



**PLA Board of Directors Meeting
Virtual Meeting-1:00-4:00pm CT, October 20, 2020**

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.

Agenda

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. September 18 Virtual Meeting Minutes.....	2021.22

Action/Discussion/Decision Items	Document Number
4. PLA President Update, <i>Michelle Jeske</i>	no document
5. PLA President-elect Update, <i>Melanie Huggins</i>	no document
6. PLA Liaison to ALA Executive Board Update, <i>Larry Neal</i>	no document

- 7. ED Search Updates, *Jeske, all*
 Final Job ad.....2021.23
- 8. BARC and F&A Report, *Bohrer*.....no document
- 9. Operating Agreement Work Group Update, *Bohrer*..... no document
- 10. Transitioning EDISJ Taskforce to Standing Committee, *Allen, Wood*.....2021.24
- 11. Strategic Planning Update, *all*.....2021.25
 Update on RFP activity, *Huggins and Fesemyer*.....no document
 Planning to Plan discussion
 Information framework.....2021.25.a
 Strategic Plan activities.....2021.25.b
 Membership Statistics.....2021.25.c
 PLA Staff Org Chart.....2021.25.d
 Upcoming Milestones.....2021.25.e
- 12. Future Meeting Dates, Q1 2021, *all*.....no document
- 13. New Business, *all*.....no document
- 14. Adjourn

Zoom Instructions

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

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**PLA Board of Directors Meeting
September 18, 2020
Virtual**

- Present:** Michelle Jeske, President; Melanie Huggins, President Elect; Directors-at-large: Cindy Fesemyer, Toby Greenwalt, Amita Lonial, Brandy McNeil, Dara Schmidt, Kelvin Watson; ALA Division Councilor: Stephanie Chase; Fiscal Officer: Clara Bohrer
- Absent:** Ramiro Salazar, Past President
- Guests:** Larry Neal, ALA Executive Board Member
- PLA Staff:** Mary Hirsh, Interim Executive Director; Scott Allen, Deputy Director; Nellie Barrett, Program Officer; Lian Drago, Meetings Manger; Sara Goek, Program Manager; Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager, Publications; Samantha Lopez, Manager, Marketing and Membership; Angela Maycock, Manager, Continuing Education; Emily Plagman, Manager, Impact and Advocacy

Follow-up items are listed at the end of the document.

1. **Welcome and Introductions**, *Jeske*. Sara Goek was introduced as a new PLA Program Manager.
2. **By consent, approved** the adoption of the meeting agenda, with the addition of a report on the Operating Agreement.
3. **ACTION. By consent, approved** the consent agenda as presented. It was moved and **approved** that the requests from the PLA Task Force on Equity, Diversity, Inclusion and Social Justice (EDISJ) concerning full committee status and a dedicated staff person would be included for discussion on the October 2020 board agenda.

Consent Items	Document Number
a. Draft August 2020 Board Minutes	2021.13
b. Welcome new PLA Staff	no document
c. PLA Committee Reports	2021.14

Action/Discussion/Decision Items

4. **PLA President Update**, *Jeske* (no document). Jeske has continued to work with ALA to respond to media requests and is currently waiting for publication of a New York Times article. The ALA Executive Office has responded to the joint division letter expressing concern about ALA finances and sustainability by circulating dates for a meeting. ALA's Public Policy and Advocacy Office successfully nominated "America's libraries" for the new Federal Communications Commissioner (FCC) Digital Opportunity Equity Recognition (DOER) Program, citing PLA's survey and Wi-Fi access point distribution projects in the nomination. Jeske thanked the board for

working so diligently during this difficult time, noted that PLA committees and task forces continue to do impressive work, and acknowledged staff.

5. **PLA President-elect Update**, *Huggins* (no document). Huggins echoed Jeske's comments about impressive PLA work and noted that the inability to interact in person at conferences is challenging. She reported that the first meeting of the PLA executive director search group is the following Monday.
6. **PLA Liaison to ALA Executive Board Update**, *Neal* (no document). Neal noted that while he represents all ALA members as an Executive Board member, his volunteer experience has been with PLA and he will be happy to join the PLA board for future meetings as his schedule permits. Neal described how the ALA board operates. He anticipates challenging staff and board leaders with questions about finances and long-term plans. Topics discussed recently include outsourcing of the financial reporting, which has not been successful and will be lessened or terminated as a new consultant is identified to help get ALA back on track. When annual estimates of income were presented, they included the 2021 ALA Annual Conference as a live event, with only slightly reduced revenue. Given COVID-19's impact on library budgets and continued concerns about health risks, it seems unlikely that the event will be live and that participation will be comparable to past events. Neal pointed out that ALA's long-term asset balance is strong. PLA leaders asked for more information on the ALA board's discussions about the Operating Agreement and more specifics on the financial, legal and cultural intentions behind the "one ALA" push.
7. **ED Search Updates**, *Jeske* (no document). After the last board meeting, Jeske followed up with the ALA Executive Director and human resources staff with suggested changes to the position content description and job posting. More information on the process will be available after the search committee meeting on September 21, 2020.
8. **BARC Report**, *Bohrer* (2021.15a-b, 2021.16). Projecting the status of fiscal year 2020 (FY20) with only 6 months of reports is challenging, however ALA is projecting an \$11 million FY20 deficit, citing loss of revenue from the in-person Annual Conference as a major factor. Budget Analysis and Review Committee (BARC) reports outline the strategy to cover the gap, including accessing ALA's line of credit. For FY21, after implementing strategies such as furloughs and accessing the federal Paycheck Protection Program and securing an Economic Injury Disaster Loan, ALA projects a \$500,000 deficit. The PLA board continued to express concern that borrowing and accessing credit are not sustainable or solution-oriented strategies. ALA's five-year pivot strategy was briefly discussed. The plan is mostly conceptual and lacks detail, which will be developed in October. The board discussed concepts included in the plan such as staff reductions, leasing office space, increasing revenue from continuing education, and expanding into the international market. The board noted the incongruity of relying on divisions to increase membership while discouraging them to develop new programs to serve members through staff furloughs and restrictions on spending.
9. **Approve FY21 Budget**, *Bohrer* (2021.17-18). **ACTION.** At its August 24, 2020 meeting, the PLA Budget and Finance Committee reviewed and approved the PLA fiscal year 2021 (FY21) budget as submitted. The budget projects \$2,005,644 in revenue (\$771,600 in general fund revenue and

\$1,234,044 in grants) and \$2,412,565 in expenses, for a net loss of \$563,947. The board moved and **approved** the FY21 budget as presented. PLA staffing status was briefly mentioned, and subsequent to the meeting, it was confirmed that PLA has 19 positions (including two positions which are .5 FTE), plus one long-term consultant. Of the 19 positions, 11 are grant funded (of which 5 are currently vacant), and 8 are supported by the general fund (of which 1 is currently vacant). Vacant positions and furloughs limit PLA's ability to serve members and create programming. PLA could advocate for filling grant-funded positions despite ALA's hiring freeze, but attracting qualified candidates to ALA may be difficult given ALA's situation.

10. **Operating Agreement**, *Bohrer* (no document). The Operating Agreement working group met and discussed three issues: are the values stated in the Operating Agreement (unity, diversity, autonomy, authority, etc.) appropriate and accurate; is the Operating Agreement itself still relevant; and does the Operating Agreement effectively address all ALA units including divisions, roundtables, etc.? The PLA board agreed that the values may reflect librarianship, not effective association management, and should be revised to clarify or remove "autonomy" and to include values like sustainability. More information will be available once notes from the working group meeting are circulated. It was also agreed that PLA should publish articles for the membership on the Operating Agreement process, for their education and input.
11. **Virtual Councilor Engagement**, *Chase* (2021.19-20a-b). Chase reported on discussions at the last Council meeting, which were similar to those discussed by the Executive Board (lack of updated financial reports, annual estimates of income, preliminary review of pivot plan, etc.). Other issues discussed included the potential to keep the ALA Annual Conference in Chicago and open the audience up, generating revenue from ALA research efforts, improving member engagement, and reorganizing staff such that staff who do similar work (for instance, communications and marketing) are aligned. The PLA board reviewed evaluation results from PLA's last Councilor Breakfast, which were very positive. Councilors want to know more about PLA's concerns so they can advocate for what PLA and public libraries need. It was agreed that PLA should continue to convene Councilors who are public librarians or have interest in public libraries, virtually, and should do so in advance of the 2021 ALA Midwinter Meeting. PLA's positions on the Operating Agreement will be an agenda item. It was moved and **approved** to convene a subgroup of the board to plan and schedule a pre-Midwinter virtual ALA Councilor Event.
12. **Virtual PLA All Committee Meeting**, *Hirsh* (2021.21). **ACTION**. PLA hosts All Committee Meetings during ALA national conferences. Staff proposed hosting a virtual All Committee Meeting near but not overlapping with the ALA virtual Midwinter Meeting. The event would allow the PLA board to thank committee volunteers, share PLA priorities, and answer questions about PLA direction. It would also help acquaint the board and nominating committee with active volunteers who are currently on committees. Breakout room technology in Zoom would be used to facilitate individual committee meetings. It was moved and **approved** to develop a 2021 Virtual PLA All Committee meeting.
13. **Scenario Planning Update**, *Fesemyer, Huggins* (no document). The subcommittee, which includes Fesemyer, Greenwalt, Huggins, Jeske, and Lonial, met to discuss potential consultants and to develop talking points about PLA's sustainability and scenario planning work. Board

members were encouraged to continue to suggest individuals who could consult to PLA on sustainability and scenarios. The subcommittee agreed the environmental scan should be extensive and consider association strategies both in the U.S. and internationally. The board also suggested the work focus heavily on member needs and member engagement. To that end, a member/nonmember survey and focus groups may be conducted. Staff indicated that PLA's last survey was 2016, so staff recently started discussing the need for another survey, which will coincide nicely with this effort. PLA intends to use Gates Legacy grant money to support this work, given the charge in the Legacy grant to identify sustainability strategies, however other funding options are also being considered. Given the need to move quickly, however, it's unlikely PLA could apply for and secure government or private funding to complement the Legacy funds. Given ALA's financial status, any sizable contract is being reviewed by the Executive Office and may not be approved. Staff suggested PLA accelerate identifying and contracting with a consultant, so we know if it will be allowed to move forward before we spend too much more time and energy.

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 3:00pm Central.

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

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

1. Hirsh and Jeske will include recommendations from the Task Force on EDISJ's fall board report to the agenda for the October 2020 PLA board meeting.
2. Neal will continue to report to the PLA board about ALA Executive Board deliberations, with particular attention to the ALA board's discussions about the Operating Agreement and the "one ALA" approach.
3. Bohrer will share additional detail from BARC including divisions and roundtable budget breakdowns.
4. Bohrer, Jeske and Hughes will collaborate to prepare articles for the membership on the process of opening up the Operating Agreement, to be published in Public Libraries magazine, PLOnline and/or member e-mails.
5. A subgroup of the board and staff (TBD) will prepare, promote and present a virtual event for ALA Councilors prior to the ALA Midwinter Meeting.
6. Hirsh, Jeske and staff will identify board members and staff to begin planning and preparation for the PLA 2020 Virtual All Committee meeting.
7. Huggins will continue drafting an RFP for the scenario planning/sustainability consultant and circulate to others for review.
8. PLA staff (Hirsh, Allen, Lopez, others) will begin drafting a plan for a needs assessment of members, nonmembers and other stakeholders to be ready to integrate into the board's scenario planning work once a consultant is hired.
9. Hirsh will provide the scenario planning subcommittee with language to help with the consultant RFP and eventual deliverables.

Date: August 2020

Advertised – Where? ALA Job Board, Assoc Forum, ALA Job List, Diversity sites (16), ASAE

Executive Director, PLA

The Public Library Association (PLA), a division of the American Library Association (ALA) is seeking an Executive Director to lead the association for public librarians and public library staff. With a Board of Directors of eleven, 30 committees and work groups, and a staff of 15, PLA develops programs, products, and services to help those working in public libraries learn, innovate, and lead to support the communities they serve. With 10,000 members representing rural, suburban, and urban public libraries, PLA strives to help its members shape the essential institution of public libraries by serving as an indispensable ally for public library leaders. For more information about PLA see: www.pla.org.

As we plan for the future, the Executive Director will play an important role in strengthening the position of PLA as key partner and collaborator with other divisions and the organization as a whole, helping to reimagine and ensure a healthy, vibrant future for ALA. PLA is dedicated to visionary leadership; member focus; integrity and transparency; equity, diversity, inclusion and social justice; and excellence and innovation. Other significant focus areas for PLA include: **leadership development** that builds and supports leaders who reflect the needs of communities and the profession; **advocacy**, that helps libraries demonstrate and quantify the value of library services, increases library funding, and expands partnership opportunities; **positioning public libraries** leaders and partners for national advocacy efforts including Census, e-book lending; **promoting Equity, Diversity, Inclusion, and Social Justice** as core public library values that address historical racial inequities, challenge oppressive systems, and eliminate barriers to equitable services; and **champion literacy** including family, digital, health and financial literacy.

Reporting to the ALA Executive Director and the PLA Board of Directors, the position provides vision and leadership for advancing PLA core purpose, goals, and strategic objectives defined by the PLA Board of Directors in its strategic plan; represents the interests of PLA and public libraries to a range of stakeholders and constituencies, forging partnerships/alliances as appropriate; provides long-range planning, both strategic and operational; manages the resources of the division effectively, including hiring and retaining a strong team; manages and builds PLA's fiscal resources, with responsibility for a \$4 million dollar annual budget for operations and \$10 million in grants; facilitates the delivery of programs, research, and services (including a biennial

conference) that advance the work of public libraries; provides oversight, review, and direction for all PLA professional development and product activities; and serves as a member of ALA's senior leadership team.

Because of its complexity, this position requires a national spokesperson and leader, an effective team member who can serve as an advocate for libraries as well as PLA and ALA. As this position works closely with and reports to the elected PLA Board of Directors, there is a high premium placed on the ability to work well with PLA leaders and understand association governance best practice. **Additionally, being a member of the ALA senior management team requires a commitment to collaboration, excellent listening skills, a spirit of innovation, and openness to change. The need to balance and assess demands and priorities—sometimes conflicting ones—has real urgency in this environment.**

The PLA offices are in Chicago, a city bursting with world-class, big city culture. But at its heart, it is a Midwestern city — which means a warm welcome and genuine hospitality. No matter who you are or what you love, you'll fit right in exploring famed restaurants, world-renowned museums, a jaw-dropping waterfront, groundbreaking music, Tony Award-winning theatres, iconic architecture designed by legendary architects, over 300 parks and green spaces, one of the most inclusive LGBTQ+ communities, and 77 vibrant, ethnically diverse neighborhoods that are the heart and soul of Chicago.

Consideration will be given to candidates who cannot immediately relocate.

Closing Date: Review of candidates will begin on or **around** and continue until the position is filled.

SALARY

Starting Salary: **Negotiable from the, based** on experience.

Benefits: ALA offers a comprehensive and valuable benefits package that includes generous paid vacation and retirement annuity.

REQUIREMENTS

- A strategic and collaborative thinker with a proven success record
- Ability to simultaneously develop and maintain effective working relationships with the elected Board of Directors, members and volunteers, staff and colleagues, funders, vendors, and other stakeholders.
- History of strong leadership that is inclusive, collaborative, and service oriented

- Ability to advance the association by exercising strong managerial skills and leadership including mobilizing and inspiring individuals and teams
- Ability to lead through a time of change and uncertainty
- Ability to articulate the power of libraries to non-library stakeholders
- Ability to build regional and national networks
- Ability to build and leverage partnerships with other civic and community organizations
- Ability to balance competing demands and priorities in a complex organizational environment.
- Ability to effectively manage resources including time, money, and attention, in a fiscally challenging environment.
- Ability to think creatively, to take appropriate and strategic risks, and to be entrepreneurial.
- Demonstrated commitment to equity, diversity, and inclusion and social justice.
- Outstanding communication skills.
- Flexibility, adaptability, and a commitment to learning and continuous improvement.
- A college or university degree is required

Desired Qualities:

- Visionary yet pragmatic
- Reflective and resilient
- Comfort with ambiguity and change
- Flexible, adaptable, and with an orientation towards continual improvement.
- Graduate-level degree with relevance to the position
- ASAE Certified Association Executive (CAE) credential

Desired Experience:

- Eight or more years management experience in an association environment strongly preferred.
- Other non-profit or library experience a plus.
- Experience leading in an entrepreneurial context.
- Experience working with volunteer boards and managing complex revenue-based budgets
- Knowledge of the “big picture” values and issues in public libraries preferred
- Experience supervising staff and working with teams

FOR CONSIDERATION:

Application Process

In addition to their resume, candidates should provide a cover letter outlining the strategic value that they will bring to PLA, drawing upon past successes and experience.

You may apply online including your cover letter and resume.
(Additional documents are uploaded on the **same screen** as the resume)

OR

Send your cover letter and resume to:

Mary Pullen
Sr. Human Resources Manager
American Library Association
225 N Michigan Ave
Suite 1300
Chicago, IL 60601
Ref: execdirPLA
Email: mpullen@ala.org
Fax: (312) 280 5270

The American Library Association is an equal opportunity employer: Disability/Veteran

About ALA

The American Library Association (ALA), the oldest, largest, and most influential library association in the world.

Founded on October 6, 1876 during the Centennial Exposition in Philadelphia, the mission of ALA is “to provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all.” ALA is a membership association composed of over 58,000 librarians, trustees, friends of libraries, and others.

TO: PLA Board of Directors
RE: Task Force on EDISJ
DATE: October 9, 2020

ACTION REQUESTED/INFORMATION/REPORT:

Action Requested

ACTION REQUESTED BY:

Leighann Wood on behalf of Lois Langer Thompson and Christina Fuller-Gregory

DRAFTS OF MOTIONS:

- 1) By resolution of the PLA Board of Directors, the PLA Task Force on Equity, Diversity, Inclusion and Social Justice (EDISJ) is hereby dissolved and replaced with the Committee on EDISJ.
- 2) The charge, membership, and terms of the current Task Force be transitioned without change to the new Committee.

BACKGROUND AND HISTORY

Based on the semi-annual report to the Board in September of 2020, the evolving nature of the work advised by the Task Force, and the revised Charge and Scope of Work, the Task Force Co-chairs stated:

*“We believe that we have moved beyond the Task Force designation and should become a committee. Task Force work is often targeted, short term and focused on one specific issue. We recognize that our work is long-term, frequently evolving, and requires consistent, on-going effort and attention. To that end, we are asking to become the PLA **EDISJ Committee**.”*

The Task Force was formed in 2017, approved per PLA bylaws for 2 years. The Task Force was extended in 2019 and will sunset in 2021. The work of the Task Force has grown steadily since its formation. Initial efforts focused on orienting Task Force members themselves and doing strategic planning. The Task Force expanded activity through development of educational programming including the *Equity Starts with Us* regional trainings; creating resources for the field through a periodic e-newsletter and a regular column in Public Libraries magazine; and collaboration with other groups, including the joint framework project with other ALA units (ACRL and ODLOS) and the Association of Research Libraries (ARL). Most recently, the growing racial unrest in 2020 moved the Task Force to issue a call to action to the field and hold a series of themed Twitter chats and ongoing meaningful conversations with the field. The call to action was adopted by the PLA Board. Despite turnover in Task Force membership and the inability of some Task Force members to contribute substantially due to COVID-19’s impact on their libraries and families, they have remained very busy and have ideas for activity beyond what they are able to accomplish.

CHARGE

The Task Force’s charge was updated in summer 2020 and is included below.

Because we believe that #LibrariesTransform, we also commit to honest reflection and structural change. We acknowledge that libraries have been — and still are — complicit in systems that oppress, exclude, and harm Black people, indigenous people, and people of color (BIPOC). The library profession remains

overwhelmingly white, despite decades of emphasis on diversity and inclusion. We see incredible examples of self-determination and resilience by BIPOC librarians and educators, yet the profession has largely failed to improve conditions and ensure pathways for advancement among library workers of color. We commit to dismantling white supremacy in libraries and librarianship. We recognize the urgency of this collective work, and commit to hold ourselves, our colleagues, and our institutions accountable when we fall short.

ONGOING WORK

The Task Force intends to continue to write for the PLA journal and consider how to continue to offer educational events for public library staff, in person or virtually as demanded by the COVID-19 situation. As part of its summer 2020 call to action, the Task Force also committed itself to working in the following areas.

- **Convene meaningful conversations about EDISJ in public libraries.**
- **Identify the action step(s)** that we are collectively best positioned to address during our next year of work and develop concrete recommendations for PLA to advance racial equity and organizational change in libraries;
- **Evaluate the structure of the Task Force** with the aim of creating a more diverse and representative entity with the capacity to move this transformative work forward; and
- **Embrace discomfort** as we navigate challenging and emotional subjects. To uproot racism and white supremacy within ourselves and our institutions will require immense courage, compassion, and the honest desire for accountability.

Per PLA bylaws, Task Forces are intended to “perform limited specific functions” and to be disbanded “when the task is completed.” The challenges of creating structural change to address inequity, dismantle white supremacy, empower BIPOC library practitioners, and create systems that center equity and inclusion in libraries and librarianship are long term challenges, mandating that the Task Force continue beyond 2021, which is best accomplished through its transition to a standing committee.

COMPOSITION AND SUPPORT

The Task Force is comprised of up to twenty (20) members, led by two (2) co-chairs. Two staff provide support to the Task Force among their many other member groups and initiatives. The Task Force has discussed the need for additional member volunteers to conduct their work, which suggests creating new positions for appointment; ensuring a more diverse and representative entity and potentially requiring that members be BIPOC appointees; and requesting a higher level of dedicated staffing support from PLA. Specific recommendations to the PLA Board of Directors are not ready at this time, but these issues will continue to be discussed.

RECOMMENDATIONS FOR BOARD ACTION

The Task Force requests that it be moved, seconded and approved that:

1. By resolution of the PLA Board of Directors, the PLA Task Force on Equity, Diversity, Inclusion and Social Justice (EDISJ) is hereby dissolved and replaced with the Committee on EDISJ.
2. The charge, membership, and terms of the current Task Force be transitioned without change to the new Committee.

TO: PLA Board of Directors
FROM: PLA Staff
RE: Planning to Plan Background Information
DATE: October 9, 2020

ACTION REQUESTED/INFORMATION/REPORT:
Information, Discussion

Background

As the PLA Board and staff prepare for contracting a strategic planning consultant, there are several areas of background documentation that may be relevant. The desire to quickly move through the planning process indicates the need for a robust planning to plan phase.

Discussion

To ensure that the board has the right information at the right time, PLA staff have identified the following areas of potential interest. Any one of these areas could produce its own multi-page plan. We look to the board to provide feedback, more detail, and add to critical questions so the relevant information can be produced and shared.

Strategic Plan RFP Goal 1:

To quickly assess the activities and direction of PLA and its programs; to ensure alignment with the emerging and urgent needs of its membership.

- ***Strategic plan activities crosswalk: stop-start-continue exercise: attached***
- ***Membership: Last pre-COVID report: attached***
 - ***Numbers/growth: attached***
 - Volunteerism – committees, speakers, etc
- ***PLA Staff Structure and Roles: attached***
- Member surveys and data collection
 - Staffing levels and positions
 - History
 - Plans for 2021 – too many surveys? Data project, COVID-19 #3
 - Other strategies
- Historical data
 - Finances
 - Educational programming

Strategic Plan RFP Goal 2:

To better prepare for and make recommendations to pending changes to the relationship between ALA and its divisions.

- Benchmarking against others
 - In library field
 - In association world
 - other
- Market
 - Public library field
 - Other potential markets
- Operating agreement
 - What overheard supports: invite someone from ALA finance to November board meeting

With sensitivity toward:

Developing a criteria matrix for selecting the consultant

What continues to be relevant given changes 1) due to COVID 19, 2) with ALA

TO: PLA Board of Directors
RE: Strategic Plan 2018-2022 Update
FROM: Mary Hirsh and Scott Allen
DATE: October 9, 2020

ACTION REQUESTED/INFORMATION/REPORT:

Report

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

Implementation and Tracking

PLA continues to make progress in meeting the goals outlines in its strategic plan. PLA hosted a successful conference in 2020. Conference design and programming further all of PLA's strategic goals, particularly around EDISJ and too numerous to mention here. Conference has a specific impact on PLA's financial health, generating net revenue necessary to fund PLA work in nonconference years.

FY20 into FY21 also presented numerous challenges, including the COVID-19 pandemic, the departure of PLA's long time executive director, and ongoing operational challenges within ALA. The pandemic in particular forced PLA to pause some planned work and quickly shift to new activities. This is most evident in Transformation, as PLA enabled libraries to share emerging best practices through a series of webinars. PLA also led two field-wide survey looking at COVID impacts that garnered national attention while providing libraries with data to help inform their local practice.

Results

Overall, PLA is making good progress in meeting all of its strategic priorities. Programmatic plans continue to flux in response to environmental factors as well as changes within ALA. PLA remains nimble, flexible and committed to meeting strategic goals through a varied menu of opportunity.

PLA STRATEGIC GOAL LINK (check all that apply)

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

Goal: Transformation

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

Objective	Recent/Current Activities
(1): Define and support the transition of public libraries to become more responsive to – and reflective of – community needs.	<i>Discussed, slow progress:</i> Expand “professional tools” section of PLA web site to incorporate additional resources related to community needs; incorporate into CE/PD programming
(2): Increase opportunities to explore and share effective emerging best practices that are addressing community priorities.	<p><i>Accomplished:</i> In the wake of COVID-related closures, PLA amplified the activities of leading libraries to share best practices and increase networking across the field.</p> <p><i>In Process, but Challenging:</i> Transfer lists and groups to ALA Connect for easier sharing and archiving. Groups PLA created on ALA Connect are not as active as hoped, so those forums are not reaching the state objective.</p>
(3): Increase awareness of and access to the types of literacy necessary for skills development and success in the 21 st century.	<p>PLA’s work has or is addressing early literacy (including computational thinking), family literacy, media literacy, digital literacy, health literacy, information literacy, and financial literacy. Some prioritization may be needed.</p> <p><i>Accomplished/Ongoing:</i></p> <ul style="list-style-type: none"> • PLA completed the Capital One-funded “Ready Set Bank” program on financial literacy early in 2020, which included a conference program, e-blasts, and a webinar. • PLA continues its expansive portfolio of work on digital literacy, including new courses and new subsites on DigitalLearn.org, and grant projects with Microsoft Corp and Google that offer devices and training to libraries, particularly rural. • PLA’s 8 module Family Engagement e-learning course, which addresses early and family literacy, wraps up in December, and two additional cohorts are planned for 2021 • PLA promotes health literacy through its insurance promotion projects, initiated in 2018 and funded through 2021, and through collaboration with the National Library of Medicine. • Various articles and podcasts from Public Libraries likely addressed multiple forms of literacy. <p><i>Recently initiated:</i></p> <ul style="list-style-type: none"> • PLA was awarded an IMLS grant to examine family engagement practices in Latinx communities • Microsoft has launched a skilling initiative, and PLA received a grant to engage four urban libraries in promoting digital skilling tools.

<p>(4): Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact.</p>	<p><i>Ongoing:</i> Continued support of Project Outcome</p> <p><i>In Process:</i> PLA is in the process of bringing the PLDS in-house through a tech survey</p>
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Goal: Leadership

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

Objective	Recent/Current Activities
<p>(1): Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model.</p>	<p><i>Accomplished:</i> PLA held a Leadership Academy in 2019. PLA also wrapped up its consultation to the African Library and Information Associations and Institutions (AFLIA) to help them develop a leadership training model.</p> <p><i>Postponed:</i> The planned Leadership Academy was cancelled due to COVID-19.</p> <p><i>In process:</i> Exploring online engagement bringing together aspects of leadership academy and EDISJ trainings</p>
<p>(2): Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.</p>	<p><i>In process:</i> A new strategic planning publication is due in early 2021.</p> <p>Many PLA initiatives and continuing education offerings address this objective.</p>
<p>(3): Encourage learning opportunities for all library staff through collaboration with library schools and support access to other types of learning available to library staff including CE, online courses, certificate programs and conferences.</p>	

Goal: Advocacy & Awareness

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

Objective	Recent/Current Activities
<p>(1): Increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders.</p>	<p><i>Accomplished:</i></p> <ul style="list-style-type: none"> • Exhibited at the late 2019 conferences of the National Association of Counties (NACo) and National League of Cities (NLC) • Collected data and release two comprehensive reports on library responses to COVID, which resulted in national media coverage <p><i>Ongoing:</i></p> <ul style="list-style-type: none"> • PLA works with the ALA Communications and Marketing Office to respond to 3-10 media request each month, usually resulting in coverage that promotes public library value • Many PLA initiatives engage key audiences and educate them about public libraries, for instance PLA’s current collaboration with public health professionals, work with education and family literacy groups such as Head Start, and coordination with the National Association of State Workforce Agencies and other employment groups
<p>(2): Increase awareness and the effectiveness of PLA/ALA’s advocacy resources and create new tools to support current and future advocacy efforts.</p>	<p><i>Accomplished:</i> Created customizable advocacy templates for use with local decision-makers</p>
<p>(3): Increase library staff participation in public library advocacy at all levels (i.e., federal, state, local).</p>	<p><i>Accomplished/Ongoing:</i></p> <ul style="list-style-type: none"> • Support work of ALA Policy Corps • Created and launched eBooksForAll campaign
<p>(4): Improve PLA’s capacity to serve as a resource to public libraries outside of the U.S. that are conducting library advocacy.</p>	<p><i>Accomplished:</i> hosted exchange of 20 librarians from Africa at PLA2020 in Nashville</p>

Goal: Equity, Diversity, Inclusion and Social Justice

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

Objective	Recent/Current Activities
<p>(1): Reflect EDISJ principles in association leadership, staffing, values, mission/vision, strategies and operations.</p>	<p><i>Accomplished:</i></p> <ul style="list-style-type: none"> • Organized PLA2020 conference around the theme of Equity, Diversity, Inclusion and Social Justice (EDISJ), via plenary speakers, tours, and ancillary events • Issued statement affirming commitment to Black Lives Matter and racial equity • Created regular EDISJ column in Public Libraries magazine
<p>(2): Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDISJ principles in their libraries and communities.</p>	<p><i>Accomplished:</i></p> <ul style="list-style-type: none"> • Conducted 4 EDISJ regional training events in 2019 • Hosted two preconferences and several conference sessions on EDISJ topics at PLA 2020. • Organized ALA Annual Virtual Event session with representative from GARE <p><i>In process:</i></p> <ul style="list-style-type: none"> • Exploring online engagement bringing together aspects of leadership academy and EDISJ trainings
<p>(3): Identify measurable impacts, including professional competencies, that demonstrate progress in key EDISJ areas.</p>	<p><i>In process:</i></p> <ul style="list-style-type: none"> • Initiated a joint project with ACRL, ODLOS and ARL to develop an EDISJ framework for public and academic libraries

Goal: Organizational Excellence

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

Objective	Recent/Current Activities
(1): Maintain a financially stable and sustainable operating model.	<p><i>Accomplished:</i></p> <ul style="list-style-type: none"> • Exceeded budgeted net revenue on PLA 2020 conference • Sustained high level of grant funding (not including Gates Foundation, received commitments of \$396,287 in FY18, \$772,631 in FY19, \$495,740 in FY20, and \$199,948 in FY21 to date)
(2): Commit to and support ongoing, regular data-driven assessment of PLA impact on the library field.	
(3): Increase the number of income-generating products and programs.	<p><i>Accomplished:</i></p> <ul style="list-style-type: none"> • Successfully re-initiated charging for select PLA webinars • Developed and sold new products (early literacy calendar, health and family engagement posters and bookmarks) • Offered Family Engagement online course as a model for new non-conference training
(4): Oversee successful stewardship of the multi-year Legacy and future grants.	
(5): Seek and adapt to new trends and models in association organization and membership.	<i>In process:</i> initiated strategic plan revision process in October 2020
(6): Maintain strong relationships with existing partners, both nationally and internationally, and explore new partnership opportunities outside of the library field.	PLA has not catalogued or assessed its relationships with dozens of partner organizations, however we believe most are well maintained and productive. In terms of new partnerships, anecdotally there is substantial interest in working with PLA and public libraries from a variety of sectors. For instance, over the last few months of 2020 alone, PLA received overtures from nearly 20 external groups, of which more than half were new relationships.
(7): Invest in more professional development training for PLA staff to strengthen their capacity to meet member and library field needs.	<i>In process:</i> Established goal of 100% of all PLA staff engage in at least one professional development activity each year

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

The following tables show:

Year-over-year PLA membership numbers for the past decade. Membership numbers increase in even numbered, PLA Conference years.
 The current breakdown of other divisions and roundtables PLA members belong to.

Total									
Year	Renew	New	Rein	Drop	Avg.	High	Loss Rate	Retention Rate	Retention Rate w/ Rein
FY11	7394	1161	609	3177	9703	10366	30.1%	69.9%	71.58%
FY12	7029	1743	1022	2273	9648	9985	24.4%	75.6%	77.98%
FY13	6816	817	596	2663	8996	9578	28.1%	71.9%	73.57%
FY14	6516	1550	985	2286	9021	9432	26.0%	74.0%	76.64%
FY15	6171	851	653	2740	8355	8890	30.7%	69.3%	71.35%
FY16	6273	1593	1123	1862	8771	9242	22.9%	77.1%	79.89%
FY17	6108	1012	674	2867	8295	8811	31.9%	68.1%	70.29%
FY18	6167	2248	1201	2155	9152	9744	25.9%	74.1%	77.37%
FY19	6168	968	689	3317	8644	9341	35.0%	65.0%	67.40%
FY20	3503	1703	1072	935	9235	9851	21.1%	78.9%	83.03%

- FY16 Dues increased: 1.62% (CPI) - \$2.00
- FY17 Dues increased: .12% (CPI) - \$1.00
- FY18 No dues increase
- FY19 Dues increased: 2.13% (CPI) - \$2.00
- FY20 Dues increased: 2.44% (CPI) - \$2.00
- FY21 No dues increase

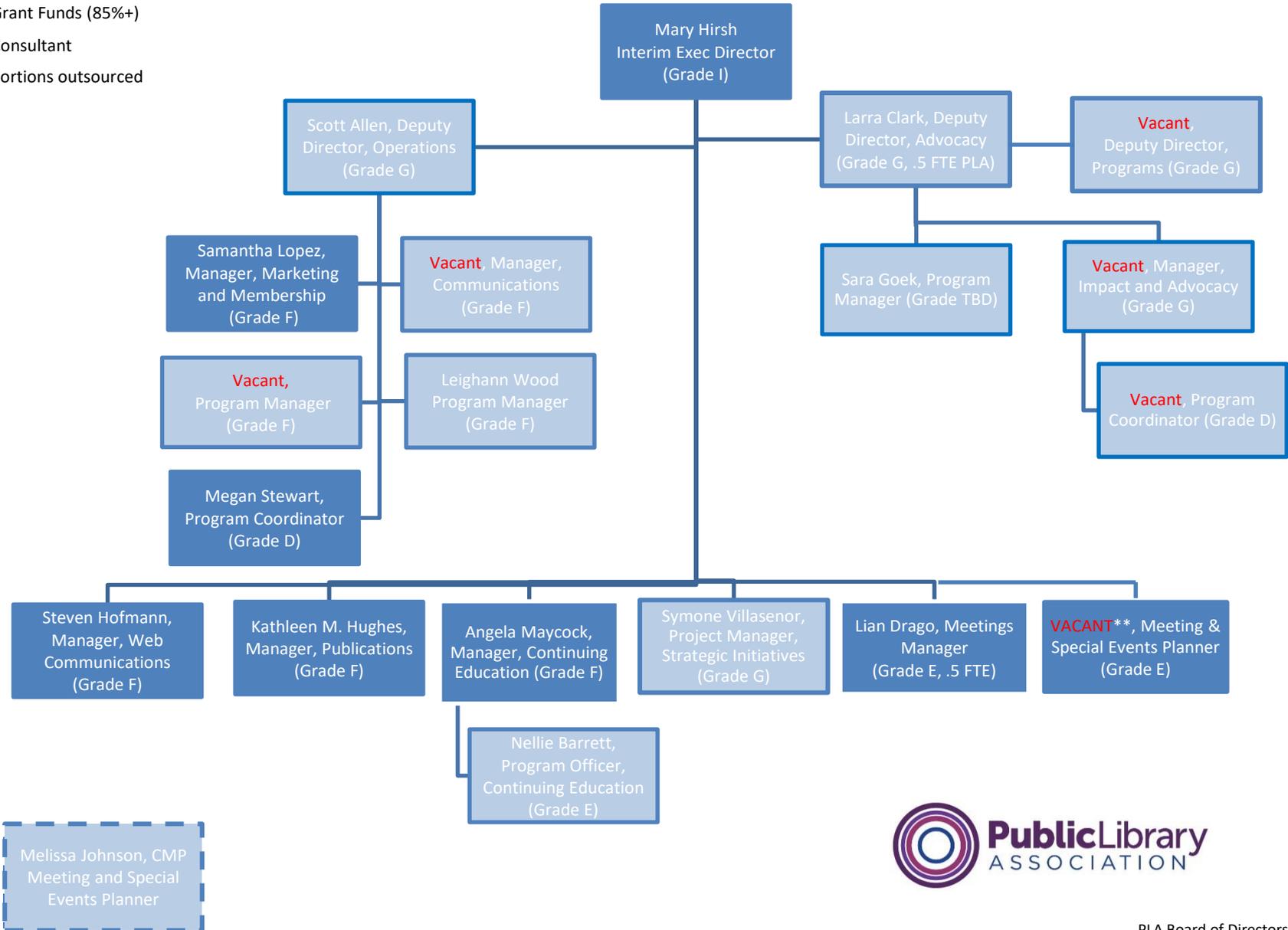
Membership Division and Round Table Overlap Report

3/25/2020

for members with paid thru date greater or equal to 02/29/2020

PLA.	<u>COUNT</u>	<u>PERCENTAGE</u>
TOTAL PLA.MEMBERSHIP	9243	
MEMBERSHIP EXCLUSIVE TO PLA.	5418	58.62
AASL.	190	2.06
ACRL.	323	3.49
ALCTS.	352	3.81
ALSC.	1166	12.61
UNITED.	599	6.48
ASGCLA.	281	3.04
LLAMA.	1503	16.26
LITA.	457	4.94
RUSA.	650	7.03
YALSA.	915	9.90
EMIERT.	254	2.75
ERT.	56	0.61
FMRT.	106	1.15
GAMERT.	197	2.13
GNCRT.	200	2.16
GODORT.	70	0.76
IFRT.	399	4.32
IRRT.	274	2.96
LEARNRT.	199	2.15
LHRT.	58	0.63
LIRT.	158	1.71
LRRT.	150	1.62
LSSIRT.	114	1.23
MAGIRT.	31	0.34
NMRT.	273	2.95
RMRT.	70	0.76
RRT.	304	3.29
SRRT.	459	4.97
STORT.	97	1.05
SUSTRT.	272	2.94

- General Fund (85%+)
- Grant Funds (85%+)
- Consultant
- ** Portions outsourced



TO: PLA Board of Directors
FROM: Mary Hirsh
RE: Upcoming Milestones
DATE: October 9, 2020

The dates below are a high-level, non-exhaustive look at upcoming association-wide activities and milestones that may impact strategic planning priorities and activities. Please submit changes or additions to Mary Hirsh, mhirsh@ala.org.

October 2020

Oct 20: PLA Board Meeting
Oct 20: Executive Board Conference Call
Oct 23 & 26: [ALA Executive Board Meeting, Fall 2020](#)
Oct. 30: Strategic Plan RFP close date

November 2020

Nov. 5: [Virtual Council Meeting](#): Forward Together Update
Nov. 6: [Forward Together Meeting](#)
Nov. 17: [Executive Board Call](#): Amita covering for PLA
Nov 20: PLA Board Meeting
Nov 20: [Forward Together Meeting](#)
TBD: Executive Board and Division Presidents deep dive on Pivot Strategy
TBD: Close Executive Director application window

December 2020

Dec. 1: Anticipated Strategic Plan consultant start date
Dec. 11: PLA Board Meeting
Dec. 15: [Executive Board Call](#)
TBD/Ongoing: Executive Director search activities

January 2021

Jan 7 or 8: PLA Past Presidents virtual engagement (proposed)
Jan 14 or 15: Public Library Councilors virtual engagement (proposed)
Jan 19: [Executive Board Call](#)
Jan 23-26: Midwinter virtual engagement, including Council Meetings
TBD: PLA Board Meeting
TBD: OAWG meeting with divisions (per Maggie Farrell, on 10/6 call)
TBD/Ongoing: Executive Director search activities, selection

February 2021

Ongoing: ALA and PLA elections
Feb 16: [Executive Board Call](#)
TBD: PLA Board Meeting