Webinars are budgeted at same level as actual FY14.

- PLA is continuing to develop new or grow existing products and services, such as the performance measurement and early literacy resources. PLA will be revising its marquee "boot camp" program and is also considering new strategic planning tools.
- Though advertising revenue saw a decline in FY14, PLA staff are investigating new advertising options such as through the PLA conference app and via webinars.  Advertising is budgeted 15% higher than actual FY14.
- Where appropriate and within association strategic goals, PLA will seek grant funding to support initiatives.

<u>Expenses</u>
The expense side of the budget is $3,778,596, over the actual spent in FY14 by $890,587. Increases in expenses are described below.

- PLA staff costs will increase as one new position will be included in the FY16 budget. That amount, plus absorbing salary costs previously supported by grants, and a 2% planned salary increase, boosts salaries and benefits by $350K from FY14 actual. The focus of the new position will be related to partnerships and development.  Salary/benefit amounts budgeted are conservative. We may delay the new hire till a few months into the new fiscal year and there may be cost savings related to grants.
- PLA has included additional funding ($25K) to support its DigitalLearn.org resource and family engagement project. Some DL costs may be supported by a grant ALA; final details on the amounts have not been settled.
- PLA has included new funding ($150K) to support consultant fees for PLA "re-positioning" work.
- We have added to the promotion budget line from FY14 (approximately $20K) to enhance promotion for the PLA 2016 conference.
- PLA 2016 costs (entertainment, F&B) for the all-conference registration and other receptions were budgeted higher than FY14 actuals, anticipating higher costs in 2016. Some venues have not been selected yet, these costs may go down but we are budgeting conservatively, $126K over FY14 actuals.  Additionally, facility rental is higher (due to timing, FY14 cost were spread out through fiscal years) so over FY14 actual by $113K.

| PLA FY2016 Budget by Project | | | |
|---|---|---|---|
| | | | |
| | | | |
| Project | Revenue | Expenses | Net |
| 0000 Administration | $0 | $969,488 | ($969,488) |
| 3000 Service to Members | $507,500 | $249,950 | $257,550 |
| 3007 Regional CE | $50,000 | $46,775 | $3,225 |
| 3011 Spring /Leadership Training | $28,000 | $26,580 | $1,420 |
| 3020 Partners | $100,000 | $15,700 | $84,300 |
| 3026 AC Preconference | $0 | $0 | $0 |
| 3030 Public Libraries Magazine | $71,000 | $112,451 | ($41,451) |
| 3040 Web Based CE | $70,000 | $33,060 | $36,940 |
| 3058 Publications | $25,420 | $13,379 | $12,041 |
| 3120 Preschool Lit (ECRR) | $70,000 | $27,285 | $42,715 |
| 3172 PLDS | $1,200 | $605 | $595 |
| 3189 Certified Pub Lib Admin. | $0 | $0 | $0 |
| 3174 Leadership Initiative cost share | $10,500 | $10,405 | $95 |
| 3145 PLA 2018 Planning | $0 | $50,000 | ($50,000) |
| 3181 Cost Share IMLS Early Literacy Grant | $0 | 78,300 | ($78,300) |
| 3188 digital learn.org | $20,000 | $65,200 | ($45,200) |
| 3061 PLA 2016 General Program | $1,302,000 | $671,925 | $630,075 |
| 3062 PLA 2016 Exhibits | $1,602,120 | $869,049 | $733,071 |
| 3063 PLA 2016 Promotion | $86,000 | $79,100 | $6,900 |
| 3064 PLA 2016 Registration | $0 | ($4,600) | $4,600 |
| 3065 PLA 2016 Opening & Closing Sessions | $0 | $180,000 | ($180,000) |
| 3066 PLA 2016 Programs | $0 | $85,500 | ($85,500) |
| 3069 PLA 2016 Meal Events | $90,000 | $84,000 | $6,000 |
| 3070 PLA 2016 Preconferences | $90,000 | $74,710 | $15,290 |
| 3173 PLA 2016 Virtual Conference | $52,000 | $39,734 | $12,266 |
| TOTAL | $4,175,740 | $3,778,596 | $397,144 |

## *Long Term Investment and Interest*

FY15 Beginning LTI Balance                $1,288,518 (Beginning balance FY14 $1,134,261)

Revenues (as of 8/2015-1$^{st}$ close)
Interest less bank fees                 $ 36,480


Net Revenue (expense) as of 4/2015      $ 36,480
FY15 Transfer to endowment              $       0

Projected amount of net dividends that can be transferred to Board-designated project:
$36,480 to be allocated to special project per Board vote June 2015.

## *Grants Overview*

The operating budget presented in the previous pages does not include grants PLA manages. Currently, PLA is administering four grants totaling $3.9 million. Two are IMLS:  early literacy research ($500,000 for 3 years through 2016) and leadership development ($213,680 for three years through 2017). Two are Gates grant for performance measurement ($3 million for three years, through 2017) and a general operating grant to support Legacy grant development ($202,000).  ALA's financial management software is being upgraded. The upgrade will allow PLA better access to grant budgets and will allow for grant dollars to be rolled up for a total grant budget, as well as a roll up to PLA operations budget. This should provide a clearer picture for the Board and the PLA Budget & Finance Committee so that they are able to have a more complete financial picture.

Additionally, in May 2014, the Bill & Melinda Gates Foundation announced it would wind-down its Global Libraries initiative. Since then, GL has been working to identify how to achieve the foundation's goal of leaving the library field stronger. GL has identified three lead, legacy partners to whom they expect to make limited-life, project support grants as part of the wind-down. PLA is one of the legacy organizations and PLA staff and leadership are currently developing its grant proposal with GL and Legacy Partners IFLA and TASCHA. It is anticipated funding will be received in spring 2016. This funding may have a significant impact on PLA's budget.

**Public Library Association**
**FY 2014-15 Financial Report**
**Year-To-Date Report by Project**

PLA Board of Directors
Fall 2015
2016.15

| | FY 2014<br>**Budget for Final Close** | FY2014<br>**Actual for Final Close** | FY 2015<br>**Budget as of 1st Close** | FY 2015<br>**Actual as of 1st Close** |
|---|---|---|---|---|
| **1 Administration (0000)** | | | | |
| Revenue | $0.00 | $0.00 | $0.00 | $0.00 |
| Expenses | $885,620.00 | $609,662.00 | $934,445.00 | $881,418.00 |
| | | | | |
| **2 Service to Members (3000)** | | | | |
| Revenue | $0.00 | $0.00 | $0.00 | $26,390.00 [1] |
| Dues | $440,520.00 | $505,910.00 | $457,520.00 | $526,408.00 |
| Expenses | $172,650.00 | $68,169.00 | $209,740.00 | $124,177.00 |
| **Net** | $267,870.00 | $437,741.00 | $247,780.00 | $395,529.00 |
| **3 Regional CE, Bootcamp (3007)** | | | | |
| Registration | $52,437.00 | $55,500.00 | $52,437.00 | $66,900.00 |
| Expenses | $36,855.00 | $41,753.00 | $36,855.00 | $10,733.00 |
| OH & Tax | $12,690.00 | $13,431.00 | $13,319.00 | $16,993.00 |
| **Net** | $2,892.00 | $316.00 | $2,263.00 | $39,174.00 |
| | | | | |
| **4 PLA Partners (3020)** | | | | |
| Revenue | $104,500.00 | $100,355.00 | $54,500.00 | $18,130.00 |
| Expenses | $18,350.00 | $13,744.00 | $15,950.00 | $511.00 |
| **Net** | $86,150.00 | $86,611.00 | $38,550.00 | $17,619.00 |
| **5 Public Libraries (3030)** | | | | |
| Revenue | $91,338.00 | $78,302.00 | $84,750.00 | $63,042.00 |
| Expenses | $130,118.00 | $113,544.00 | $128,838.00 | $121,864.00 |
| OH | $5,052.00 | $4,805.00 | $5,052.00 | $4,952.00 |
| Tax | $547.00 | $0.00 | $547.00 | $547.00 |
| **Net** | -$44,379.00 | -$40,047.00 | -$49,687.00 | -$64,321.00 |

**6 ALA Conf Preconferences and MW Institute (3026)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $11,105.00 | $19,925.00 | $11,105.00 | $27,464.00 [1] |
| Expenses | $8,350.00 | $8,405.00 | $8,353.00 | $78,165.00 |
| OH | $2,687.00 | $4,822.00 | $2,820.00 | $6,976.00 |
| **Net** | $68.00 | $6,698.00 | -$68.00 | -$57,677.00 |

**7 Web Based CE (3040)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $90,000.00 | $72,195.00 | $70,000.00 | $40,762.00 |
| Expenses | $21,200.00 | $23,160.00 | $19,795.00 | $10,787.00 |
| OH | $10,890.00 | $8,736.00 | $8,890.00 | $5,117.00 |
| **Net** | $57,910.00 | $40,299.00 | $41,315.00 | $24,798.00 |

**8 Publications (3058)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $37,900.00 | $16,468.00 | $25,420.00 | $9,587.00 |
| Expenses | $34,543.00 | $6,796.00 | $12,584.00 | $1,336.00 |
| OH & Taxes | $3,255.00 | $871.00 | $3,228.00 | $475.00 |
| **Net** | $102.00 | $8,801.00 | $9,608.00 | $7,776.00 |

**9 NC 2014 General Program (3061)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenues | $1,163,955.00 | $1,301,956.00 | | |
| Expenses | $292,000.00 | $282,342.00 | | $349.00 [2] |
| OH & Taxes | $281,677.00 | $315,018.00 | | |
| **Net** | $590,278.00 | $704,596.00 | | |

**10 NC 2014 Exhibits (3062)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenues | $1,520,896.00 | $1,602,120.00 | | |
| Expenses | $521,150.00 | $310,754.00 | | $210.00 [3] |
| OH & Taxes | $336,380.00 | $387,713.00 | | |
| **Net** | $663,366.00 | $903,653.00 | | |

**11 NC 2014 Promotion (3063)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenues | $107,000.00 | $69,735.00 | | |
| Expenses | $69,700.00 | $38,310.00 | | |
| OH & Taxes | $12,947.00 | $9,541.00 | | |
| **Net** | $24,353.00 | $21,884.00 | | |

**12 NC 2014 Phil Reg (3064)**

| | Budget for Final Close | Actual for Final Close |
|---|---|---|
| Revenues | $0.00 | $0.00 |
| Expenses | $30,250.00 | $17,366.00 |
| OH | $0.00 | $0.00 |
| **Net** | -$30,250.00 | -$17,366.00 |

**13 NC 2014 Opening/Closing Session (3065)**

| | Budget for Final Close | Actual for Final Close |
|---|---|---|
| Revenues | $0.00 | $0.00 |
| Expenses | $162,000.00 | $159,489.00 |
| **Net** | -$162,000.00 | -$159,489.00 |

**14 NC 2014 Programs (3066)**

| | Budget for Final Close | Actual for Final Close |
|---|---|---|
| Revenues | $0.00 | $0.00 |
| Expenses | $84,250.00 | $81,614.00 |
| **Net** | -$84,250.00 | -$81,614.00 |

**15 NC 2014 Meal Events (3069)**

| | Budget for Final Close | Actual for Final Close |
|---|---|---|
| Revenues | $83,250.00 | $105,880.00 |
| Expenses | $79,500.00 | $104,158.00 |
| OH | $0.00 | $0.00 |
| **Net** | $3,750.00 | $1,722.00 |

**16 NC 2014 Preconference(3070)**

| | Budget for Final Close | Actual for Final Close |
|---|---|---|
| Revenues | $108,500.00 | $103,435.00 |
| Expenses | $58,950.00 | $46,066.00 |
| OH & Taxes | $26,257.00 | $25,031.00 |
| **Net** | $23,293.00 | $32,338.00 |

**17 Preschool Literacy (3120)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $40,000.00 | $86,268.00 | $40,000.00 | $46,406.00 |
| Expenses | $52,033.00 | $16,239.00 | $16,720.00 | $7,359.00 |
| OH & Taxes | $4,840.00 | $10,438.00 | $4,840.00 | $5,894.00 |
| **Net** | -$16,873.00 | $59,591.00 | $18,440.00 | $33,153.00 |

**18 PLA 2016 Promotion and Planning (3145)**

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $0.00 | $0.00 | $0.00 | $0.00 |
| Expenses | $8,000.00 | $86,973.00 | $141,200.00 | $98,671.00 |

### 19 <u>Public Library Data Service</u> (3172)

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $24,793.00 | $8,885.00 | $1,120.00 | $2,648.00 |
| Expenses | $60,259.00 | $28,966.00 | $35,350.00 | $18,978.00 |
| OH & Taxes | $3,000.00 | $1,075.00 | $142.00 | $174.00 |
| **Net** | -$38,466.00 | -$21,156.00 | -$34,372.00 | -$16,504.00 |

Contains U of I refund (FY14) and Performance Measurement TF expenses (FY14&15)

### 20 <u>PLA Virtual Conference</u> (3173)

| | Budget for Final Close | Actual for Final Close | | |
|---|---|---|---|---|
| Revenue | $48,000.00 | $53,590.00 | | |
| Expenses | $39,950.00 | $29,970.00 | | |
| OH & Taxes | $5,808.00 | $6,484.00 | | |
| **Net** | $2,242.00 | $17,136.00 | | |

### 22 <u>Certified Public Library Administrator (CPLA)</u> (3189)

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $13,000.00 | $0.00 | $6,700.00 | $0.00 |
| Expenses | $9,708.00 | $0.00 | $5,766.00 | $0.00 |
| OH & Taxes | $3,146.00 | $0.00 | $1,702.00 | $0.00 |
| **Net** | $146.00 | $0.00 | -$768.00 | $0.00 |

### 23 Leadership Initiative (3174) * end. interest

| | Budget for Final Close | Actual for Final Close | | |
|---|---|---|---|---|
| Revenue | $0.00 | $0.00 | | |
| Expenses | $38,838.00 | $13,926.00 | | |
| OH & Taxes | $0.00 | $0.00 | | |
| **Net** | -$38,838.00 | -$13,926.00 | | |

FY14 Contains some expenses for the Performance Measurement Task Force

### 24 Cost Share IMLS Grant Digital Learn (3188)

| | Budget for Final Close | Actual for Final Close | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | $60,000.00 | $0.00 | $30,000.00 | $0.00 |
| Expenses | $45,480.00 | $47,575.00 | $45,480.00 | $30,135.00 |
| OH & Taxes | $0.00 | $0.00 | $0.00 | $0.00 |
| **Net** | $14,520.00 | -$47,575.00 | -$15,480.00 | -$30,135.00 |

### 25 Cost Share IMLS Grant Early Lit/ ECRR (3181)

Project not used as of this report.

### 26 Cost Share IMLS Grant Leadership (3183)

| | | | Budget as of 1st Close | Actual as of 1st Close |
|---|---|---|---|---|
| Revenue | | | $0.00 | $0.00 |
| Expenses | | | $0.00 | $23,935.00 |
| OH & Taxes | | | $0.00 | $0.00 |
| **Net** | | | $0.00 | -$23,935.00 |

### 27 Leadership Academy (3196)

Project not used as of this report.

| | FY 2014<br>Budget for Final Close | FY2014<br>Actual for Final Close | FY 2015<br>Budget as of 1st Close | FY 2015<br>Actual as of 1st Close |
|---|---|---|---|---|
| **Opening Fund Balance** | $1,769,722.00 | $1,769,722.00 | $0.00 | $3,062,221.00 |
| | | | | |
| **Revenue** | $3,997,194.00 | $4,180,523.00 | $859,052.00 | $803,682.00 |
| **Expenses** | $2,782,078.00 | $2,100,044.00 | $1,665,367.00 | $1,412,715.00 |
| **Overhead** | $708,629.00 | $787,965.00 | $48,707.00 | $47,886.00 |
| **Taxes** | $547.00 | $1,103.00 | $547.00 | $547.00 |
| **Net** | $505,940.00 | $1,292,514.00 | -$855,569.00 | -$657,466.00 |
| Transfer to Endowment | $0.00 | $0.00 | | |
| **Closing Fund Balance** | $505,940.00 | $3,062,236.00 | $855,569.00 | $2,404,756.00 |
| | | | | |
| **LTI Principle** | $ | 1,237,033.00 | | $1,288,518.00 |
| **LTI Interest** | | $45,848.00 | | $44,389.00 |
| **Expenses** | | $5,992.00 | | $7,909.00 |
| **Net** | | $39856* | | $36,480.00 |

*Rolled into PLA operating budget; not LTI. Est. as LTI not closed

1.) Preconference registration revenue which will be moved to 3026.

2.) Minor conference related travel expenses reimbursed in Nov.

3.) Bank fees

ALA First Close for FY 2015 was 9/14/15

# Channeling Change:
## Making Collective Impact Work

# Channeling Change: Making Collective Impact Work

*An in-depth look at how organizations of all types, acting in diverse settings, are implementing a collective impact approach to solve large-scale social problems.*

BY FAY HANLEYBROWN, JOHN KANIA, & MARK KRAMER

**W**hat does a global effort to reduce malnutrition have in common with a program to reduce teenage substance abuse in a small rural Massachusetts county? Both have achieved significant progress toward their goals: the Global Alliance for Improved Nutrition (GAIN) has helped reduce nutritional deficiencies among 530 million poor people across the globe, while the Communities That Care Coalition of Franklin County and the North Quabbin (Communities That Care) has made equally impressive progress toward its much more local goals, reducing teenage binge drinking by 31 percent. Surprisingly, neither organization owes its impact to a new previously untested intervention, nor to scaling up a high-performing nonprofit organization. Despite their dramatic differences in focus and scope, both succeeded by using a collective impact approach.

In the winter 2011 issue of *Stanford*

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*Social Innovation Review* we introduced the concept of "collective impact" by describing several examples of highly structured collaborative efforts that had achieved substantial impact on a large scale social problem, such as The Strive Partnership[1] educational initiative in Cincinnati, the environmental cleanup of the Elizabeth River in Virginia, and the Shape Up Somerville campaign against childhood obesity in Somerville, Mass. All of these initiatives share the five key conditions that distinguish collective impact from other types of collaboration: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and the presence of a backbone organiza-

tion. (See "The Five Conditions of Collective Impact" below.)

We hypothesized that these five conditions offered a more powerful and realistic paradigm for social progress than the prevailing model of isolated impact in which countless nonprofit, business, and government organizations each work to address social problems independently. The complex nature of most social problems belies the idea that any single program or organization, however well managed and funded, can singlehandedly create lasting large-scale change. (See "Isolated Impact vs. Collective Impact" on page 2.)

Response to that article was overwhelming. Hundreds of organizations and indi-

## The Five Conditions of Collective Impact

| | |
|---|---|
| **Common Agenda** | All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions. |
| **Shared Measurement** | Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable. |
| **Mutually Reinforcing Activities** | Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action. |
| **Continuous Communication** | Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation. |
| **Backbone Support** | Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies. |

## Isolated Impact vs. Collective Impact

| Isolated Impact | Collective Impact |
|---|---|
| ◆ Funders select individual grantees that offer the most promising solutions. | ◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system. |
| ◆ Nonprofits work separately and compete to produce the greatest independent impact. | ◆ Progress depends on working toward the same goal and measuring the same things. |
| ◆ Evaluation attempts to isolate a particular organization's impact. | ◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations. |
| ◆ Large scale change is assumed to depend on scaling a single organization. | ◆ Corporate and government sectors are essential partners. |
| ◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits. | ◆ Organizations actively coordinate their action and share lessons learned. |

viduals from every continent in the world, even including the White House, have reached out to describe their efforts to use collective impact and to ask for more guidance on how to implement these principles.

Even more surprising than the level of interest is the number of collective impact efforts we have seen that report substantial progress in addressing their chosen issues. In addition to GAIN and Communities That Care, Opportunity Chicago placed 6,000 public housing residents in new jobs, surpassing its goal by 20 percent; Memphis Fast Forward reduced violent crime and created more than 14,000 new jobs in Memphis, Tenn.; the Calgary Homeless Foundation housed more than 3,300 men, women, and children and contributed to stopping what had been the fastest growing rate of homelessness in Canada; and Vibrant Communities significantly reduced poverty levels in several Canadian cities.

The initiatives we cited in our initial article have also gained tremendous traction: Shape Up Somerville's approach has now been adapted in 14 communities through subsequent research projects and influenced a national cross-sector collaborative. The Strive Partnership recently released its fourth annual report card, showing that 81 percent of its 34 measures of student achievement are trending in the right direction versus 74 percent last year and 68 percent two years ago.[2] Its planned expansion to five cities when the article came out has since been vastly expanded as more than 80 communities (including as far away as the Ruhr Valley in Germany) have expressed interest in building on The Strive Partnership's success.

Part of this momentum is no doubt due to the economic recession and the shortage of government funding that has forced the social sector to find new ways to do more with less—pressures that show no signs of abating. The appeal of collective impact may also be due to a broad disillusionment in the ability of governments around the world to solve society's problems, causing people to look more closely at alternative models of change.

More and more people, however, have come to believe that collective impact is not just a fancy name for collaboration, but represents a fundamentally different, more disciplined, and higher performing approach to achieving large-scale social impact. Even the attempt to use these ideas seems to stimulate renewed energy and optimism. FSG has been asked to help launch more than one dozen collective impact initiatives, and other organizations focused on social sector capacity building such as the Bridgespan Group, Monitor Institute, and the Tamarack Institute in Canada, have also developed tools to implement collective impact initiatives in diverse settings.

As examples of collective impact have continued to surface, it has become apparent that this approach can be applied against a wide range of issues at local, national, and even global levels. In fact, we believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.

At the same time, our continued research has provided a clearer sense of what it takes for collective impact to succeed.

The purpose of this article, therefore, is to expand the understanding of collective impact and provide greater guidance for those who seek to initiate and lead collective impact initiatives around the world. In particular, we will focus on answering the questions we hear most often: How do we begin? How do we create alignment? And, How do we sustain the initiative?

### AWAKENING THE POWER OF COLLECTIVE IMPACT

Of all the collective impact examples we have studied, few are as different in scale as GAIN and Communities That Care, yet both of these efforts embody the principles of collective impact, and both have demonstrated substantial and consistent progress toward their goals.

GAIN, created in 2002 at a special session of the United Nations General Assembly, is focused on the goal of reducing malnutrition by improving the health and nutrition of nearly 1 billion at risk people in the developing world. The development of GAIN was predicated on two assumptions: first, that there were proven interventions that could be employed at scale to improve nutrition of the poor in developing countries, and second, that the private sector had a much greater role to play in improving the nutrition even for the very poor. GAIN is now coordinated by a Swiss Foundation with offices in eight cities around the world and more planned to open soon. In less than a decade, GAIN has created and coordinated the activity of 36 large-scale collaborations that include governments, NGOs, multilateral organizations, universities, and more than 600 companies in more than 30 countries. GAIN's work has enabled more than 530 million people worldwide to obtain nutritionally enhanced food and significantly reduced the prevalence of micronutrient deficiencies in a number of countries. In China, South Africa, and Kenya, for example, micronutrient deficiencies dropped between 11 and 30 percent among those who consumed GAIN's fortified products. During that time, GAIN has also raised $322 million in new financial commitments and leveraged many times more from its private sector and government partners.

At the other end of the spectrum, the Franklin County / North Quabbin Region

of Western Massachusetts has a population of only 88,000 people dispersed across 30 different municipalities and 844 square miles. When two local social service agencies—the Community Coalition for Teens and the Community Action of the Franklin, Hampshire, and North Quabbin Regions—first called a meeting to discuss teenage drinking and drug use, they were astonished that 60 people showed up. From that first meeting, coincidentally also in 2002, grew Communities That Care, that now includes more than 200 representatives from human service agencies, district attorney's offices, schools, police departments, youth serving agencies, faith-based organizations, local elected officials, local businesses, media, parents, and youth. Overseen by a central coordinating council, the initiative operates through three working groups that meet monthly to address parent education, youth recognition, and community laws and norms. In addition, a school health task force links these work groups to the 10 public school districts in the region. Over an eight-year time frame, the work of Communities That Care has resulted not only in reducing binge drinking, but also in reducing teen cigarette smoking by 32 percent and teen marijuana use by 18 percent. The coalition has also raised more than $5 million of new public money in support of their efforts.

Different as they may be, these two initiatives demonstrate the versatility of a collective impact approach and offer broad insights into how to begin, manage, and structure collective impact initiatives.

### THE PRECONDITIONS FOR COLLECTIVE IMPACT

Three conditions must be in place before launching a collective impact initiative: an *influential champion*, *adequate financial resources*, and a sense of *urgency for change*. Together, these preconditions create the opportunity and motivation necessary to bring people who have never before worked together into a collective impact initiative and hold them in place until the initiative's own momentum takes over.

The most critical factor by far is an *influential champion* (or small group of champions) who commands the respect necessary to bring CEO-level cross-sector leaders together and keep their active en-

gagement over time. We have consistently seen the importance of dynamic leadership in catalyzing and sustaining collective impact efforts. It requires a very special type of leader, however, one who is passionately focused on solving a problem but willing to let the participants figure out the answers for themselves, rather than promoting his or her particular point of view.[3] In the case of GAIN, four individuals with deep experience in the development field—Bill Foege, the former director of the US Centers for Disease Control who is largely credited with eradicating small pox, Kul Gautam, a senior official at UNICEF, Duff Gillespie, head of the Office of Population and Nutrition at US Agency for International Development (US-AID), and Sally Stansfield, one of the original directors at The Bill & Melinda Gates Foundation—came together to look at large scale opportunities to address malnutrition in populations at risk in the developing world. Together they galvanized the 2002 UN General Assembly special session that led to the creation of GAIN and to the sub-

sequent engagement of hundreds of government, corporate, and nonprofit participants.

Second, there must be adequate *financial resources* to last for at least two to three years, generally in the form of at least one anchor funder who is engaged from the beginning and can support and mobilize other resources to pay for the needed infrastructure and planning processes. The Gates Foundation, the Canadian International Development Agency, and the US-AID played this role in the case of GAIN. For Communities That Care, a federal grant provided the necessary multi-year support.

The final factor is the *urgency for change* around an issue. Has a crisis created a breaking point to convince people that an entirely new approach is needed? Is there the potential for substantial funding that might entice people to work together, as was the case in Franklin County? Is there a fundamentally new approach, such as using the production,

distribution, and demand creation capacities of the private sector to reach millions of people efficiently and sustainably, as was the case for GAIN? Conducting research and publicizing a report that captures media attention and highlights the severity of the problem is another way to create the necessary sense of urgency to persuade people to come together.

### BRINGING COLLECTIVE IMPACT TO LIFE

Once the preconditions are in place, our research suggests that there are three distinct phases of getting a collective impact effort up and running.

Phase I, *Initiate Action*, requires an understanding of the landscape of key players and the existing work underway, baseline data on the social problem to develop the case for change, and an initial governance structure that includes strong and credible champions.

Phase II, *Organize for Impact*, requires that stakeholders work together to estab-

> The appeal of collective impact may be due to a broad disillusionment in the ability of governments to solve society's problems, causing people to look at alternative models of change.

lish common goals and shared measures, create a supporting backbone infrastructure, and begin the process of aligning the many organizations involved against the shared goals and measures.

Phase III, *Sustain Action and Impact*, requires that stakeholders pursue prioritized areas for action in a coordinated way, systematically collect data, and put in place sustainable processes that enable active learning and course correcting as they track progress toward their common goals. (See "Phases of Collective Impact" on page 4.)

It is important to recognize that the initiative must build on any existing collaborative efforts already underway to address the issue. Collective impact efforts are most effective when they build from what already exists; honoring current efforts and engaging established organizations, rather than creating an entirely new

solution from scratch.

Being realistic about the time it will take to get through these initial organizing stages is equally important. It takes time to create an effective infrastructure that allows stakeholders to work together and that truly can ameliorate a broken system. The first two phases alone can take between six months and two years. The scope of the problem to be addressed, the degree of existing collaboration, and the breadth of community engagement all influence the time required. Conducting a readiness assessment based on the preconditions listed above can help to anticipate the likely time required.

Once the initiative is established, Phase III can last a decade or more. Collective impact is a marathon, not a sprint. There is no shortcut in the long-term process of social change. Fortunately, progress happens along the way. In fact, early wins that demonstrate the value of working together are essential to hold the collaborative together. In a collective impact education initiative FSG is supporting in Seattle, for example, collaboration in the first year of the initiative led to a dramatic increase in students signing up for College Bound scholarships; not the ultimate goal, but an encouraging sign. Merely agreeing on a common agenda and shared measurement system during Phase II often feels like an important early win to participants.

## SETTING THE COMMON AGENDA

Developing a well-defined but practical common agenda might seem like a straightforward task. Yet we find that regardless of the issue and geography, practitioners struggle to agree on an agenda with sufficient clarity to support a shared measurement system and shape mutually reinforcing activities. Setting a common agenda actually requires two steps: creating the boundaries of the system or issue to be addressed, and developing a strategic action framework to guide the activities of the initiative.

*Creating Boundaries.* Establishing the boundaries of the issue is a judgment call based on each situation. For example, in another collective impact initiative that focused on teen substance abuse, a cross sector set of stakeholders in Staten Island, N.Y. drew their boundaries to include key factors such as parental and youth social norms as well as prevention and treatment activities. They could as easily have included many other related "root causes" of substance abuse such as youth unemployment or domestic violence. While these issues undoubtedly contribute to substance abuse, the group felt less able to impact these areas, and therefore left these issues outside the boundaries of their efforts. On the other hand, working with retailers to limit the availability of alcohol to minors, although outside the social sector, was determined to be an issue inside the boundary of what the group felt they could take on.

Or consider the boundaries drawn by Opportunity Chicago, a collective impact effort that included foundations, government agencies, nonprofits, and employers working to connect low-skilled public housing residents to employment in connection with the city's sweeping plan to transform public housing. The initiative's leaders realized that new housing would not help if the residents could not meet the work requirement established to qualify for residency. As a result, they included workforce development within the housing initiative's boundaries and established Opportunity Chicago, the collective impact initiative that ultimately placed 6,000 residents in jobs.

Boundaries can and do change over time. After nearly a decade of addressing teen substance abuse prevention, Communities That Care is launching a second initiative to address youth nutrition and physical activity, applying the existing structure and stakeholders to a closely related but new topic area within their mission of improving youth health in their region.

Determining geographic boundaries requires the same type of judgment in balancing the local context and stakeholder aspirations. While Shape Up Somerville chose a city-wide focus to tackle childhood obesity, Livewell Colorado addressed the same issue for the entire state by bringing together a more widely dispersed group of representatives from businesses, government, nonprofits, healthcare, schools, and the transportation sector.

Although it is important to create clarity on what is and what is not part of the collective efforts, most boundaries are loosely defined and flexible. Subsequent analysis and activity may draw in other issues, players, and geographies that were initially excluded. Communities That Care, for example, began by serving only Franklin County, and expanded their geographic boundaries in their seventh year to include North Quabbin.

*Developing the Strategic Action Framework.* Once the initial system boundaries have been established, the task of creating a common agenda must shift to developing a strategic framework for action. This should not be an elaborate plan or a rigid theory of change. The Strive Partnership's "roadmap" for example, fits on a single page and was originally developed in just a few weeks. The strategic framework must balance the necessity of simplicity with the need to create a comprehensive understanding of the issue that encompasses the activities of all stakeholders, and the flexibility to allow for the organic learning

## Phases of Collective Impact

| Components for Success | PHASE I Initiate Action | PHASE II Organize for Impact | PHASE III Sustain Action and Impact |
|---|---|---|---|
| *Governance and Infrastructure* | Identify champions and form cross-sector group | Create infrastructure (backbone and processes) | Facilitate and refine |
| *Strategic Planning* | Map the landscape and use data to make case | Create common agenda (goals and strategy) | Support implementation (alignment to goals and strategies) |
| *Community Involvement* | Facilitate community outreach | Engage community and build public will | Continue engagement and conduct advocacy |
| *Evaluation and Improvement* | Analyze baseline data to identify key issues and gaps | Establish shared metrics (indicators, measurement, and approach) | Collect, track, and report progress (process to learn and improve) |

process of collective impact to unfold. This framework for action can serve a critical role in building a shared agenda. As Chad Wick, one of the early champions of The Strive Partnership explains, "Our map got everyone to suspend their own view of the world and got us on a common page from which to work. It allowed others to suspend their preconceived views and be open minded about what was and what could be."

Hundreds of organizations and individuals from every continent in the world, even including the White House, have reached out to describe their efforts to use collective impact.

Successful frameworks include a number of key components: a description of the problem informed by solid research; a clear goal for the desired change; a portfolio of key strategies to drive large scale change; a set of principles that guide the group's behavior; and an approach to evaluation that lays out how the collective impact initiative will obtain and judge the feedback on its efforts.

Since 2002, the Tamarack Institute has been guiding Canada's approach to fighting poverty through the Vibrant Communities initiative in a dozen Canadian cities. The Tamarack Institute refers to their strategic action frameworks as "frameworks-for-change," and cogently describes their value as follows: "A strong framework for change, based on strong research and input from local players, shapes the strategic thinking of the group, helps them make tough choices about where to spend their time and energy, and guides their efforts at monitoring and evaluating their work. Ask anyone involved in the effort about where they are going and their road map for getting there, and they will tell you."[4]

We believe their description applies equally well to any strategic action framework that guides a common agenda. Our experience also suggests that it may not always make sense to start off by implementing every single strategy identified in the common agenda. It is also important to pursue a portfolio of strategies that offer a combination of easy but substantive short-term wins to sustain early momentum for

the initiative, as well as more ambitious, long-term systemic strategies that may not show impact for several years.

Importantly, strategic action frameworks are not static. Tamarack goes on to note: "They are working hypotheses of how the group believes it can [achieve its goals], hypotheses that are constantly tested through a process of trial and error and updated to reflect new learnings, endless changes in the local context, and the arrival of new actors with new insights and priorities."

FSG research bears out this need for continuous adaptation. The Strive Partnership has evolved their roadmap three times in the last five years. GAIN has built in a robust feedback loop from its programming, and over the past eight years has incorporated best practices and lessons learned as a fundamental component of its fourth annual strategic action framework. And Communities That Care has revised its community action plan three times in the last eight years.

Implementing a collective impact approach with this type of fluid agenda requires new types of collaborative structures, such as shared measurement systems and backbone organizations.

### SHARED MEASUREMENT SYSTEMS

Practitioners consistently report that one of the most challenging aspects to achieving collective impact is shared measurement—the use of a common set of measures to monitor performance, track progress toward goals, and learn what is or is not working. The traditional paradigm of evaluation, which focuses on isolating the impact of a single organization or grant, is not easily transposed to measure the impact of multiple organizations working together in real time to solve a common problem. Competing priorities among stakeholders and fears about being judged as underperforming make it very hard to agree on

common measures. Organizations have few resources with which to measure their own performance, let alone develop and maintain a shared measurement system among multiple organizations.

Yet shared measurement is essential, and collaborative efforts will remain superficial without it. Having a small but comprehensive set of indicators establishes a common language that supports the action framework, measures progress along the common agenda, enables greater alignment among the goals of different organizations, encourages more collaborative problem-solving, and becomes the platform for an ongoing learning community that gradually increases the effectiveness of all participants.[5] Mutually reinforcing activities become very clear once the work of many different organizations can be mapped out against the same set of indicators and outcomes.

Consider the collective impact effort to reduce homelessness in Calgary, Canada, supported by the Calgary Homeless Foundation (CHF). When stakeholders first came together to define common measures of homelessness, they were shocked to discover that the many agencies, providers, and funders in Calgary were using thousands of separate measures relating to homelessness. They also found that providers had very different definitions of key terms, such as the "chronic" versus "transitional" homeless, and that their services were not always aligned to the needs of the individuals served. Merely developing a limited set of eight common measures with clear definitions led to improved services and increased coordination. Even privacy issues, a major legal obstacle to sharing data, were resolved in ways that permitted sharing while actually increasing confidentiality. As Alina Turner, vice president of strategy at CHF put it, "Putting shared measures in place is a way to start the deeper systems change in a way that people can get their heads around . . . starting from a common framework to get alignment across a whole system of care."

Developing an effective shared measurement system requires broad engagement by many organizations in the field together with clear expectations about confidentiality and transparency. The Calgary homelessness initiative worked with both

a cross-sector advisory committee and a service provider committee to develop common measures from evidence-based research. The measures were then refined through iterative meetings with dozens of stakeholders before being finalized.

Shared measurement systems also require strong leadership, substantial funding, and ongoing staffing support from the backbone organization to provide training, facilitation, and to review the accuracy of data. In CHF's case, the foundation funded

Sigma process or the Model for Improvement. In the case of GAIN, the initiative has both a performance framework and rigorous monitoring and evaluation criteria which feed into an organization-wide learning agenda. Their Partnership Council, comprised of world experts in the fields of nutrition, agriculture, economics, and business, advises the board of directors on the learning agenda, reviews the data to ensure its integrity, and recommends programmatic and management improvements.

are consistent across all of the collective impact initiatives we have studied, they can be accomplished through a variety of different organizational structures. (See "Backbone Organizations" on page 7.) Funders, new or existing nonprofits, intermediaries like community foundations, United Ways, and government agencies, can all fill the backbone role. Backbone functions can also be shared across multiple organizations. The Magnolia Place Community Initiative in Los Angeles, for example, strives to optimize family functioning, health and well-being, school readiness, and economic stability for a population of 100,000. The Initiative has a small, dedicated staff that drives the work. Multiple partner organizations from the 70 organizations in the network fulfill different backbone functions, such as collecting and analyzing data, and maintaining a coherent strategic vision through communications.

> There is no other way society will achieve large-scale progress against urgent and complex problems, unless a collective impact approach becomes the accepted way of doing business.

and staffed the development of the homelessness management information system (HMIS) and the process of developing shared measures.

Developments in web-based technology permit huge numbers of stakeholders to use shared measurement inexpensively in ways that would have been impossible even a few years ago. CHF has adopted a sophisticated HMIS system with different levels of secure data access for providers, government agencies, and funders. The Strive Partnership, in collaboration with Cincinnati Public Schools, Procter & Gamble, and Microsoft, has made major advances in shared measurement by introducing the "Learning Partner Dashboard," a web-based system that allows schools and nonprofit providers to access data including the performance of individual students and the specific services they receive. Memphis Fast Forward's Operation, Safe Community, built a tool for tracking and publicizing county-wide crime data and facilitated the memorandum of understanding that resulted in data sharing and participation by all five local municipal police departments and the Sheriff's office.

Having shared measures is just the first step. Participants must gather regularly to share results, learn from each other, and refine their individual and collective work based on their learning. Many initiatives use standardized continuous improvement processes, such as General Electric's Six

Regardless of the continuous improvement approach chosen, the backbone organization plays a critical role in supporting the process of learning and improving throughout the life of the collaborative.

### KEEPING COLLECTIVE IMPACT ALIVE
Two key structural elements enable collective impact initiatives to withstand the overwhelming challenges of bringing so many different organizations into alignment and holding them together for so long: the *backbone organization* and *cascading levels of linked collaboration*.

*Backbone Organization.* In our initial article we wrote that "creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative." We also cautioned, "Coordinating large groups in a collective impact initiative takes time and resources, and too often, the expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails."

Our subsequent research has confirmed that backbone organizations serve six essential functions: providing overall strategic direction, facilitating dialogue between partners, managing data collection and analysis, handling communications, coordinating community outreach, and mobilizing funding.

Although the core backbone functions

Each structure has pros and cons, and the best structure will be situation-specific, depending on the issue and geography, the ability to secure funding, the highly important perceived neutrality of the organization, and the ability to mobilize stakeholders. Backbone organizations also face two distinct challenges in their leadership and funding. No collective impact effort can survive unless the backbone organization is led by an executive possessing strong adaptive leadership skills; the ability to mobilize people without imposing a predetermined agenda or taking credit for success. Backbone organizations must maintain a delicate balance between the strong leadership needed to keep all parties together and the invisible "behind the scenes" role that lets the other stakeholders own the initiative's success.

Backbone organizations must also be sufficiently well resourced. Despite the growing interest in collective impact, few funders are yet stepping up to support backbones associated with the issues they care about. Adopting a collective impact approach requires a fundamental shift in the mindset of many funders who are used to receiving credit for supporting specific short-term interventions. Collective impact offers no silver bullets. It works through many gradual improvements over time as stakeholders learn for themselves how to become more aligned and effec-

tive. Funders must be willing to support an open-ended process over many years, satisfied in knowing that they are contributing to large scale and sustainable social impact, without being able to take credit for any specific result that is directly attributable to their funding.

Worse, backbone organizations are sometimes seen as the kind of overhead that funders so assiduously avoid. Yet effective backbone organizations provide extraordinary leverage. A backbone's funding is typically less than 1 percent of the total budgets of the organizations it coordinates, and it can dramatically increase the effectiveness of the other 99 percent of expenditures. Backbone organizations can also attract new funds. As mentioned above, both GAIN and Communities That Care have raised substantial new funding for their work.

Even the best backbone organization, however, cannot single-handedly manage the work of the hundreds of stakeholders engaged in a collective impact initiative. Instead, different levels of linked collaboration are required.

*Cascading Levels of Linked Collaboration.* We have observed markedly similar patterns in the way successful collective impact efforts are structured across many different issues and geographies. Each begins with the establishment of an oversight group, often called a steering committee or executive committee, which consists of cross-sector CEO level individuals from key organizations engaged with the issue. Under the best circumstances, the oversight group also includes representatives of the individuals touched by the issue. This steering committee works to create the common agenda that defines the boundaries of the effort and sets a strategic action framework. Thereafter, the committee meets regularly to oversee the progress of the entire initiative.

Once the strategic action framework is agreed upon, different working groups are formed around each of its primary leverage points or strategies. GAIN, for example, is overseen by a board of directors, with a 100-person secretariat that operates through four program initiatives: large-scale fortification, multi-nutrient supple-

ments, nutritious foods during pregnancy and early childhood, and enhancing the nutritional content of agriculture products. These programs are supported by 15 working groups on both technical and programmatic topics like salt iodization, infant and child nutrition, and advocacy, as well as functional working groups on evaluation and research, communications, and donor relations. Livewell Colorado operates with 22 cross-sector coalitions that reinforce the state's common agenda within individual communities. Communities That Care has three working groups focused on parent education, youth recognition, and community norms, and a school health task force. More complicated initiatives may have subgroups that take on specific objectives within the prioritized strategies.

Although each working group meets separately, they communicate and coordinate with each other in cascading levels of linked collaboration. Effective coordination by the backbone can create aligned and coordinated action among hundreds of organizations that simultaneously tackle many different dimensions of a complex issue. The

## Backbone Organizations

| Types of Backbones | Description | Examples | Pros | Cons |
|---|---|---|---|---|
| *Funder-Based* | One funder initiates CI strategy as planner, financier, and convener | Calgary Homeless Foundation | ◆ Ability to secure start-up funding and recurring resources<br>◆ Ability to bring others to the table and leverage other funders | ◆ Lack of broad buy-in if CI effort seen as driven by one funder<br>◆ Lack of perceived neutrality |
| *New Nonprofit* | New entity is created, often by private funding, to serve as backbone | Community Center for Education Results | ◆ Perceived neutrality as facilitator and convener<br>◆ Potential lack of baggage<br>◆ Clarity of focus | ◆ Lack of sustainable funding stream and potential questions about funding priorities<br>◆ Potential competition with local nonprofits |
| *Existing Nonprofit* | Established nonprofit takes the lead in coordinating CI strategy | Opportunity Chicago | ◆ Credibility, clear ownership, and strong understanding of issue<br>◆ Existing infrastructure in place if properly resourced | ◆ Potential "baggage" and lack of perceived neutrality<br>◆ Lack of attention if poorly funded |
| *Government* | Government entity, either at local or state level, drives CI effort | Shape Up Somerville | ◆ Public sector "seal of approval"<br>◆ Existing infrastructure in place if properly resourced | ◆ Bureaucracy may slow progress<br>◆ Public funding may not be dependable |
| *Shared Across Multiple Organizations* | Numerous organizations take ownership of CI wins | Magnolia Place | ◆ Lower resource requirements if shared across multiple organizations<br>◆ Broad buy-in, expertise | ◆ Lack of clear accountability with multiple voices at the table<br>◆ Coordination challenges, leading to potential inefficiencies |
| *Steering Committee Driven* | Senior-level committee with ultimate decision-making power | Memphis Fast Forward | ◆ Broad buy-in from senior leaders across public, private, and nonprofit sectors | ◆ Lack of clear accountability with multiple voices |

real work of the collective impact initiative takes place in these targeted groups through a continuous process of "planning and doing," grounded in constant evidence-based feedback about what is or is not working.

The working groups typically develop their own plans for action organized around "moving the needle" on specific shared measures. Once plans are developed, the working groups are then responsible for coming together on a regular basis to share data and stories about progress being made, and for communicating their activities more broadly with other organizations and individuals affected by the issue so that the circle of alignment can grow. This confers an additional benefit of collective impact: as the common agenda's center of gravity becomes more apparent to all those working on the issue, even people and organizations who have not been directly engaged as a formal part of the initiative start doing things in ways more aligned to the effort. Brenda Ranum, a leader within The Northeast Iowa Food & Fitness Initiative that has brought five rural counties together to improve access to healthy, locally grown foods and to create opportunities for physical activity, refers to this benefit in alignment as getting "order for free." In our own consulting work supporting collective impact initiatives for issues as varied as juvenile justice reform, sustainable fishing, education reform, youth development, and agricultural development, we have also observed the benefits of this "order for free" phenomenon.

The backbone organization provides periodic and systematic assessments of progress attained by the various work groups, and then synthesizes the results and presents them back to the oversight committee that carries the sustaining flame of the common agenda.

The number of working groups and the cascading layers of collaboration may also change over time. As working group strategies are modified based on an examination of what is working, some groups may end and new ones begin to pursue newly identified strategies defined by the common agenda. What is critically important is that all strategies pursued clearly link back to the common agenda and shared measures, as well as link to each other.

Memphis Fast Forward illustrates how one community can address multiple complex issues through this multi-level cascading structure. The work of Memphis Fast Forward is overseen by a 20-person cross-sector steering committee with the goal of making Memphis one of the most successful economic centers in the southern United States. They developed a common agenda focused on four key levers: public safety, education, jobs, and government efficiency. Each lever constitutes its own sub-initiative and is overseen by its own cross-sector steering committee and supported by a dedicated backbone organization. Each sub-initiative then cascades into linked working groups focused around the strategic levers unique to each of the four selected areas. Public Safety, for example, has developed its own strategic action framework that has 15 strategies, each with lead partners and cross-sector representation. The combined efforts of these linked work groups has led to a decrease in violent and property crimes of 26 percent and 32 percent respectively over the last five years.

One of the lead individuals associated with Memphis Fast Forward characterizes both the challenges and the value of this approach: "By using a decentralized but linked approach, each effort has its own governance and unique structure but all efforts come together to share learnings. It took us a while to realize the value in formally bringing the backbone organization leaders together for sharing and problem solving. Initially, the different initiatives were only loosely communicating, but then we realized that we had a great opportunity to all learn from each other and should do so more intentionally and proactively." Now leaders from the four initiatives meet monthly.

## THE ESSENTIAL INTANGIBLES OF COLLECTIVE IMPACT

Our guidance here on implementing collective impact has said little about the "softer" dimensions of any successful change effort, such as relationship and trust building among diverse stakeholders, leadership identification and development, and creating a culture of learning. These dimensions are essential to successfully achieving collective impact. We, as well as others, have written extensively about the profound impact that getting the soft stuff right has on social change efforts. And indeed, all of the successful collective impact practitioners we've observed can cite numerous instances when skillful implementation of these intangible dimensions was essential to their collective efforts.

One such intangible ingredient is, of all things, food. Ask Marjorie Mayfield Jackson, founder of the Elizabeth River Project, what the secret of her success was in building a common agenda among diverse and antagonistic stakeholders, including aggressive environmental activists and hard-nosed businessmen. She'll answer, "Clam bakes and beer." So too, The Tamarack Institute has a dedicated "Recipes Section" on its website that recognizes "how food has been that special leaven in bringing people together." In attempting collective impact, never underestimate the power and need to return to essential activities that can help clear away the burdens of past wounds and provide connections between people who thought they could never possibly work together.

As much as we have tried to describe clear steps to implement collective impact, it remains a messy and fragile process. Many attempts will no doubt fail, although the many examples we have studied demonstrate that it can also succeed. Yet even the attempt itself brings one important intangible benefit that is in short supply nowadays: hope. Despite the difficulty of getting collective impact efforts off the ground, those involved report a new sense of optimism that dawns early on in the process. Developing the common agenda alone has produced remarkable changes in people's belief that the future can be different and better even before many changes have been made. For many who are searching for a reason to hope in these difficult times, this alone may be purpose enough to embrace collective impact. ◆

1 Originally named Strive when the earlier article appeared.

2 http://www.strivetogether.org/wp-content/uploads/2011/11/2011-Strive-Partnership-Report.pdf.

3 We described the qualities of such a leader as Adaptive Leadership, in Ronald Heifetz, John Kania, and Mark Kramer, "Leading Boldly," *Stanford Social Innovation Review*, winter 2004.

4 *Cities Reducing Poverty: How Vibrant Communities Are Creating Comprehensive Solutions to the Most Complex Problems of Our Times*, The Tamarack Institute, 2011: 137.

5 Mark Kramer, Marcie Parkhurst, and Lalitha Vaidyanathan, *Breakthroughs in Shared Measurement and Social impact*, FSG, 2009.

## ABOUT COLLECTIVE IMPACT

No single organization alone has the ability to solve the world's most challenging problems. Collective Impact occurs when actors from different sectors commit to a common agenda for solving a specific social or environmental problem. FSG's Collective Impact services include design and launch of initiatives, facilitation of strategic efforts, and development of shared measurement systems. Learn more at **www.fsg.org**.

## ABOUT FSG

FSG is a 501(c)(3) nonprofit consulting firm specializing in strategy, evaluation, and research. We help organizations discover better ways to solve social problems. FSG was originally founded in 2000 as Foundation Strategy Group, and today works across all sectors in every region of the globe, partnering with corporations, foundations, nonprofits, and governments to achieve critical social change.

## ABOUT THE AUTHORS

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**Mark Kramer**  As Founder and Managing Director, Mark oversees FSG's overall vision and direction. He is widely published, speaks around the world, and has led consulting engagements across all of FSG's areas of focus. He is also a Senior Fellow at the Harvard Kennedy School. He can be reached at **mark.kramer@fsg.org**.

**FSG**

Discovering better ways to solve social problems

**www.FSG.org**

**TO:**      PLA Board of Directors
**RE:**      Gates Foundation—Legacy Grant Update
**DATE:**    September 4, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

*Information*
**REQUESTED BY:**
Scott Allen and Mary Hirsh
**DRAFT OF MOTION:**
N/A

PLA continues to develop a grant proposal describing the work it will undertake as legacy partner of the Bill & Melinda Gates Foundation's Global Libraries initiative.

PLA has refined its proposal outline (see attached) to focus on activities broadly falling under the grant levers of Leadership Capacity Building, Impact & Advocacy, and Research & Innovation. (Global Libraries is taking responsibility for the fourth lever, Network and Knowledge Sharing.)  In addition, PLA has begun exploring the internal shifts required to fulfil the promise of the proposal.  All of the proposed activities answer the problem statement by seeking to shift libraries from information providers to critical assets, intentionally aligned with the goals of their communities.

To further organize the work over the 10 year life of the grant, the legacy partners have identified three phases: discover and launch; implement and amplify and; grow and thrive.

During the first phase, which will last 18-24 months, PLA will build its internal operation capacity and expand existing work around leadership, advocacy, and performance measurement. Much of PLA's proposed work is slated to occur during phase 2 (years 2 through 7). During this time, PLA will expand its reach beyond PLA members through full scale projects implemented in coordination with the legacy partners and other core collaborators. Phase 3 (years 8-10) represents the transition from partner work to that led by the field. This phase is characterized by the sustainability of the project initiatives.

In July members of the PLA staff and board attended a meeting with GL Staff and representatives from partner agency TASCHA in Seattle. This meeting was instrumental in advancing PLA's current proposal in a few different ways.

PLA staff worked with GL staff to identify and focus on goals and activities that develop the capacity of libraries and library staff to be externally focused. PLA cast a critical eye over current programming to find spots where work could be expanded, accelerated, or revised to hasten this shift.

PLA and GL staff also discussed the need to work with and through networks to be most effective. Long lasting, resource sharing partnerships were identified as a key to PLA's ability to successful carry out the

work describe in the legacy proposal. PLA has had many successful, but discrete, partnerships with other organizations over the years. The partnerships envisioned for legacy are much more robust and develop along a continuum of connectivity-alignment-production (see attached). PLA recognizes the time and trust required to build such partnerships and will devote a good deal of its operational capacity to support the building and maintaining these collaborations. Recognizing that PLA cannot be perceived as the "leader", GL will make the initial contact with external partners.

The partnership conversation feeds into the Collective Impact work described in document 2016.15.

Following the meeting, PLA revised its outline and prepared a first draft budget. PLA's core activity budget totaled $9.3 million, which was higher than advised (PLA was instructed to budget $8 million for activity and reserve $2 million for network building activity), but PLA and GL staff agreed to discuss the budget in more detail after the next draft. Global Libraries accepted these revisions and approved PLA's movement onto writing a complete narrative. The first draft narrative, including a detailed budget is due on September 25.

The full legacy partnership will meet in Chicago in mid-October. This meeting will begin to build alignment between the proposed work of PLA, IFLA, and TASCHA.

Subsequent deadlines will be dependent of feedback from Foundation staff.

**Public Library Association (PLA)**
**Gates Foundation Legacy Grant Proposal**
Goals and Activities Only
Draft August 27, 2015

## Leadership Capacity Building

**The Legacy partners will lead efforts to increase access to leadership development opportunities that equip library staff and organizations to create, lead, manage, and support high-impact libraries today and in the future.**

**Vision:** The field of public librarianship fosters and sustains system leaders skilled in catalyzing and guiding systemic change at a scale commensurate with the scale of the problems faced by their communities. Libraries, library leaders, and library support organizations (LSOs) operate in strategic collaboration, leveraging their collective impact to positively address local, national and global challenges.

**Conceptual approach**: Activities within this goal contribute to addressing the problem statement by providing the resources and connections needed to improve skill and confidence required for libraries to become community leaders. Libraries will find the abilities to form partnerships, measure outcomes and apply data, and foster new leaders through mentoring and networking. Leading library organizations including the Legacy partners and others will embrace an external focus when building partnerships and designing services, to provide greater depth and breadth of access to and engagement with resources, leading to new approaches and opportunities. Using the resources, partnerships and networks to be created through the unique capabilities of PLA and the resource of the Legacy grant, library staff behaviors and culture will shift as libraries transition to become community leaders.

As a result, it is expected that all public libraries will (a) understand the necessity of externally-focused leadership; (b) engage in continually practicing and refreshing leadership skills through training, networks, and (c) exhibit ideal behaviors associated with community engagement.

| Leadership Capacity Building | | |
|---|---|---|
| **Phase 1 Results and Activities (Results are in bold)** | **Phase 2 Results and Activities** | **Phase 3 Results and Activities** |
| **1. An expanded and revised Leadership Academy is developed and an additional 32 library leaders are trained in externally-focused leadership techniques through the modified 2017 Leadership Academy** | **2. Amplify reach of Leadership Academy content through integration into other PLA programs and enhanced distribution and coproduction with Core Collaborating LSOs** | **5. PLA and the library field in general benefit from identification, support, and amplification of individual library leaders who champion externally-focused leadership techniques** |
| 1A. Assess efficacy of existing PLA leadership products in orienting library leaders to a community-based mindset | 2A. Parse Leadership Academy for de-packaging, coproduction and rescaling through Core Collaborating LSOs | 5A. Develop a leadership network through strategic recruitment and ongoing engagement |
| 1B. Deepen and expand the Leadership Academy curriculum to reinforce core concepts of the Leadership Framework and begin to diffuse leadership concepts, values, and attitudes throughout field | 2B. Implement a process of continuous improvement whereby existing and emerging PLA and ALA content informs initiatives in the leadership capacity building lever to help ensure that public librarians are externally-focused and outcome-driven | 5B. Connect leaders with opportunities to model externally-focused leadership behaviors |

| | | |
|---|---|---|
| 1.3 Recruit applicants for modified 2017 Leadership Academy | 2C. Use PLA and Core Collaborating LSO programming as a base to establish the framework and core content of a centralized collection of library leadership tools and resources | |
| 1.4 Convene 2017 Leadership Academy | **3. PLA and its Legacy and LSO partners become aligned and provide scaled opportunities to practice and enhance externally-focused leadership skills to an increasingly broad audience, resulting in changed field-wide attitudes, approaches and behaviors** | |
| 1.5 Evaluate revised Leadership Academy in achieving target learning outcomes among participants | 3A. Conduct first Leadership Summit in 2016 to build <u>connectivity</u> and <u>alignment</u> between key organizations | |
| | 3B. Conduct second Leadership Summit at the end of Phase 2 to continue alignment and accelerate coproduction between key collaborative organizations | |
| | **4. All library professionals and systems have access to an expanding and evolving toolbox to help them implement externally-focused library leadership** | |
| | 4A. Expand the centralized collection of Legacy-related efforts for Leadership capacity to build awareness, support and networking and engage Summit participants, LSOs, and libraries in using it | |
| | 4B. Seed the centralized collection with replicable examples by running a learning collaborative of 10 libraries to pilot and learn from library-community connections using the Aspen framework | |
| | 4C. Engage libraries at large in contributing to the centralized collection of Legacy-related Leadership Capacity Building efforts to support innovation and identification of best practice | |

## Impact & Advocacy
**The Legacy partners will lead efforts to drive adoption of outcome-focused evaluation to improve services and impact; and develop and connect advocates who effectively articulate the role and value of public libraries in order to secure sustainable support, resources, and partnerships.**

**PLA Legacy Grant Draft**
Goals and Activities
August 2015

**Vision:** The field will demonstrate impact by collecting and using outcome data to form and advance community goals. Librarians will develop the skills, confidence, and ability to advocate, increasing their influence on stakeholders at local, national, and international levels.

**Conceptual approach:** Activities within this goal provide libraries tools to measure their impacts on priority community areas through expanding access to outcome supports and training. PLA will leverage its reputation in the field and the PLA brand, its extensive U.S. leadership and membership networks and communication capacity to insure leading library organizations including the Legacy partners and others formally embrace measurement of community impact and articulate this approach throughout their programming as a core value. In addition to national and regional level promotion of this vision, field-wide capacity to collect outcomes will increase, leading to more well-aligned libraries. Through enhanced advocacy efforts, libraries will better describe their roles as active community agents.

As a result of this approach, it is expected that all public libraries will (a) understand the necessity and mechanics of collecting outcome data; (b) be able to apply outcome data in service of advocacy activities and planning activities; and (c) demonstrate local good practice and success that informs collective impact.

| Impact & Advocacy | | |
|---|---|---|
| **Phase 1 Results and Activities (Results are in bold)** | **Phase 2 Results and Activities** | **Phase 3 Results and Activities** |
| **1. A strong infrastructure and wide range of programming at PLA will accelerate libraries and library support organizations ability to adopt performance and outcome measurement** | **2. Performance and outcome measurement will move from emerging to standard practice among libraries through increased access to and use of PLA's products and initiatives, including Project Outcome and others** | **6. National-level cross-industry networks, infrastructure and tools developed by PLA and policy organization partners provide inspiration and expanded opportunities for advocacy to library staff** |
| 1A. Increase capacity of PLA to manage performance and outcome measurement and expanded advocacy work at scale | 2A. Accelerate access to Project Outcome supports and training to provide 400 libraries with access (current grant goal is 250 libraries) | 6A. Represent field interest by establishing 2 formal, national-level partnerships with organizations that see value in libraries as assets for community development and that can mobilize their substructures for regional and community level collaboration |
| 1B. Infuse outcome collection into other existing PLA and ALA trainings and programs | 2B. Demonstrate PLA's focus on using performance measurement as a component of all public library-focused programs to begin to create alignment and suggest coproduction with ALA and other LSOs | 6B. Facilitate library leaders from at least 25 libraries to participate in national-level issues conversations |
| 1C. Evaluate the success of these activities to inform long-term scaling plans | **3. An increasingly broad audience has access to timely impact and advocacy concepts, support tools, content, and best practices because of the alignment and coordinated efforts of PLA and its partners** | **7. PLA, Core Collaborators, and the Legacy Partners build capacity to illustrate collective impact of public libraries by rolling up outcome data and sharing results beyond the library community** |

| | | |
|---|---|---|
| | 3A. Conduct first Impact and Advocacy Summit to build connectivity and alignment between key organizations | 7A. Support the Legacy Partner's research agenda as a tool to validate and show collective impact |
| | 3B. Engage Summit participants, libraries, and library schools in building a centralized collection of Legacy-related efforts for support and networking in relation to performance and outcome measurement and advocacy | 7B. Promote Sustainable Development Goals (SDGs) |
| | 3C. Conduct second Impact and Advocacy Summit to build alignment and coproduction between key organizations | 7C. Identify new metrics for 21$^{st}$ century library performance and outcome measurement |
| | **4. Library advocacy trainings and tools become stronger and more successful as they align with impact and outcome measurement and are spread exponentially via new modalities and partners** | |
| | 4A. Expand access to existing advocacy training and support tools through a revised Turning the Page (TtP) program which will be distributed via multiple new modalities, reaching at least 400 libraries | |
| | 4B. Build on PLA's unique position and the opportunity of the Legacy funding to merge and scale successful aspects of Project Outcome and Turning the Page to a new, third content package to train users on a complete path of outcome collection for use in advocacy | |
| | **5. Library leaders are more effective at grassroots advocacy due to alignment of ALA and PLA resources, improved access to stakeholders, and better metrics for evaluating their efforts** | |
| | 5A. Work in alignment with ALA's Office for Library Advocacy to inform and promote the public library sections of the Advocacy Agenda | |
| | 5B. Increase library leader access to decision-makers at the community level, which will provide libraries with improved avenues for library advocacy | |

| | | |
|---|---|---|
| | 5C. Encourage additional grassroots advocacy activities through partnerships, identifying and sharing best practices, promoting opportunities, and capturing and promoting success | |

## Research & Innovation

**The Legacy partners will lead efforts to assess library usage, impact, and trends and to develop and disseminate tools and models of library service delivery that can help public libraries more quickly incorporate effective, innovative services into their core offerings.**

**Vision:** Innovation becomes integral to contemporary library practice through shared ability to integrate new models and services and access to research that provides the necessary evidence for making decisions about programs and services.

**Conceptual approach:** Activities within these goals contribute to the problem statement by identifying gaps in research to support and spread innovative services and program that move libraries toward creative solutions in meeting needs.

As a result of this approach, it is expected that all public libraries will (a) understand the importance of shifting to a research-based practice and (b) be more willing to adopt and share innovative practices.

| Research & Innovation | | |
|---|---|---|
| **Phase 1 Results and Activities (Results are in bold)** | **Phase 2 Results and Activities** | **Phase 3 Results and Activities** |
| **1. PLA and U.S.-based libraries will have mechanisms allowing them to fully participate in Legacy Partner Innovation Labs and Resource Repository** | **2. U.S.-based libraries will be encouraged and supported to access, utilize and contribute innovations to the Legacy Partner research agenda and outputs** | **4. New content, goods, and services based on research will become available through PLA and other LSOs and will support the continual advancement of the field** |
| 1A. Engage with Legacy Partners on developing an actionable and responsive research agenda | 2A. Support cross-sector partnerships that drive innovation | 4A. Use research findings as core building blocks of new programs and products |
| 1B. With Legacy Partners, develop mechanisms for sharing between libraries and Innovation Labs | 2B. Raise awareness of trend reports | 4B. Encourage and support Core Collaborating LSOs ,SLAs and others to embrace research and innovation findings in their ongoing development of member programs and services |
| | 2C. Update ALA and PLA leaders at least annually on the state of research and innovation | |
| | **3. Research conducted outside of the Legacy Partnership in service of the field will increase and bring non-library partner stakeholders, resources and practices to the field** | |

| | | |
|---|---|---|
| | 3A. Identify motivations and establish strategies to engage partners in other domains (government, education, health, business, law, finance) in additional research to benefit public libraries | |
| | 3B. Recruit library and non-library partners to contribute to research and innovation that supports public libraries | |

## Organizational Capacity

**The Legacy Partners will ensure their respective organizations have the human, technical and financial infrastructure to carry out the work of the Legacy initiatives. They will build on their current strengths and capacities to solidify their organizational leadership in the field and to model concepts essential to positioning libraries as critical community assets. They will improve their ability to convene, lead and support high-functioning networks and to inspire innovation.**

**Vision:** Positioning libraries as key community assets, measuring and promoting meaningful outcomes, embracing innovation, and prioritizing networks and knowledge sharing will be fully integrated into Legacy Partner work and will be sustained within PLA activity through staff and leadership transitions. PLA will be a model to library support organizations and libraries for how to develop, promote and inspire activity that leads to collective impact.

**Conceptual approach:** Activities within this goal ensure that PLA, as a leading library support organization, will formally embrace measurement of community impact and articulate this approach as a core value and throughout its programming in perpetuity. PLA will identify opportunities to become strongly aligned with Legacy Strategy Framework, and implement policy, education, and strategy initiatives to achieve changes necessary for sustainability. As PLA evolves, we will establish alignment with other Core Collaborating LSOs and develop strategies to collaborate on staff and board support.

| Organizational Capacity | | |
|---|---|---|
| **Phase 1 Results and Activities (Results are in bold)** | **Phase 2 Results and Activities** | **Phase 3 Results and Activities** |
| **1. PLA's programs will be planned, developed, and evaluated with a priority for broad community value and measurement of community impact** | **2. PLA's staff and leadership will learn, embrace and sustain an orientation to libraries as key community assets, measuring and promoting meaningful outcomes, and prioritizing networks and knowledge sharing** | **5. PLA will strengthen its position as the premier association for public library professionals, providing high levels of service and value for members while raising the profile of public libraries and library support organizations generally** |
| 1A. Create an internal directive and necessary supports at PLA to ensure integration and sustainability of community-based, outcome-focused approach in all PLA activity | 2A. Establish internal PLA programming and increase knowledge base of current leaders | 5A. Create a strong knowledge base of trends, opportunities and successes for professional membership associations and library associations specifically among PLA staff, leaders and prospective leaders |

**PLA Legacy Grant Draft**
Goals and Activities
August 2015


| | | |
|---|---|---|
| 1B. Implement ongoing assessment of PLA's ability and success in supporting libraries to be community assets | 2B. Ensure sustainability of vision and priorities through succession and transition at PLA and ALA | 5B. Expand PLA's internal capacity building changes and efforts to be resilient and forward thinking to include willing LSO partners |
| 1C. Support adoption of innovative library programs that provide high community value, fit within library goals and can be validated via meaningful outcome measures | **3. PLA will sustain its programs and services for members and collaborating LSOs via a healthy combination of dues, earned income, grant support from the library field, and investments from nontraditional partners who value the role of public libraries in communities** | 5C. Enhance PLA's standing and value, and by extension that of public libraries generally, among stakeholders in other domains (government, education, health, business, law, finance) by connecting, communicating, and seeking alignment in a long term, sustainable manner |
| | 3A. Establish infrastructure for proactive development (fundraising) efforts within PLA | |
| | 3B. Generate broad-based support for programs to help public libraries be "platforms" and support the learning and civic needs of their communities | |
| | **4. PLA will build foundational capacity and support for its priorities by communicating and disseminating best practices and new models within ALA and its divisions so as to contribute to ALA's sustainability and alignment** | |
| | 4A. Build on existing and establish new communication and sharing infrastructure and feedback loops within ALA that will provide opportunities to demonstrate innovations and applications | |
| | 4B. Provide ALA Leadership (Board, Council, Division Boards) with regular status reports and updates related to Legacy progress and field-wide impact | |

9 of 11

# What Networks Can Do

**Assemble Novel and Flexible Combinations of Human Talent**

**Enable Efficient Access to New Resources (Reach)**

**Grow Rapidly to "Critical Mass"**

**Move and Test Ideas and Information Widely and Swiftly**

# 3 Types of Networks

| | | |
|---|---|---|
| Connectivity | Links people to allow them to exchange information easily and to learn as a result of the interchange. | • Building relationships between individuals and organizations within a system<br>• Supporting peer exchange and learning<br>• Accelerating the adoption of best practices<br>• Linking innovators working on system change<br>• Sharing information and connections about funding activities, priorities, and opportunities |
| Alignment | Links people to help them to create and share a set of ideas, goals, and strategies and therefore exchange information and coordinate more easily. | • Getting agreement within a system or among system changers on common ideas, goals, principles, strategies, practices, or methods<br>• Moving a system toward integrating and standardizing practices and policies<br>• Getting agreement to advocate for certain changes in the system<br>• Getting agreement on new principles and ideas to drive system renewal<br>• Agreeing on areas for funder emphasis, an investment agenda |
| Production | Links people to co-produce innovative practices, policies, or other outputs for social impact. | • Collaborations on research about a system and how to reinvent it<br>• Collaborations to develop and implement practices, policies, etc. that change a system's performance<br>• Defining best practices and standards for the system<br>• Developing distribution and dissemination channels for products/services for innovations<br>• Developing new funding sources |

**TO:**        PLA Board of Directors
**RE:**        Public Libraries and Summer Food Programs
**DATE:**      September 3, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**
            Information
**ACTION REQUESTED BY:**
            Mary Hirsh and Scott Allen
**DRAFT OF MOTION:**
            N/A

**BACKGROUND:**

The USDA Summer Food Service Program (SFSP) is a federally-funded, state-administered program reimbursing providers who serve healthy meals to children age 18 and younger in low-income areas at no charge primarily during the summer months when school is not in session.

State agencies administer the program and communicate with USDA.  Sponsors (schools, local government agencies, camps, faith-based and other non-profit community organizations) recruit sites and provide them with training and technical assistance; monitor sites; report meal counts and submit claims for reimbursement; and conduct outreach to families.  Sites are the specific locations where meals are provided.

Some states, via the state agency managing the SFSP and/or their state library agencies, have made a concerted effort to get libraries involved in the SFSP, notably California and Colorado (see resources at end of document).  Also, the USDA has produced a very short toolkit entitled Teaming Up with Libraries.

TechSoup's Caravan Studios created Range, an app that families can use to find local free meal sites and libraries.  Based on USDA data accessible to TechSoup due to its involvement, about 900 of the 43,000 SFSP sites in 2015 were likely libraries (based on inclusion of "library" in the site name).

There are three primary ways that public libraries can be involved in the SFSP.
- Learning about the program and resources like Range so that they can direct children to local SFSP sites
- Identifying local SFSP sites and partnering with them, for instance by going onsite (to a YMCA, park district, social service provider) to provide storytime, educational sessions, or other ancillary activity while children are receiving food
- Becoming an SFSP site and serving summer meals

Benefits to libraries serving participating in the SFSP program can include the following.  The program:
- offers the ability to directly address a community need;

- can provide the library with data about their impact;
- may increase patron visits and use of other library programs;
- can be combined with other programs (nutrition education, storytime) to bring value to those programs and/or increase participation; and
- offers the opportunity to collaborate with other community providers/programs such as parks, food depositories, YMCAs, social service programs, etc.

Conversely, the involvement of public libraries in the SFSP may bring new benefits to the program itself. Given the broad range of community services that libraries provide and link to, libraries may be able to provide enhancements to the SFSP that are seen as desirable by the USDA and others who are interested in the nutrition and health of children.

The process to become an SFSP site has been tricky as it involves multiple data points including census information, poverty rates, coordination with other sites, and self-assessment to determine if serving as a site fits with the library itself. The USDA has reportedly developed a tool to help potential sponsors conduct the self-assessment and compile the needed data to determine how they should proceed.

Libraries may encounter some barriers to serving as an SFSP site. Those barriers as well as the strategies PLA has heard about to address them are below.

| BARRIER | SOLUTION |
|---|---|
| Lack of space | <ul><li>Use conference/community rooms</li><li>Use the library's outdoor space</li><li>Use community outdoor space (ie, park)</li><li>Partner with an agency or business with appropriate facilities</li></ul> |
| Lack of staff | <ul><li>Enlist volunteers</li><li>Partner with another local agency or nonprofit to increase staff/volunteer support</li></ul> |
| Dealing with food preparation and waste | • |
| Adhering to SFSP guidelines, for instance on food allergies | • |
| Serving adult caregivers who may also have food insecurity (but are ineligible for SFSP) | <ul><li>Partner with local food pantries or other providers to add meals for adults</li><li>Seek local grants to provide food to non-SFSP eligible individuals</li></ul> |
| Competition with other providers to serve as an SFSP site | |

**CONSIDERATIONS FOR PLA:**

PLA staff will continue to explore opportunities and learn from libraries, state agencies, and the USDA about the program.  Next steps for PLA may include the following:

- Identify and learn from libraries that are currently serving as SFSP sites and from state agencies who have related experience
- Meet with USDA leadership to discuss collaboration to promote libraries as SFSP sites, and to collaborate on products (webinars, better tools and guidance based on actual library experience)
- Suggest a collaboration with the Chief Officers of State Library Agencies (COSLA) to promote public libraries as SFSP sites
- Collaborate with TechSoup or another provider on tools for libraries to help assess eligibility, identify partners or other SFSP sites, collect and report library data, or develop other programs to support library expansion into SFSP
- Create a more detailed toolkit based on the USDA sample and efforts such as those in California
- Educate members at PLA 2016 via a presentation, special event or exhibit booth
- Educate members via a webinar

**RESOURCES:**

- USDA summer food service program toolkit: http://www.fns.usda.gov/sfsp/summer-meals-toolkit
- Teaming up with libraries (USDA): http://www.fns.usda.gov/sites/default/files/sfsp/SMT-Libraries.pdf
- California Library Association's Lunch at the Library program:  http://lunchatthelibrary.org/resources/programming/ and http://www.cla-net.org/?589
- CA Summer Meal Coalition: http://www.summermealcoalition.org/
- Range App: www.Rangeapp.org

**TO:**        PLA Board of Directors
**RE:**        Public Libraries and Summer Food Programs
**DATE:**      September 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**
            Information
**ACTION REQUESTED BY:**
            Jan Sanders, Chair, PLA Legislation and Advocacy Committee
**DRAFT OF MOTION:**
            N/A

**BACKGROUND:**

I want to direct your attention to the ALA Advocacy Implementation Plan, which establishes an ambitious effort for engagement.  While there is much to do, there is also a wide range of groups, committees, and offices tasked with the work.

Of special note to PLA (and in keeping with our long-range plans) is strategy 2 and strategy 3.  These two sections deal with continuing to educate and encourage advocacy efforts at the Division Level, and then mobilizing those efforts on local, state, and national levels.

To that end, the Committee on Legislation of PLA has conducted a survey of library directors asking about their participation at National Legislative Day in DC.  It is our hope to encourage a much broader participation from our members and a stronger voice because of it.  The committee is excited about leading this effort, and will keep you apprised of progress.

Thank you.

Attached:  May 15, 2015 Advocacy Implementation Plan, ALA

**ADVOCACY IMPLEMENTATION PLAN**

May 15, 2015

ALA and its members work with libraries, the broader library community and members of the public to advocate for the value of libraries and for public support for libraries of all types at the local, state, federal and international level.

This work includes a broad continuum of activities, including raising public awareness of the value of libraries, training and supporting library advocates, advancing legislation and policies that support information and library services in all types of libraries, and effectively responding to specific opportunities and threats.

Advocacy efforts support ALA's core values, provide a vision of innovation, focus on the impact of libraries and librarians, enable the future of libraries and promote libraries as centers of community engagement, lifelong discovery, and learning.

## GOALS

- There is deep public understanding of the value and impact of libraries of all types on the communities they serve, the broad range of services offered by libraries, and the indispensable role of the librarian and library staff in providing these services.
- Decision-makers and stakeholders see a nationwide network of library advocates, advocating for libraries of all types.
- The library is a hub of community engagement and continual learning: a place to form the critical thinking skills fundamental to learning in a technologically evolving world, to access information, and to create and share new knowledge.
- Libraries are funded with staff and resources to meet the needs of their communities.
- Across a diverse library community, there is a shared focus and common understanding of advocacy and a sustained commitment to work collaboratively to reach common advocacy goals.
- Advocacy is integrated into the daily work of librarians and library staff.
- Advocacy is part of educational preparation for librarians and library staff.
- All libraries and all states have an advocacy plan.
- ALA plays a key role in formulating legislation, policies, and standards that affect libraries and is recognized in the U.S. as the voice for libraries and librarianship.
- ALA works with a wide range of partners and stakeholders to achieve library advocacy goals.
- ALA equips the library community with resources and training, available in a wide variety of formats and venues.

## STRATEGIES

1. Develop a sustained national advocacy campaign to increase public awareness of the value, impact and services provided by librarians and libraries of all types.
2. Provide coordinated resources and training to keep library advocates informed and engaged.
3. Recruit, mobilize and inspire a growing network of library advocates at the local, state, national and international levels.
4. Gather, develop, and disseminate research documenting the value, outcomes and impacts of libraries of all types.
5. Explore funding, organizational and governance structures and their impact on libraries of all types in order to ensure the sustainability and future of libraries.
6. Identify advocacy best practices, using research and evidence to increase support and funding for libraries of all types.
7. Identify and work with partners and stakeholders to achieve advocacy goals for all types of libraries.

## OBJECTIVES AND TACTICS FOR EACH STRATEGY

The strategies for success are the approaches that will be taken to achieve the goals. Outcome measurement will be assessed at the strategy level. Under each strategy, objectives and tactics have been identified. The objectives are the measurable steps that will be taken to achieve the strategies. The tactics are the tools that will be used in pursuing an objective.

**Strategy 1:** Develop a sustained national advocacy campaign to increase public awareness of the value, impact, and services provided by librarians and libraries of all types.

**Outcome Measure:** Increased awareness of the value of libraries and librarians of all types on the part of the public and decision-makers measured through national surveys and as demonstrated by behavioral changes. Increased financial support for libraries.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| OLA, PIO, Divisions | Build the campaign infrastructure and develop messaging | <ul><li>Establish steering group comprising key stakeholders</li><li>Review existing initiatives, tools and resources in coordination with ALA divisions, committees, round tables, and other groups with a focus on advocacy, including PLA, ACRL, AASL, ALSC, YALSA, United for Libraries and the Center for the Future of Libraries</li><li>Ensure coordination with past, current, and future presidential initiatives.</li><li>Seek external media and/or corporate partners/sponsors</li></ul> |

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| PIO | Develop a public awareness campaign | • Identify key audiences, goals, outcomes and messages<br>• Identify and prioritize methods for reaching the public and decision-makers, including PSAs, local campaigns, social media, editorials, etc.<br>• Create a strong campaign brand/image/logo and use on all materials |
| PIO | Communicate campaign messages and strategies to members | • Develop in-person and online training<br>• Conduct training session |
| OLA, CRO, AASL | Get support and buy in from chapters and affiliates to increase reach and campaign impact | • Launch campaign and measure outcomes |
| PIO | Implement campaign and assess effectiveness | • Launch campaign and continually measure outcomes and make adjustments, as needed |
| PIO | Relate campaign messaging to Community Engagement initiative and other existing assets | • Leverage existing resources and align ALA's current public awareness assets and initiatives, such as Libraries Transforming Communities, National Library Week, Library Card Sign-up Month, the Declaration for the Right to Libraries, and National Library Legislative Day into the campaign |

**Strategy 2:** Provide coordinated resources and training to keep library advocates informed and engaged.

**Outcome Measure:** Increased usage of advocacy resources and an increased number of collaborative projects and initiatives.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| All | Work to create a common understanding of advocacy | • Communicate advocacy continuum framework and library ecosystem, and how libraries of all types, individual activities, member groups, and units are interrelated and need to advocate on each other's behalf |
| OLA, in coordination with OGR, OITP all ALA | Ensure that ALA units work together strategically to achieve advocacy goals | • Examine internal structures to identify improved pathways for communication and collaboration<br>• Create and implement mechanisms to |

| units | | ensure all appropriate ALA units are informed and engaged |
|---|---|---|
| OLA, in coordination with all ALA units | Create and promote a clearinghouse of advocacy materials | • Create a portfolio of advocacy programs and resources.<br>• Market clearinghouse, highlight benefits of use<br>• Identify a means for regularly updating and improving the resource based on evaluations and feedback |
| OLA, in coordination with all ALA units | Ensure that existing resources are up-to-date, relevant, and easy for members to utilize | • Inventory materials and reposition advocacy web pages for increased accessibility<br>• PLA will make the revised Turning the Page virtual curriculum available and will market access. There is potential for use by academic and school libraries. |
| OLA, in coordination with all ALA units | Ensure that new resources are created based on best practices | • Strengthen communication channels for information sharing about initiatives and resources and to create long-term strategies<br>• PLA Project Outcome will create portfolio of advocacy resources related to use of outcome measures<br>• ACRL's Value of Academic Libraries initiative supports a blog with regular updates about notable research, projects and tools. |
| OLA, in coordination with OGR, OITP all ALA | Increase impact through close coordination of advocacy work with information policy and professional and leadership development work | • Incorporate up-to-date information policy information in advocacy resources<br>• Coordinate the development of advocacy training materials with units providing professional development courses |

**Strategy 3:** Recruit, mobilize, and inspire a growing network of library advocates at the local, state, national, and international levels.

**Outcome Measure:** The number of librarians and members of the public involved in library advocacy will increase as tracked via social media, Engage advocacy software and other assessment tools

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| OLA, OGR CRO IRO UFL | Recruit librarians, library staff and others to become library advocates | • Highlight benefits of library advocacy<br>• Provide resources that make library advocacy easy<br>• Encourage library advocates to "pledge" to devote an average of one hour per week to advocacy efforts |
| OLA, OIF, in coordination with others | Provide assistance for libraries dealing with local and statewide threats | • Coordinate outreach among ALA units to the state and local level<br>• Offer individualized assistance responding to local circumstances, including resources, consulting, training and media relations |
| All, in coordination with OLA | Provide advocacy training | • Clarify roles for library staff and public<br>• Offer training face-to-face and online<br>• Engage state associations and other leaders to establish shared goals and partner in driving participation<br>• Evaluate training to ensure effectiveness and facilitate continuous improvement |
| OLA, OGR PIO | Create and leverage a network of national spokespeople | • Seek, secure, and work with public figures including authors, techies and other celebrities to serve as library advocates<br>• Provide spokespeople with key messages<br>• Create opportunities for spokespeople to engage with the public about libraries |
| OLA, OGR, PIO | Support advocates | • Build technical assistance program for all participants in training; offer telephone, email and online counsel to help them be effective in their application of advocacy<br>• Provide incentives and recognition to motivate advocates |
| OLA, CRO | Work with partners to help recruit advocates | • Identify partners and advocate recruitment/outreach opportunities<br>• Leverage state library association conferences to recruit advocates |

**Strategy 4:** Gather, develop, and disseminate research documenting the value, outcomes, and impacts of libraries of all types.

**Outcome Measure**: More research will focus on advocacy issues and there will be increased use of research in advocacy efforts.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|------|-------------------------------|----------------------|
| ORS | Build research infrastructure | • Establish staff steering group<br>• Develop procedures for gathering research<br>• Establish research agenda<br>• Disseminate agenda and encourage researchers to focus their work on key areas in the agenda<br>• Put process in place for updating the research agenda every 3-5 years<br>• Using the Legacy partnership, PLA will work to organize and coordinate existing research to educate members on value of data and how to use various products. This will include convenings of researchers. |
| ORS | Gather statistical and anecdotal research (case studies, stories) | • Quantitative and qualitative approaches<br>• ACRL's upcoming multi-institutional investigation to replicate a small number of research questions about library impact on student learning and success using the same research approach at a variety of academic institutions<br>• Provide libraries of all types with the tools to assess local impact |
| ORS | Update "Libraries Matter" database with research on impact of libraries | • Evaluate database and makes necessary improvements<br>• Promote awareness and use of database |
| All ALA Units | Build on existing work by divisions and other groups. | • Incorporate findings of ACRL's Value of Academic Libraries and PLA's Public Library Impact Measures.<br>• Continue work on Causality: School Libraries and Student Success (CLASS)<br>• Incorporate findings of Aspen Institute Report, "Rising to the Challenge" |
| OLA, OGR, Divisions | Incorporate use of research on the value, outcomes and impacts of libraries in advocacy materials and efforts | • Review advocacy materials and include research where necessary<br>• Incorporate the use of research in all advocacy trainings<br>• Assist advocates in the use of research in their advocacy efforts<br>• PLA Project Outcome will provide PL's with outcome-based data along with advocacy |

| | | tools to effectively use results; integrate outcome measurement into on-going library operations |
| ORS PIO | Leverage partner networks to help disseminate research | • Get buy-in from partners and co-identify promotion opportunities<br>• Create turn-key messages for partners to use when disseminating research |

**Strategy 5:** Explore funding, organizational, and governance structures and their impact on libraries of all types in order to ensure the sustainability and future of libraries.

**Outcome Measure:** Library advocates have increased data and information on the impact of funding and governance structures on library capacity.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| ORS, PLA, OLA | Conduct an analysis of various library governance and organizational structures and their impact on library support and funding | • Develop and implement research plan<br>• PLA and OLA collaborate with COSLA and Aspen Institute on recommendations of Aspen "Challenges" Report, with a focus on governance structures |
| ORS | Based on analysis, determine and develop strategies and models | • Disseminate information about models and how to use them |
| ORS, CRO, OLA | Provide resources and training to support libraries as they seek to implement new organizational and governance structures or adjust advocacy efforts based on changes in legislative trends | • Publicize available resources and training opportunities<br>• PLA collaborates with OITP on e-rate awareness and other federal policy initiatives, serves as resource for practitioners' perspective, joins in statements of support and disseminates information via committee liaison, joint webinars, communications channels |

**Strategy 6:** Identify advocacy best practices, using research and evidence to increase support and funding for libraries of all types.

**Outcome Measure:** ALA's new advocacy initiatives will be structured with an evidence-based advocacy strategy.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| ORS | Assess current types and levels of advocacy efforts in libraries | • Conduct an advocacy benchmark survey and disseminate results |
| ORS | Identify successful advocacy | • Research and data collection |

| Unit | | |
|---|---|---|
| ORS, OLA, OGR, and others | strategies | |
| | Create or update existing resources for library advocates to begin implementing evidence-based advocacy into their approaches | • Create or update training materials, communications tools for library advocates |

**Strategy 7:** Identify and work with partners and stakeholders to achieve advocacy goals for all types of libraries.

**Outcome Measure:** ALA will work with a broader range and larger number of partners and coalitions in successful advocacy efforts.

| Unit | Objectives (Measurable Steps) | Tactics (Tools Used) |
|---|---|---|
| OLA, PIO, OGR, Divisions | Identify current and potential partners | • Review list of organizations currently working with ALA<br>• Identify additional partners and ways to strengthen mutual benefits |
| All | On an issue-specific basis, work with partners to develop and implement campaigns to achieve advocacy goals | • For each advocacy issue, identify common goals between partner organizations and/or Collective Impact goals<br>• Collaboratively design advocacy campaigns<br>• Implement advocacy campaigns in coordination with partners |
| All | Evaluate effectiveness of advocacy partnerships | • Measure buy-in from advocacy partners<br>• Measure success rate |
| AASL | Continue and grow outreach with school partners | • Create an External Relations Task Force for school libraries<br>• Identify three professional organizations where AASL can have impact |
| All | Find ways to engage partners in existing advocacy opportunities | • Connect with partners to identify opportunities<br>• Evaluate existing advocacy opportunities to identify ways to be inclusive of partners<br>• Acknowledge and celebrate partner involvement |
| OLA, CRO, divisions | Optimize existing partner opportunities, such as those with state library associations | • Build stronger ties with state library associations<br>• Work with state associations to develop common advocacy messages that can be used across all state associations and at the ALA level |

# The Advocacy Continuum
## Overview

| Laying the Groundwork | Turning Support into Action | Advocating for Specific Goals | Responding to Opportunities and Threats |
|---|---|---|---|
| Community Engagement<br>Public Awareness<br>Center for the Future of Libraries<br>Research and Data on the Value of Libraries<br>Impact Measures | Training<br>Resources<br>Peer-to-Peer Support Networks | Federal Legislation<br>State Funding<br>Local Initiatives<br>International Issues | Online Action Networks<br>Fighting Budget, Censorship and Legislative Challenges<br>Individual Consulting |

TO:     PLA Board of Directors

FROM: Mary Hirsh, Manager Strategic Initiatives

DATE:   September 22, 2015

RE:     Summary of Collective Impact Meeting Convened by Gates Foundation 9/12/15

The Gates Foundation convened a small group of stakeholders for a preliminary discussion of collective impact on September 12 in Aarhus Denmark. Attendees were drawn for participants at the Next Library Festival and included:

Susan Benton – Urban Libraries Council (ULC)
Maua Marx – Institute of Museum and Library Services (IMLS)
Mary Hirsh – Public Library Association (PLA)
Mike Crandall, Technology & Social Change Group (TASCHA)
Chris Coward, Technology & Social Change Group (TASCHA)
Rebecca Sears, Technology & Social Change Group (TASCHA)
Pam Sandlian-Smith, Anythink Libraries
Brian Bannon – Commissioner of the Chicago Public Library
June Garcia – Independent Library Consultant
Melanie Huggins – Richland Library
Christine Mackenzie - Yarra Plenty Regional Library, Melbourne, Australia, IFLA board
Inga Lunden – City of Stockholm Director of Culture, former IFLA board
Fiona Bradley – IFLA staff
Donna Scheeder – IFLA president
Rolf Hapel, Dokk1, Aarhus

Participating GL staff:
Deborah Jacobs
Jessica Dorr
Chris Jowaisas

Participants were asked to read the Channeling Change article included with the board documents. For some, this was their first discussion of collective impact. Others have been engaged with the topic over the past few months.

After an introduction, the entire group brainstormed possible areas for working collectively. Topics included: Supporting Sustainable Development Goals; promoting the use of impact measurement; supporting E-Rate applications; promoting libraries as learning spaces; fostering collaboration between libraries and; addressing the digital universe (ebooks, privacy, digital citizenship).

Participants were divided into small groups, asked to pick from the list of topics and develop a collaborative impact project to meet the need. Two groups chose the education and lifelong learning initiative as describe in Sustainable Development Goal 4. The third group focused on impact measurement.  Groups spent about 90 minutes discussing the problem and how it could be solved. Results were then reported out to the full meeting.

The discussion was lively and very practical and focused on specific projects as case studies. Conceptually, participants recognized the need to work collaboratively and how doing so could amplify results.

At the conclusion of the meeting, a temperature check gauged participants enthusiasm for focusing the foundation's remaining resources on collective impact. Only two participants (both members of the PLA contingent) voted "thumbs up." The remainder of the group voted "neutral." No one out righted voted "thumbs down."

Reasons for neutral votes included needing more information on the foundation's internal capacity to start a collective impact initiative, not knowing what else the foundation might focus on, and questions about the work and focus of an eventual project. Overall, everyone agreed that collaboration was necessary.

Determining the content of a project was a key factor in some neutral votes. Coming up with the "why" of a project, and will help structure the "how". Without the clear articulation of the "why", it was difficult to get at a real conversation about how organizations might begin to work together.

In developing its own Legacy Grants, PLA staff was encouraged to think about a partnership development continuum of Connectivity to Alignment to Production. While the representatives at the meeting are all completely invested in public libraries, this does not mean Connectivity and Alignment already exist between organizations. There is still a need to build truly collaborative relationships. Staff has concerns about capacity in undertaking a new project. PLA regularly partners with other organizations to develop and deliver programs to the field. A collective impact project must be different than these kinds of partnerships, leaving PLA staff feeling that there first needs to be strong foundation of connectivity and alignment in order to drive a true collaboration that extends beyond the life of a project.