



**PLA Board of Directors Meeting  
Virtual Meeting – 3:00pm-4:00pm Central, May 18, 2023**

**Agenda**

1. **Welcome and Introductions, *Dr. Maria Taesil Hudson McCauley, 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 policies related to Board service, the strategic plan and a Board roster have been included in ALA Connect as reference materials. These are not agenda items.

<b>Action/Discussion/Decision Items</b>	<b>Document Number</b>
1. FY24 Budget	
a. FY24 Revised Draft Budget .....	2023.38a-c
b. FY24 Revised Draft Budget Narrative .....	2023.39
c. Motion to Approve FY24 Budget – <b>ACTION</b> .....	2023.40
2. Operating Agreement Implementation Task Force update	
a. PLA OAWG Letter 3.5.22.....	2023.41
b. Michael Tarnoff emails to Bohrer and Fournier.....	2023.42a-b
3. Other .....	no document

**ZOOM INSTRUCTIONS**

Topic: PLA Board Virtual Meeting - May 2023 [Approving FY24 Budget]

Time: May 18, 2023 03:00 PM Central Time (US and Canada)

Join Zoom Meeting

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DRAFT PLA FY24 Budget Revenues and Expenses 10-May-23							
OPERATING (GENERAL FUND) ACCOUNTS	FY24 REVENUES	FY24 EXPENSES	NET/LOSS	FY24 REVENUES REVISED	FY24 V2 EXPENSES REVISED	FY24 NET/LOSS REVISED	
0000 Admin	\$ -	\$ 911,746	\$ (911,746)	\$ -	\$ 870,428	\$ (870,428)	
3000 Service to Members	\$ 621,080	\$ 85,070	\$ 536,010	\$ 621,080	\$ 85,070	\$ 536,010	
3011 PLA Leadership	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3026 AC Preconferences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3030 Public Libraries	\$ 70,100	\$ 117,855	\$ (47,755)	\$ 87,100	\$ 120,770	\$ (33,670)	
3040 Web CE	\$ 54,000	\$ 16,705	\$ 37,295	\$ 54,000	\$ 16,705	\$ 37,295	
3058 Publications	\$ 19,550	\$ 13,220	\$ 6,330	\$ 19,550	\$ 13,220	\$ 6,330	
3072 Family Engagement	\$ 12,000	\$ 4,243	\$ 7,757	\$ 12,000	\$ 4,243	\$ 7,757	
3073 Equity Diversity Inclusion	\$ 12,000	\$ 1,940	\$ 10,060	\$ 12,000	\$ 1,940	\$ 10,060	
3120 ECRR	\$ 12,800	\$ 9,050	\$ 3,750	\$ 12,800	\$ 9,050	\$ 3,750	
3171 PO Regional Training	\$ 14,509	\$ 3,091	\$ 11,418	\$ 14,509	\$ 3,091	\$ 11,418	
3172 PLDS-Benchmark	\$ 85,940	\$ -	\$ 85,940	\$ 85,940	\$ -	\$ 85,940	
3188 DigitalLearn	\$ -	\$ -	\$ -	\$ 5,000	\$ 1,225	\$ 3,775	
3061 NC General Progam (Registration)	\$ 1,375,348	\$ 675,715	\$ 699,633	\$ 1,444,430	\$ 784,021	\$ 660,409	
3062 PLA Exhibits	\$ 1,188,255	\$ 828,838	\$ 359,417	\$ 1,198,255	\$ 791,473	\$ 406,782	
3063 PLA Promotion	\$ 27,314	\$ 75,379	\$ (48,065)	\$ 27,314	\$ 76,041	\$ (48,727)	
3064 PLA Registration Admin	\$ -	\$ 17,750	\$ (17,750)	\$ -	\$ 17,750	\$ (17,750)	
3065 PLA Opening Closing Sess	\$ -	\$ 260,000	\$ (260,000)	\$ -	\$ 260,000	\$ (260,000)	
3066 PLA Programs	\$ -	\$ 105,000	\$ (105,000)	\$ -	\$ 105,000	\$ (105,000)	
3069 PLA Meal Events	\$ 35,000	\$ 30,330	\$ 4,670	\$ 35,000	\$ 24,500	\$ 10,500	
3070 PLA Preconferences	\$ 60,000	\$ 63,400	\$ (3,400)	\$ 60,000	\$ 62,860	\$ (2,860)	
3145 PLA Conf Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
3173 PLA Virtual Conf	\$ 246,959	\$ 122,373	\$ 124,586	\$ 246,959	\$ 122,373	\$ 124,586	
<b>TOTAL - Operating</b>	<b>\$ 3,834,855</b>	<b>\$ 3,341,705</b>	<b>\$ 493,150</b>	<b>\$ 3,935,937</b>	<b>\$ 3,369,760</b>	<b>\$ 566,177</b>	<b>\$ 73,027</b>
GRANT ACCOUNTS	FY24 REVENUES	FY24 EXPENSES	NET/LOSS	FY24 REVENUES REVISED	FY24 EXPENSES REVISED	NET/LOSS	
3146 DigitalLearn Phase IV (AT&T)				620,452	620,452	-	
3147 Digital Learn Modules (Heartland)				81,500	81,500	-	
3175 Legacy Grant (Gates)	\$ 1,024,641	\$ 1,024,641	\$ -	915,532	915,532	-	
3166 IMLS UMICH Grant	\$ 13,749	\$ 13,749	\$ -	13,749	13,749	-	
<b>TOTAL - Grant</b>	<b>\$ 1,038,390</b>	<b>\$ 1,038,390</b>	<b>\$ -</b>	<b>1,631,233</b>	<b>1,631,233</b>	<b>-</b>	
<b>TOTAL- Operating &amp; Grants</b>	<b>\$ 4,873,245</b>	<b>\$ 4,380,095</b>	<b>\$ 493,150</b>	<b>\$ 5,567,170</b>	<b>\$ 5,000,993</b>	<b>\$ 566,177</b>	

Proposed PLA FY24 Budget Revenues and Expenses: Conference Year Comparison 10-May-23						
OPERATING (GENERAL FUND) ACCOUNTS	FY22 Revenues (Actual)	FY24 Revenues REVISED	FY22 Expenses (Actual)	FY24 Expenses REVISED	FY22 Net (Actual)	FY24 Net
0000 Admin	\$ 2,000	\$ -	\$ 619,309	\$ 870,428	\$ (617,309)	\$ (870,428)
3000 Service to Members	\$ 559,633	\$ 621,080	\$ 42,308	\$ 85,070	\$ 517,325	\$ 536,010
3011 PLA Leadership	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3026 AC Preconferences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3020 PLA Partners	\$ 600	\$ -	\$ 17	\$ -	\$ 583	\$ -
3030 Public Libraries	\$ 39,044	\$ 87,100	\$ 94,215	\$ 120,770	\$ (55,171)	\$ (33,670)
3040 Web CE	\$ 25,220	\$ 54,000	\$ 13,568	\$ 16,705	\$ 11,652	\$ 37,295
3058 Publications	\$ 55,713	\$ 19,550	\$ 27,365	\$ 13,220	\$ 28,348	\$ 6,330
3072 Family Engagement	\$ 29,550	\$ 12,000	\$ 4,282	\$ 4,243	\$ 25,268	\$ 7,757
3073 Equity Diversity Inclusion	\$ -	\$ 12,000	\$ 1,000	\$ 1,940	\$ (1,000)	\$ 10,060
3120 ECRR	\$ 4,724	\$ 12,800	\$ 3,464	\$ 9,050	\$ 1,260	\$ 3,750
3171 PO Regional Training	\$ 1,750	\$ 14,509	\$ -	\$ 3,091	\$ 1,750	\$ 11,418
3172 PLDS-Benchmark	\$ 41,798	\$ 85,940	\$ (15,763)	\$ -	\$ 57,561	\$ 85,940
3188 DigitalLearn	\$ 30,000	\$ 5,000	\$ 69	\$ 1,225	\$ 29,931	\$ 3,775
3185 Cost Share IMLS III	\$ -	\$ -	\$ 11,112	\$ -	\$ (11,112)	\$ -
Programs Subtotal	\$ 790,032	\$ 923,979	\$ 800,946	\$ 1,125,742	\$ (10,914)	\$ (201,763)
3061 NC General Program (reg)	\$ 1,375,748	\$ 1,444,430	\$ 767,608	\$ 784,021	\$ 608,140	\$ 660,409
3062 PLA Exhibits	\$ 1,251,855	\$ 1,198,255	\$ 742,100	\$ 791,473	\$ 509,755	\$ 406,782
3063 PLA Promotion	\$ 22,314	\$ 27,314	\$ 23,791	\$ 76,041	\$ (1,477)	\$ (48,727)
3064 PLA Registration Admin	\$ -	\$ -	\$ 16,692	\$ 17,750	\$ (16,692)	\$ (17,750)
3065 PLA Opening Closing Sess	\$ -	\$ -	\$ 288,234	\$ 260,000	\$ (288,234)	\$ (260,000)
3066 PLA Programs	\$ -	\$ -	\$ 100,000	\$ 105,000	\$ (100,000)	\$ (105,000)
3069 PLA Meal Events	\$ 32,472	\$ 35,000	\$ 34,261	\$ 24,500	\$ (1,789)	\$ 10,500
3070 PLA Preconferences	\$ 54,350	\$ 60,000	\$ 44,295	\$ 62,860	\$ 10,055	\$ (2,860)
3145 PLA Conf Planning	\$ -	\$ -	\$ 43,125	\$ -	\$ (43,125)	\$ -
3173 PLA Virtual Conf	\$ 246,959	\$ 246,959	\$ 85,575	\$ 122,373	\$ 161,384	\$ 124,586
Conference Subtotal	\$ 2,983,698	\$ 3,011,958	\$ 2,145,681	\$ 2,244,018	\$ 838,017	\$ 767,940
TOTAL - Operating	\$ 3,773,730	\$ 3,935,937	\$ 2,946,627	\$ 3,369,760	\$ 827,103	\$ 566,177
GRANT ACCOUNTS	FY22 Revenues (Actual)	FY24 Revenues	FY22 Expenses (Actual)	FY24 Expenses	FY22 Net	FY24 Net
3146 DigitalLearn Phase IV (AT&T)		\$ 620,452		\$ 620,452		\$ -
3147 Digital Learn Modules (Heartland)		\$ 81,500		\$ 81,500		\$ -
3175 Legacy Grant (Gates)	\$ 1,024,641	\$ 915,532	\$ 1,024,641	\$ 915,532	\$ -	\$ -
3166 IMLS UMich Grant	\$ 13,749	\$ 13,749	\$ 13,749	\$ 13,749	\$ -	\$ -
TOTAL - Grant	\$ 1,038,390	\$ 1,631,233	\$ 1,038,390	\$ 1,631,233	\$ -	\$ -
TOTAL- Operating & Grants	\$ 4,812,120	\$ 5,567,170	\$ 3,985,017	\$ 5,000,993	\$ 827,103	\$ 566,177

<b>FY24 National Conference Registration Adjustment tied to CPI</b> <b>Adjusted by 3-year avg (Calendar Year ) CPI = 5%</b> <b>Rounded up to nearest dollar</b>												
Registration Type	Early Bird			Advance			Onsite			One Day		
	2022	%	2024	2022	%	2024	2022	%	2024	2022	%	2024
PLA & OLC members	\$330	\$0	\$347	\$375	\$0	\$394	\$420	\$0	\$441	\$310	\$0	\$326
ALA personal member				\$465	\$0	\$488	\$520	\$0	\$546	\$385	\$0	\$404
Nonmembers				\$610	\$0	\$641	\$650	\$0	\$683	\$460	\$0	\$483
Retired or non-salaried ALA personal members				\$235	\$0	\$247	\$255	\$0	\$268	\$210	\$0	\$221
ALA student members - no increase				\$200	\$0	\$200	\$225	\$0	\$225	\$145	\$0	\$145

Half Day Workshops	2022	%	2024
PLA & OLC	\$195	5%	\$205
ALA personal member	\$250	5%	\$263
Nonmembers	\$305	5%	\$320

Full Day Workshop	2022	%	2024
PLA & OLC	\$325	5%	\$341
ALA personal member	\$380	5%	\$399
Nonmembers	\$445	5%	\$467

TO: PLA Board of Directors  
FROM: Mary Davis Fournier, Executive Director  
RE: FY 2024 Budget Revision Narrative  
DATE: May 9, 2023

The following is a summary of considerations for revisions to the FY2024 (September 1, 2023-August 31, 2024) PLA budget. This budget draft will be submitted to ALA's financial system under the May 19, 2023, deadline. This is the final revision before the ALA budget is approved by the Executive Board in June 2023.

**Following submission and analysis of all ALA unit budgets, ALA has requested a 3% across-the-board cost reduction to all non-salary unit budgets.** This budget reduction has been implemented across all ALA units with the goal of aligning expenses and revenue across ALA. For PLA, the 3% expense reduction amount is \$73,027, achievable through a combination of added revenue and cuts to expenses. This budget adjustment request from ALA has provided an opportunity to review all budget projections, and in particular, our PLA 2024 conference projections.

The PLA FY24 budget revision reflects expense reductions of \$28,055, as well as \$101,082 in added revenue, to achieve the ALA requested net budget increase of \$73,027. Expense reductions include shifting staff wage/benefit from the operating budget to the new AT&T grant project and reducing conference catering and speaker honorarium budgets. Advertising and licensing revenues for Public Libraries magazine and Digitallearn.org, informed by updated forecasting, comprise the non-conference related increase in revenue.

The proposed FY24 budget, built using 2022 conference revenue as a baseline, has been updated to reflect the most recent contracted expense information. The budget projects a 5% increase in conference expenses over 2022, mostly due to inflation-driven factors (labor, venues, meal, and tech expenses).

The decision to increase conference registration fees by 5% is a move to address rising costs and align with current market conditions.

- The increase has been determined using the [U.S. Bureau of Labor Statistics](#) Consumer Price Index (CPI) tracking. As with PLA's FY24 dues increase, the CPI average of 5% over the past three years is the basis for the increase.
- The 5% increase applies across all categories, *except student registration*. As with membership dues, we have frozen student registration rates.
- Budgeted registration revenue of \$1.4 million has been projected using the 2022 registration revenue total as the baseline with a .05 multiplier.

PLA is not alone among ALA divisions (ACRL, CORE, ALSC, AASL) with increased current and upcoming registration fees of 5-10%. PLA's increase, which will bring full conference registration for PLA members to

\$394 (advance) is comparable to current [AASL registration](#) (\$399 – member advance) and significantly lower than the [2023 ACRL](#) (\$469 – member advance) rates.

**TO:** PLA Board of Directors  
**RE:** Approval of FY24 Budget  
**DATE:** May 15, 2023

**ACTION REQUESTED/INFORMATION/REPORT:**

Action Requested

**ACTION REQUESTED BY:** N/A

**DRAFT OF MOTION:**

In accordance with ALA's budgeting deadlines, PLA has completed its second draft FY24 (September 1, 2023-August 31, 2024) PLA budget, which will be submitted into the ALA budgeting platform by May 19, 2023. The PLA Board of Directors approves the draft FY24 budget as presented in document number 2023.38a-c which includes an ALA-requested 3% reduction in non-wages and benefits costs.



March 5, 2022

Maggie Farrell  
Andrew Pace  
Co-chairs, ALA Operating Agreement Working Group

Dear Maggie and Andrew,

Writing on behalf of the PLA Board, thank you for your ongoing work to shepherd this important, complicated, and overdue work. PLA appreciates the opportunity to provide feedback on the proposal to update the financial model within the operating agreement. We also look forward to the concomitant proposal(s) on the policy that governs the relationship between ALA and divisions.

First, we appreciate and support the goals that underpin all the work of the OAWG. We have applied these goals as a lens for our review, alongside PLA's deep knowledge of public library members and services, and our commitment to a vibrant and sustainable ALA.

The proposal to remove application of the indirect cost rate (overhead) to divisions, roundtables, and ALA office units, as well as eliminate reporting of net asset balances for individual ALA units, seems to best meet the OAWG goal of simplifying financial reporting. PLA agrees with eliminating paperwork and budget transfers that bring little benefit to ALA, its divisions, or units.

However, eliminating the division net asset balances and related reporting has prompted questions. PLA does not oppose the proposal per se but asks that it be clarified and/or amended to address these issues. PLA historically has maintained an asset balance, which helped to enable innovation like the Every Child Ready to Read and leadership development initiatives, as well as address the ebb and flow of biennial conference funding. As such, PLA's key questions and requests to best address goals related to innovation, autonomy, and financial sustainability are:

- Can you clarify that eliminating reporting of net asset balances doesn't preclude financial reporting by each unit across the ALA? Our expectation is that ALA will establish a new financial model that clearly addresses the elimination of net asset balances; a budget process tied to the ALA Pivot Plan and related budget goals, revenue targets, and financial reporting alongside implementation of the new financial model.
- How will seed money for new initiatives, in past taken from the net asset balance, be enabled in the future? For instance, could a division retain a percentage of revenue over expense for this purpose? Or could an annual stipend be included in each division budget to fund innovation? Alternatively, a well-documented budget process could enable funding requests for strategic initiatives with division and finance staff working closely together with established parameters for review, approval, and resolving any disputes. PLA has a track record of successfully stewarding investments into significant member programs and services, and we believe ensuring mechanisms for funding innovation benefits all.

- Related, in a successful budget period, will PLA be able to transfer some revenue over expense funds into the endowment based on established practices? This aligns with both the ALA Pivot Plan to increase the book value of the endowment and overall sustainability.
- With the elimination of net asset balances, will a two-year budget cycle (or similar) be enabled to address “spend down” years when there is no division conference revenue?

Other overall concerns for PLA in terms of any new financial model and budget procedures include:

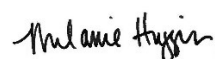
- As mentioned above, PLA believes we need a well-defined budget process that enables a high level of collaboration, communication, transparency, and accountability for all units. What are/will be the established practices to tangibly recognize when unit budget goals have been exceeded or address consistent shortfalls at the unit level?
- We also would like to see evaluation of and accountability for the level of core support services rendered. The current lack of accountability often leads divisions to pursue alternatives to address gaps in service, which can result in some duplication of effort and add to ALA complexity. Could service-level agreements or something equivalent be among OAWG recommendations? PLA would be happy to help in this effort, which could help build confidence and trust.
- PLA believes it is mutually beneficial for both divisions and ALA to have the ability to seek external funding in support of projects that advance programmatic priorities. PLA has been successful in this area and regularly communicates and collaborates with other ALA units. Is any change anticipated here? If so, how?
- Under the current operating agreement, a division determines its own staffing based on what its budget can bear, as well as other strategic considerations. Is any change anticipated here in terms of division staffing under the new financial model? If so, how?

OAWG division representative and PLA Fiscal Officer Clara Bohrer participated in the recent PLA Board discussion and can amplify and/or clarify PLA points of concern during OAWG discussions. We also would welcome the opportunity to host one or both of you at a PLA virtual board meeting in April or May to hear your feedback and discuss further. We hope the final OAWG proposal will explicitly address these concerns before any final decisions are made.

Finally, we believe we need to commit to a regular cycle of review and evaluation for the operating agreement and related policies and practices to support continuous improvement. As with any meaningful change, it is not a one-time action but an ongoing process to learn, iterate, and grow.

Thank you for your consideration, and we look forward to our future conversations.

Warm regards,



Melanie Huggins  
PLA President

## Mary Davis Fournier

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**Subject:** FW: Info for today's call

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**From:** Michael Tarnoff  
**Sent:** Thursday, April 6, 2023 2:55 PM  
**To:** Mary Davis Fournier <[mfournier@ala.org](mailto:mfournier@ala.org)>  
**Subject:** Info for today's call

Mary and Clara, as a reminder for today's call -- Peter, Dina and I had agreed to the following "Key Objectives" for the proposed revised /updated operational agreement:

### Key Objectives

1. Indirect Cost Rate – either affirm current method formula or develop alternative / new process for funding shared operational & member valued services, <see attached Image.png file>
2. Net Asset Balance – develop rules for how net asset balances will be handled in the future,
3. Eliminate subsidizing Divisions that lose money – figure out how to make them operate profitably, or at least at break-even,
4. Consider the budget process for Round Tables and some ALA units who internally transfer funds as "overhead",
5. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment,
6. Develop accountability measures for quality shared services.

On today's call I hope you can provide me, to the extent possible, with your thoughts and input regarding these objectives, including but not limited to:

- any deletions? >
- any amendments?
- any additions?
- any other suggestions or comments?

Thanks. Looking forward to talking with you.

*Mike*

Michael Tarnoff  
[michaeltarnoff@outlook.com](mailto:michaeltarnoff@outlook.com)  
312.730.3458

While I may be sending this message outside my normal working hours, I have no expectations to receive a response outside of yours.

## Mary Davis Fournier

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**From:** Michael Tarnoff <MichaelTarnoff@outlook.com>  
**Sent:** Saturday, April 29, 2023 4:07 PM  
**To:** Mary Davis Fournier  
**Cc:** Clara Bohrer  
**Subject:** PLA RESOURCE DOCS  
**Attachments:** PLA OAWG Letter 3.5.22.pdf

Mary and Clara, thank you. These documents were **VERY** helpful.

Specifically, I wanted to let you know that there are 6 sentences from the PLA OAWG Letter of 3-5-22 (attached) that I am planning to include, along with several other suggestions regarding each of the “key objectives”, in my initial draft of “suggestions worthy of additional exploration and modeling”. The 6 sentences are as follows:

- For instance, could a division retain a percentage of revenue over expense for this purpose?
- Or could an annual stipend be included in each division budget to fund innovation?
- Alternatively, a well-documented budget process could enable funding requests for strategic initiatives with division and finance staff working closely together with established parameters for review, approval, and resolving any disputes.
- ... in a successful budget period, will PLA be able to transfer some revenue over expense funds into the endowment based on established practices?
- Could service-level agreements or something equivalent be among OAWG recommendations?
- PLA believes it is mutually beneficial for both divisions and ALA to have the ability to seek external funding in support of projects that advance programmatic priorities. PLA has been successful in this area and regularly communicates and collaborates with other ALA units.

Once I have developed a full and complete list of “suggestions worthy of additional exploration and modeling” the plan is to discuss them, first with the sub-group and then the entire workgroup, and hopefully narrow the list down to the top 2 or 3 in each category, that we can then model and assess the financial impact of each, both for each of the Divisions as well as for the organization as a whole.

Thanks again for your input. Much appreciated.

*Mike*

Michael Tarnoff  
[michaeltarnoff@outlook.com](mailto:michaeltarnoff@outlook.com)  
312.730.3458

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**From:** Mary Davis Fournier <mfournier@ala.org>  
**Sent:** Friday, April 7, 2023 4:10 PM  
**To:** Michael Tarnoff <MichaelTarnoff@outlook.com>  
**Cc:** Clara Bohrer <clara.bohrer@gmail.com>  
**Subject:** PLA RESOURCE DOCS:

Hi Michael,

Attached are the ALA financial overviews from the publicly available board documents that Clara referenced that will provide more of a picture of ALA and divisional finances.

- ALA FY23-27 five-year plan
- FY22 final financials
- FY23 January financials

Unfortunately, the visualizations have not been posted, but I'm sure Brad Geene can forward the relevant slides.

Also attached as background that may help you to understand the ALA journey to this point, and the PLA stance are the following:

- PLA Public Library Councilors Meeting Jan 23– this is a briefing presentation for public library leaders who are members of the ALA Council (ALA's policy governing body) to help them to understand the various organizational change efforts that the OA is a part of.
- PLA Board Letter to the Operating Agreement Work Group (3/22)– this is the PLA board's feedback on the OAWG draft report.
- EBD-10.12 Operating Agreement Work Group Report with Recommendations – the report that led to the development of the OA Implementation Task Force (and its subgroup that you are currently working with)

I'm not sure that you can access this site: <https://operatingagreement.ala.org/> without a login, but it contains most of the relevant documentation from the work on the Operating Agreement that has been done already.

Please feel free to reach out with any questions.

My best,

Mary

Mary Davis Fournier, MEd, CAE  
Executive Director, Public Library Association,  
A division of the American Library Association  
(312) 280-5056 or 1-800-545-2433, ext 5056

*My pronouns are she, her, hers*

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