



**PLA Board of Directors Meeting
Virtual Meeting-1:00-4:00pm CT, February 19, 2021**

Zoom Logistics

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

Revised Agenda

Note: Items highlighted in **yellow** below were updated February 18, 2021.

1. **Welcome and Introductions**, *Michelle Jeske, PLA President*
2. **Action Item:** Adoption of the agenda
Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to a discussion item. The PLA Board's adoption of the consent agenda constitutes approval of those items on consent that have not been removed for discussion. PLA policies related to Board service, the strategic plan and Board roster have been included in ALA Connect as reference materials. These are not agenda items.

Consent Agenda	Document Number
3. January Virtual Meeting Minutes	2021.48
4. PLA Membership Report.....	2021.49

Action/Discussion/Decision Items	Document Number
5. Introduction of ALA Presidential and PLA Board Candidates <i>(Invited to be introduced are ALA Candidates for President Stacey Aldrich, Ed Garcia, and Lessa Pelayo-Lozada; PLA Presidential Candidates: Richard Kong and Maria Taesil Hudson McCauley; PLA Director-at-Large Candidates: Erica Freudenberger, Candice Wing-yee Mack, Kenneth Wayne Thompson, and Lois Langer Thompson.)</i> Candidates will be introduced, and each will be permitted to make a 3-minute presentation.	2021.50a-d
6. PLA President Update, <i>Michelle Jeske</i>	no document

7. PLA President-Elect Update, *Melanie Huggins* no document
8. ALA Executive Board Liaison Update, *Larry Neal* no document
9. Budget and Finance Update, *Clara Bohrer* 2021.51a-b
10. Council and SCOE Report, *Stephanie Chase* no document
11. Preparing for March T. Hall meeting, *all* 2021.52a-b
12. Letter to Aggregators Update, *Kelvin Watson* 2021.53a-b
13. Strategic Plan Exercise, *all* - **CLOSED SESSION** no document
14. New Business, *all* no document
15. Adjourn

Zoom Instructions

PLA Meetings is inviting you to a scheduled Zoom meeting.

When it's time, please click this link to join the meeting:

<https://ala-events.zoom.us/j/95273430198?pwd=RkVxMERHeFhiZHhFajRDRCtHUnpTQT09>

Meeting ID: 952 7343 0198

Passcode: 717254

Then follow the on-screen prompts to connect your audio via either computer or telephone.

If you're unable to join the meeting online and can only listen in via telephone, then use these numbers.
Use this telephone-only option only if you have NOT joined the meeting via the link above:

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Meeting ID: 952 7343 0198

Find your local number: <https://ala-events.zoom.us/j/95273430198>



**PLA Board of Directors Meeting
January 22, 2021
Virtual**

Present: Michelle Jeske, President; Melanie Huggins, President Elect; Directors-at-large: Cindy Fesemyer, Toby Greenwalt, Amita Lonial, Dara Schmidt, Kelvin Watson; Fiscal Officer: Clara Bohrer; ALA Division Councilor: Stephanie Chase

Absent: Ramiro Salazar, Past President; Brandy McNeil, Director-at-large

Guests: Mike Borges, Maverick & Boutique; Jane Darling, Maverick & Boutique; Deborah Jacobs; Kathi Kromer, ALA Associate Executive Director; Abby Straus, Maverick & Boutique

PLA Staff: Mary Hirsh, Interim Executive Director; Scott Allen, Deputy Director; Nellie Barrett, Program Officer; Lian Drago, Meetings Manager; Larra Clark, Deputy Director; Sara Goek, Program Manager; Kathleen Hughes, Manager, Publications; Melissa Faubel Johnson, Meeting and Special Events Planner; Samantha Lopez, Manager, Marketing and Membership; Angela Maycock, Manager, Continuing Education

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

Consent Items	Document Number
a. December 2020 Virtual Meeting Minutes.....	2021.35
b. Organizational Excellence Combined Report	2021.36
c. Leadership Combined Report.....	2021.37
d. Transformation Combined Report	2021.38
e. Advocacy and Awareness Combined Report.....	2021.39
f. Equity, Diversity, Inclusion and Social Justice Combined Report.....	2021.40

Action/Discussion/Decision Items

4. PLA President Update, *Jeske* (no document). Jeske welcomed attendees and noted that the agenda for the meeting was very full. The accomplishments reflected in the consent agenda reports were impressive. About 35-40 ALA Councilors joined PLA's meeting on January 15, including some who are running for ALA offices. The meeting focused on changes to the Operating Agreement (OA) and what PLA felt should be retained and what should be changed. Engagement was strong, and agreement was present about many issues: ALA is very complicated; members are challenged to "find their place;" divisions and roundtables help people get involved quickly and meaningfully; and although challenging, the size and scope of ALA is also beneficial to engage diverse people and for policy purposes. Jeske also attended the

recent division meeting with ALA President Julius Jefferson. PLA suggested agenda items including timely financial reporting, an update on the OA, and how all the proposed changes to ALA intersect. Key points from the meeting included recognizing that the timeline for Forward Together will likely be extended beyond the summer of 2021; a focus on membership growth and recognition of the American Dental Association as a model; acknowledgement that financial reporting needs to improve; and the need to work together. Finally, it was reported that Tracie Hall is aware of the PLA board and staff concerns and intends to meet with PLA soon.

5. PLA President-Elect Update, *Huggins* (no document). Huggins was keynote speaker at the Research in Public Libraries (RIPL) conference, which went well, and will speak at Texas Library Conference. She noted that front line library staff are not priority for getting the COVID-19 vaccine. She is working with a survey that has been distributed through Urban Libraries Council (ULC) and will post it to the PLA list for completion. It was unclear if ALA is working on issues related to the vaccines.
6. Financial Update, *Bohrer* (2020.41, 2020.42a-d). Bohrer shared the April 2020 report, and noted that PLA will not receive any more monthly reports for Fiscal Year 2020 (FY20) until after the audit is completed. The first reports for FY21 (September 2020) have just come out and will be provided to the PLA board soon. Bohrer noted that FY22 budget planning has started, and the overhead rates will not change. Going forward, units will be expected to have budget priorities and will be expected to project revenues first. Finally, units have been told they cannot transfer funds to their long-term investment accounts because of the cash situation.
7. Operating Agreement Work Group Report, *Bohrer* (no document). There was little to report because progress has been slow.
8. Council and SCOE Report, *Chase* (no document). Chase shared when discussions of interest might be happening during the 2021 Midwinter Meeting. These include Forward Together, member engagement, and budget priorities. Chase also shared information on selected resolutions. A resolution to condemn white supremacy and fascism was discussed, particularly as it may impact library meeting room use, and it was noted that the Office for Intellectual Freedom will need to be prepared to advise and support public libraries if the resolution passes. Chase also reported that she thinks there is support for reducing the number of Councilors, as well as making other changes such as moving to virtual meetings.
9. Executive Director Search Update, *Jeske, all* (no document). PLA received 23 candidates from Human Resources and narrowed it to 7 candidates. The subcommittee has also provided input on screening questions. Telephone screenings of the 7 candidates will be conducted by the consultant. Members expressed concern about the diversity of the candidates and questioned whether ALA Human Resources was doing enough to ensure a diverse pool. Staff was asked if PLA will be given the opportunity to provide feedback on the hiring process at some point.
10. Public Policy and Advocacy Office Update, *Kromer* Kromer reported on 2020 successes and promising developments for 2020. She reported that we ended 2020 with the 8th consecutive increase in funding for the Institute of Museum and Library Services (IMLS). Other successes were mentioned, such as increased funding for broadband. She thanked PLA for its assistance on

advocacy, the census, understanding COVID-19, and the Google and Microsoft projects. The ALA Public Policy and Advocacy (PPA) office is monitoring appointments and plans to reach out to new leaders in labor, education, commerce, the Federal Communications Commission (FCC), and other departments soon after appointment. She also highlighted the Build America's Libraries Act (S. 5071), introduced in December, which would provide \$5 billion to repair and construct modern library facilities in underserved and disadvantaged communities. She asked PLA to continue to assist by 1) providing local examples of facility needs for outdated buildings, as well as positive community impacts from new and renovated facilities; 2) informing ALA's comments to the FCC on the Emergency Broadband program, in terms of what do public libraries need or want to help promote this program; and 3) sharing examples of digital equity work. Board members asked Kromer about COVID-19 vaccine distribution, and she cited specific chapters that are working with their states around vaccine distribution.

11. DCWG Update, Watson (2021.43). The Digital Content Working Group produced its product, *The Need for Change: A Position Paper on E-Lending* (December 2020), which will be published in *American Libraries*. Discussions continue with Macmillan and other publishers. It was suggested that the PLA board send a letter to e-lending partners (aggregators) to promote an approach that would be acceptable to public libraries. Watson will circulate the draft letter.
12. MLS in Public Libraries, Watson (2021.44). Watson briefly mentioned that he is part of an informal group that has been discussing the limited scope of the traditional MLS/MLIS degree as it pertains to daily work in modern public libraries. He presented the request to PLA to make recommendations that public library administrators re-visit hiring practices in such a way that certain skills are highlighted and prioritized and can be acquired through diverse pathways; that MLS/MLIS programs ensure that these skills are better integrated into curricula; and that state libraries to re-visit state standards for public libraries and public librarians in such a way that these skills are more central to the certification process for libraries and librarians. ALA's involvement with library schools, and revenue from the credentialing program, was discussed. It was also suggested that if PLA pursues this, engaging the groups it impacts in crafting the statements could be beneficial. Those groups may include ULC, the Chief Officers of State Library Agencies (COSLA), and others. A previous IMLS effort to convene public library directors and library schools was mentioned. It was agreed that a smaller group should continue this discussion.
13. Strategic Plan Update, Straus (no document). Straus reported that the consultants are reviewing documents, crafting member survey questions, and preparing for focus groups. The board and staff engaged in a CAIRO (constraints, assumptions, issues, risks, and opportunities) exercise.
14. New Business, *all* (no document). No new business was identified.
15. Adjournment, *all* (no document). There being no further business, the meeting was adjourned at 4pm Central.

**PLA Board of Directors January 2021 Meeting
Action Items/Discussions Requiring Follow Up**

The following actions were drafted based on discussion at the January 2021 board meeting.

1. Hirsh will share materials from the January 15, 2021 meeting of ALA Councilors to the PLA board.
2. Hirsh and Jeske will include ALA Executive Director Tracie Hall in an upcoming PLA board meeting.
3. Huggins will circulate the survey about COVID-19 vaccine distribution to the PLA leadership.
4. Chase will investigate the potential for submitting an ALA Council resolution related to the COVID-19 vaccine distribution.
5. Watson will circulate a draft letter for PLA to consider regarding how e-lending aggregators should present product to public libraries.
6. Board members interested in convening to continue to discuss the MLS degree/education and public libraries will let Jeske know.

TO: PLA Board of Directors
RE: PLA Membership Statistics Report
DATE: February 8, 2021
SUBMITTED Samantha Lopez, Manager, Marketing and Membership

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

PLA membership totals are listed below*. Even numbered years represent PLA Conference years. The Feb. 2021 count represents members paid through 9/30/20. February shows a **2% decrease** (-196) from December, which was included in the January Board report.

Feb. 2021	Feb. 2020	Feb. 2019	Feb. 2018
8,799	9,851	8,842	9,699

*These numbers are pulled directly from iMIS and may end up differing from ALA's official membership counts, which have not been updated since April 2020. In the meantime, ALA's Membership and Customer Service office provides monthly "unofficial" snapshot reports, which showed PLA's January membership count to be 9,013.

As of January, ALA's total membership is 53,405, which is a 7% decline from 2019 and an 8% decrease when compared to the same time in 2018. ALA is budgeting for a FY22 projected middle scenario of 21% increase in membership from FY20.

STACEY ALDRICH



FOR
PRESIDENT

Aloha!

I'm looking forward to the opportunity to build the future of ALA, our profession, and our libraries with you!

Connect Via

Instagram [bit.ly/ALAAldrich](https://www.instagram.com/ALAAldrich)



Podcast

The Future Curious Librarian
Available via *Spotify* or *Anchor.fm*



ED GARCIA — FOR — ALA PRESIDENT

Library Director at Cranston (RI) Public Library

Leadership

ALA is facing internal and external challenges that need strong leadership and a collaborative effort to overcome. I will bring proven leadership and experience to help navigate these challenges. Under my leadership, the Cranston Public Library was awarded the 2020 Jerry Kline Community Impact Prize and the 2016 LibraryAware Community Award. On the ALA Executive Board, I helped guide our Association through important and difficult decisions including hiring a new Executive Director, the sale of the ALA Office building, and moving the 2020 Annual Conference & 2021 Midwinter meeting from in-person to virtual. As ALA President, I will continue our work of transforming ALA into a more responsive, sustainable, and modern association

Advocacy

I have significant experience in legislative advocacy and have worked extensively with members of Congress. As Legislative Advocacy Chair for the Rhode Island Library Association, I have fought for increased state funding for libraries and for statewide adoption of the AASL standards for school librarians. With the continued threats to federal funding for libraries and increased strain on local budgets due to the pandemic, our advocacy efforts need to be foremost in our work. As libraries reopen, the safety, job security, and mental wellness of library workers should be at the top of our advocacy efforts.

Diversity

We need to continue promoting diversity not only in our profession but in all levels of leadership in ALA.

I have had a strong commitment to diversity throughout my career. I served on the Committee on Diversity & served two terms on the Spectrum Scholar selection jury. In Cranston, I serve on the city's Diversity Commission & helped create a partnership of community groups & residents to work on EDI and anti-racism in our city.

Sustainability

ALA can be a model for our profession around sustainability. On the Executive Board, I moved to add a carbon offset to the registration for all ALA events and I have worked to create a new Sustainability Committee

I believe in bringing people together. I have a proven track record in ALA and in my community of working with varied groups to bring about positive change. I have a passion for public service that my work within the association has nurtured. I will bring that passion and commitment as your ALA President.

Vote for me, Ed Garcia, for ALA President

EdForALA.com



Vote March 8 - April 7

Lessa will lead with ALA members for an association and profession that:

- practices racial equity, inclusion, and antiracism
- models organizational excellence and sustainability
- commits to our core values through partnerships that amplify our ideals.



LessaForLibraries.com

#LessaForLibraries



@LessaForLibraries



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PLA BOARD CANDIDATE 2021

ERICA FREUDENBERGER

Small & Rural Libraries

A passionate advocate for small,
rural libraries

Dedicated to creating sustainable,
resilient libraries & communities

Committed to collective liberation

TO: PLA Board of Directors
RE: PLA FY22 Budget Preparation
DATE: February 8, 2021
SUBMITTED Clara Bohrer, PLA Fiscal Officer

ACTION REQUESTED/INFORMATION/REPORT: Information

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

As part of the process of improving the fiscal health and practices of ALA, the association is moving to a revenue-based budgeting practice. This will enable all units to create realistic budgets that match expense to revenues, in an attempt to avoid deficits and other surprises.

PLA submitted the attached revenue estimates on February 10th as the first phase in this process. These numbers are based on past performance overlaid with assumptions about the ongoing impacts of the pandemic. Expense templates will open on February 16th for the second phase. We feel confident that the revenue estimates will fully support the related expenses.

2022 is a PLA Conference year. A conservative estimate has been made about conference revenue, assuming a smaller in-person audience. Other in-person workshops have been zeroed out, while paid webinars (the project WebCE) have been budgeted to match 2020-21's strong showing. We anticipate continued success attracting grant and partner funds, but we have also been conservative there, projecting that we basically renew current funding, given uncertainties about PLA's capacity to seek out funders, secure grants, and execute new initiatives.

ALA's annual budget is constructed and approved through an iterative process with 3 versions presented at Executive Board meetings for review and approval. The versions are: Preliminary Budget (Spring), Revised Budget (Annual Conference), and Final Budget (Fall). The budget is not changed after the final version and any significant deviance of actual revenues or expenses during the fiscal year represents variances to be explained by managers. There will be future opportunities to refine the budget as we move through the year, receive more current financial reports, and better understand the scope of pandemic impacts in 2022.

PLA FY22 Revenue Projection Scenarios

The shaded green amounts were entered into ALA's budgeting system in February 2021 as PLA's first pass at revenue projections for FY22.

	TO BE ENTERED	FY22 Revenue Low	FY22 Revenue Mid	FY22 Revenue High	
GEN FUND PROJECTS					
0 Admin	\$0	\$0	\$0	\$0	no revenue; costs are generally consistent (staffing, benefits)
3000 Service to Members	\$467,500	\$375,000	\$467,500	\$560,000	high is based on pre-COVID, low reflects ~30% reduction per FY21 budget
Dues Personal	\$465,100				
Dues Life	\$1,600				
Dues Cont Div Transfer	\$800				
3007 Regional CE/Bootcamp	\$0	\$0	\$22,500	\$45,000	unlikely to occur; if they happen, budget to be revenue neutral
3011 PLA Leadership	\$0	\$0	\$0	\$0	unlikely to occur
3020 Partners	\$18,000	\$6,000	\$18,000	\$30,000	low scenario similar to FY20; high reflects more active fundraising by PLA
3026 AC Preconferences	\$0	\$0	\$9,000	\$18,000	unlikely to occur; if they happen, budget for small net revenue as in past
3030 Public Libraries	\$45,000	\$30,000	\$45,000	\$60,000	revenue has ranged \$45k-\$90k
Subscriptions	\$34,500				
Advertising	\$14,000				
Commissions	(\$5,000)				
Royalties	\$1,500				
3040 Web CE	\$37,500	\$15,000	\$37,500	\$60,000	high based on FY20 success; will at least break even
Registrations	\$32,500				
Advertising	\$5,000				
3058 Publications	\$20,000	\$15,000	\$20,000	\$25,000	even with new publications only predict modest net revenue
Sales - books	\$13,500				
Sales - online	\$5,000				
Royalties	\$1,500				
3072 Family Engagement	\$18,000	\$0	\$18,000	\$36,000	high based on modest profit for 2 FE cohorts; canceled in low scenario
3073 Equity Diversity Inclusion	\$25,000	\$0	\$25,000	\$50,000	unlikely to occur; if trainings happen, budget for small net revenue
3120 ECRR	\$5,000	\$5,000	\$5,000	\$5,000	budgeted for modest net revenue as in recent years
3171 PO Regional Training	\$0	\$0	\$0	\$0	unlikely to occur
3172 PLDS-includes PMTF	\$0	\$0	\$0	\$0	unlikely to occur
3185 III Cost Share (IMLS)	\$0	\$0	\$0	\$0	Intention is to complete in 2021 virtually; no cost share budgeted
3188 DigitalLearn	\$30,000	\$0	\$30,000	\$60,000	Potential to sell subsites reflected in high scenario
CONFERENCE ACCOUNTS					
				FY20 CONFERENCE STATUS AS OF APRIL 2020 (for comparison)	
3061 PLA 2022 General	\$1,125,000	\$1,125,000	\$1,512,500	\$1,900,000	\$1,961,116
3062 PLA 2022 Exhibits	\$1,125,000	\$1,125,000	\$1,462,500	\$1,800,000	\$1,865,775
Exhibit Space Rentals	\$875,000				
Donations	\$100,000				
OH Revenue	\$150,000				
3063 PLA 2022 Promotion	\$30,000	\$30,000	\$30,000	\$30,000	\$24,361
Mailing Lists	\$20,000				
Advertising	\$10,000				
3069 PLA 2022 Meal Events	\$40,000	\$40,000	\$50,000	\$60,000	\$68,365
3070 PLA 2022 Preconferences	\$100,000	\$100,000	\$115,000	\$130,000	\$162,255

3173 PLA 2022 Virtual Conf	\$80,000	\$80,000	\$80,000	\$80,000	\$68,900
TOTALS	\$3,166,000	\$2,946,000	\$3,947,500	\$4,949,000	

CONFERENCE ONLY	TO BE ENTERED	FY22 Revenue Low	FY22 Revenue Mid	FY22 Revenue High
3061-3070, 3145, 3173	\$2,500,000	\$2,500,000	\$3,250,000	\$4,000,000

GRANTS	TO BE ENTERED	FY22 Revenue Low	FY22 Revenue Mid	FY22 Revenue High	
3184 Inclusive Internships (IMLS)	\$0	\$0	\$150,000	\$300,000	potential for renewal
3150 RWJF/CC Insurance	\$125,000	\$0	\$125,000	\$250,000	likely renewal
3160 Microsoft	\$150,000	\$0	\$150,000	\$300,000	likely continued funding, projects TBD
3175 Legacy Grant (Gates)	\$950,000	\$950,000	\$1,125,000	\$1,300,000	costs are generally consistent (staffing, benefits)
TBD AT&T (New)	\$0	\$0	\$300,000	\$500,000	likely new project, nothing yet entered
TOTALS	\$1,225,000	\$950,000	\$1,850,000	\$2,650,000	

PLA TOTALS	TO BE ENTERED	FY22 Revenue Low	FY22 Revenue Mid	FY22 Revenue High
	\$4,391,000	\$3,896,000	\$5,497,500	\$7,099,000

in total, entered figure between "low" and "mid" projections

TO: PLA Board of Directors
RE: Preparing for ALA Executive Director Meeting
DATE: February 8, 2021
SUBMITTED Mary Hirsh, Acting PLA Executive Director

ACTION REQUESTED/INFORMATION/REPORT: Discussion

ACTION REQUESTED BY: N/A

DRAFT OF MOTION: N/A

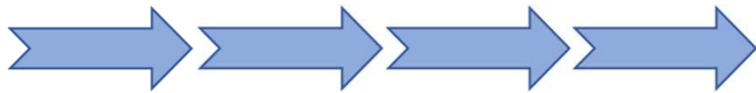
ALA Executive Director Tracie Hall will join the March 26th PLA Board meeting. Following PLA engagement with public library councilors, a meeting of division presidents and the ALA executive board, and our publicly stated position on change to the Operating Agreement, Director Hall expressed interest in directly addressing PLA member-leader questions. She has asked PLA to provide its key questions in advance so that she may come prepared for a fruitful conversation.

The PLA Board has the opportunity to set the agenda for this meeting. Some key questions to consider as we determine the best use of time are:

- What are the most important things for Tracie to understand about PLA?
- What are the most important things for PLA to understand about the pivot strategy (attached) and Tracie's vision for ALA?
- What are the 3-4 key questions to ask her that will get to this information?

Mary Hirsh will coordinate with Director Hall's office to ensure the board's goals and questions are communicated and our time at the March meeting is well-used.

The Path to Transformation



2020-2021 ALA CD#36

2021 ALA Virtual Midwinter Meeting



ALA American
Library
Association

Pivot Strategy
2021 – 2025

Key Pivot Points:

- Increased Alignment
- Increased Membership
- Increased Revenue

=

Stronger Association Stronger Libraries



Facing Change at Every Level

- **Forward Together** (Association Governance)
 - **Operating Agreement** (Functional Governance)
 - **Pivot Strategy** (Performance Governance)
- 

A Cyclical Relationship



Turning Mission into Impact

I. ALA Mission

II. ALA Core Values (Emphasizing Diversity and Inclusion)

III. Library and Community Change: Reach, Mobility, Resilience, and Social Justice:

- Information and Digital Access (including Universal Broadband);
- Equity, Diversity, and Inclusion in Libraries and the LIS Workforce; and
- Preservation of Library Services (across library types and services)

IV. ***ALA Pivot Strategy: The Pathway to Transformation***

Overarching Goals:

- Increase Alignment Across Six Impact Streams by 2025: Conference and Events; Continuing Education; Contributed Revenue; Data and Research; Membership; and Publishing
 - General tactical Goals; Cross Functional Goals; Unit Goals
- Increase Membership by 5% by 2025
- Increase Revenue annually by 10% over expenses by 2025

V. Tangible Impact

ALA MISSION

The **mission** of the American Library Association is to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all.

CORE VALUES

- Access
- Confidentiality/Privacy
- Democracy
- Diversity
- Education/Lifelong Learning
- Intellectual Freedom
- The Public Good
- Preservation
- Professionalism
- Service
- Social Responsibility
- Sustainability

Creating Library and Community Change

Expanding Reach, Mobility, Resilience, and Social Justice through:

- **Information and Digital Access (including Universal Broadband);**
- **Equity, Diversity, and Inclusion in Libraries and the LIS Workforce;**
- **And Preservation of Library Services (across library types, settings, and services)**

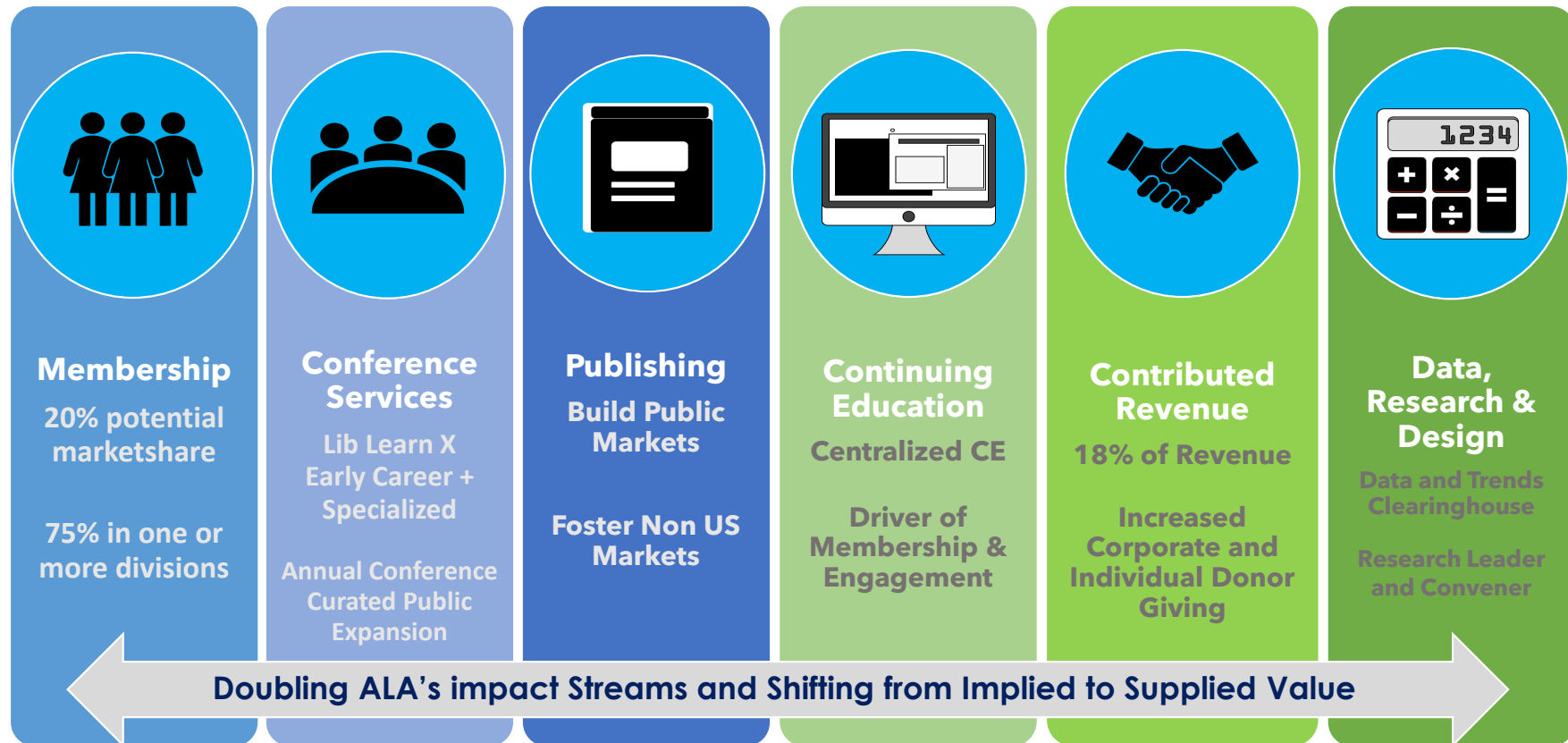
ALA Pivot Strategy: The Pathway to Transformation

Overarching Goals:

- Increase Alignment Across Six Impact Streams by 2025:
Conference and Events; Continuing Education; Contributed Revenue; Data and Research; Membership; and Publishing
 - General Tactical Goals
 - Cross Functional Goals
 - Unit Goals

Two Major Association-wide Goals:

1. Increase Revenue by 10% over expenses; 2. Increase Membership by 5%



Audience/Revenue
Expansion

Increase Alignment Across Six Impact Streams by 2025

Tactical Goals

FY 21	FY 22	FY 23	FY 24	FY 25
<ul style="list-style-type: none"> • \$: Neg rev/exp gap • CR\$: 6% (\$2M) from Dev • Mem: 15% Marketshare • Rev Strms: 3 (Conf, Mem, Pub) • Specific GF Units \$ generating • Div: 8 with 65% of Mem • Confs: 2 • Culture: "Big" ALA + Div • Decentralized CE, COMMS, Dev, Purchasing • Mitigate IT as a cost center • Move to centralized teams for greater staff productivity and coordination • ASAE/Association Forum benchmarking exercise • Aligning for impact/elimination of redundancy 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 10% (focus ind giv + fdn) • Mem: 15% Marketshare • Rev Strms: 5 (CE, Con \$, Conf, Mem, Pub + Non-US markets) • All GF Units tracked to \$ generating • Div: 8 with 65% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralizing CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligning to ASAE/Assn industry standards • Testing public markets for internal products (printing, Booklist, etc.) 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 12% (focus ind giv + fdn) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 68% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligned to ASAE/Assn industry standards • Testing public markets for internal products • Testing Public facing Annual Conference 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 15% (add corp) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 18% (add corp) • Mem: 20% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non US, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Main Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services • Testing 7th Revenue Stream

Key: \$ = Budget; CR\$ = Contributed Revenue; Mem = Membership; Rev Strms: Revenue Streams; GE = General Fund;

Financial Alignment

In the Pivot Strategy
Approach to Alignment
all Units track to
Membership and
Revenue Generation



FY22 Budget Objectives

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

Facilitating Changes: Move from “Expense-based” to “Revenue-based” budget; Planning against three (high, mid, low) budget scenarios; Recalibration of fixed expenses to revenue model rather than “planned loss”.

Examples of Cross Functional Teams

1. Awards
2. Communications
3. Conference Services
4. Continuing Education
5. Data, Design, and Research
6. External Relationship Management
7. Governance
8. Grants and Sponsorship
9. IT
10. Membership
11. Program Assessment
12. Professional Development
13. Publishing
14. Staffing Synergies and Productivity
15. Strategy and Performance Management

Data, Research, and Design (Unit and Team)

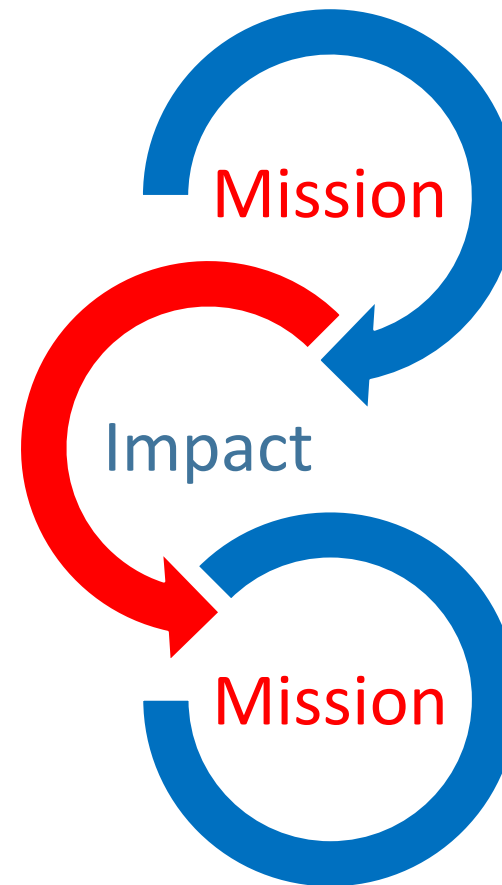
- Establish ALA as a trusted source for current statistics, metrics, research, and trends by creating a research office with staff expertise in data management, research methodologies, and analysis.
- Position ALA as the leader in developing a national research agenda for the profession, as a respected convener of productive dialogue around critical or issues and establish a presence in federal and international library data and research initiatives.
- Invest in a robust database platform to manage member, donor, and customer relationships through systematic and ongoing internal research.

Two Driving and Connected Goals

- Increase Membership by 5% by 2025
- Increase Revenue annually by 10% over expenses by 2025

Tangible Impact

Our Impact
Must Flow from
Our Mission
and Drive it



Questions ?



TO: PLA Board of Directors
RE: Engaging Elending partners
DATE: February 8, 2021
SUBMITTED Kelvin Watson

ACTION REQUESTED/INFORMATION/REPORT: Discuss and approve

ACTION REQUESTED BY: Approve letter

DRAFT OF MOTION:

As discussed at the January Board meeting, we seek board agreement to sign and send the attached letter. Once signed, a copy of this letter will be sent to Midwest Tape, Baker & Taylor, and the Digital Public Library of America.

Elenders may wish to engage PLA in follow up conversations. In addition to discussing the content of the letter, we invite the board to discuss a follow-up strategy for engaging aggregators in this conversation.

[Date]

Dear eLending partners:

We reach out to you as representatives of the Public Library Association (PLA), with the goal of advocacy for eLending improvements. As you know, eLending has grown significantly over the past decade, and is now firmly established as an important way that many library patrons access content. As we think about the decades to come, we want to encourage our partners in eLending capabilities that will cultivate a healthy, 21st century culture of reading.

Specifically, we are asking eLending content aggregators like you to work toward offering multiple lending models with each title, and showing them all in one place. Each title ideally will show:

- Metered-access option (sequential loans, lower price point)
- Perpetual use option (sequential loans, higher price point)
- Concurrent use option (concurrent loans, priced by individual loan)

Multiple lending models help libraries use technology to optimize their collection budgets according to the life cycle they anticipate for a book. Libraries will use perpetual use options for titles they want in their collections over the long term, and metered access for titles whose popularity and life cycle are unknown upon release. Concurrent use models may be used for very popular titles, or those for which there is an immediate information need (as with Black Lives Matter books in June 2020). They may also be used for community reading events. The ALA Joint Digital Content Working Group identified multiple models as a change that can benefit public libraries in its statement on ALA.org here [add link when published], and this letter to you is one effort to realize those changes.

Libraries are working with publishers too, encouraging them to offer multiple models at point of license. Many medium or smaller publishers are amenable, and one of the Big 5 is offering multiple models at least until June 30, 2021. We are hopeful that more publishers will work with us. These conversations will be fruitless, however, if the platforms we use for acquisitions do not support multiple models.

We know you may already support some of this, and we know that architecture investments are significant. But we ask that you look upon these changes as investments that improve your ability to compete in addition to assisting librarians. A flexible, easy-to-use interface for selection librarians that offers all options in one place will minimize time spent on searches and clicks. Librarians are book experts whose goal is to promote a wide array of resources to their residents and to cultivate reading and lifelong learning in those communities. An architecture that optimizes for their expertise is one that helps us all.

Thank you for considering this request.

Sincerely,

[PLA leadership signatures?]