



**Board of Directors**

**2022 Fall Meeting**

**Wednesday, October 26, 12:00pm to 5:00pm**

**Thursday, October 27, 9:00am to 3:00pm**

**ALA Headquarters, 225 N. Michigan Ave., Suite 1300, Chicago, IL 60601**

**Meeting Schedule and Locations\***

Wednesday, October 26

12:00pm-5:00pm – PLA Board Meeting – ALA Headquarters - Lunch and breaks will be provided

6:30pm – PLA Board Dinner – Location TBD

Thursday, October 27

8:30am – Breakfast – ALA Headquarters

9:00am-3:00pm – PLA Board Meeting – ALA Headquarters - Lunch and breaks will be provided

\*See below for Zoom access instructions for each day's meeting.

**Board Agenda**

**Wednesday, October 26, 12:00pm-5:00pm**

**LUNCH** (12:00pm-12:30pm)

1. Board Retreat: Exploring EDISJ Implementation.....no document
  - a. Support the board's role in centering EDISJ in their work
  - b. Provide relationship building opportunities that use EDISJ framework
  - c. Issues discussion
2. PLA Executive Director Performance Review **CLOSED SESSION** .....no document

**Thursday, October 27, 9:00am-3:00pm**

3. **Welcome and Introductions**, *Dr. Maria Taesil Hudson McCauley, President*
4. **EDISJ work**, *Sonia Alcántara-Antoine, PLA President-elect*
5. **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 discussion. PLA policies related to Board service, strategic plan and a Board roster are included in ALA Connect as reference.

<b>Consent Agenda</b>	<b>Document Number</b>
6. Organizational Excellence and Governance	
a. September 2022 Board Meeting Minutes .....	2023.5
7. PLA Combined Initiatives Report .....	2023.6
8. PLA Combined Operations Report .....	2023.7
9. PLA 2022 Conference Report.....	2023.8

<b>Action/Discussion/Decision Items</b>	<b>Document Number</b>
10. PLA President Update, <i>McCauley</i> .....	no document
11. PLA President-elect Update, <i>Alcántara-Antoine</i> .....	no document
12. PLA Executive Director Update, <i>Mary Davis Fournier</i> .....	no document
13. Executive Board Liaison Update, <i>Larry Neal</i> .....	no document
14. Fiscal Officer Report, <i>Clara Bohrer, Davis Fournier, all</i>	
a. Priorities for Fiscal Officer/Budget & Finance Committee in FY23 .....	no document
b. FY22 as of April 2022 Budget Reports .....	2023.9a-d
c. FY22 as of April 2022 Narrative .....	2023.10
d. Operating Agreement Revisions and Recommendations .....	2023.11a-b
15. ALA 2023 LLX/ALA Council-actions/communications, <i>Stephanie Chase</i> .....	no document

#### **BREAK**

16. PLA Strategic Plan Update, Focus on PLA Committees, *Davis Fournier, Mary Hirsh, all*
  - a. Strategic Plan Progress Review, PLA Staff ..... 2023.12a
  - b. Discussion prompts ..... no document
    - i. As we track our progress, what is the most relevant information for you to have to help measure success and ensure we are on track?
    - ii. How do you track progress in your own library?
    - iii. What work described here is most interesting to you?

#### **LUNCH**

17. Intellectual Freedom Crisis update, *Deborah Caldwell-Stone, Megan Cusick* ..no document
18. Nominations Committee Report, *Michelle Jeske* .....no document
19. ALA Executive Board Calls..... 2023.13

20. PLA Board meeting schedule for rest of 2022-23, *Davis Fournier*.....no document

21. New Business, *all* .....no document

### Zoom Instructions

*Access for Wednesday's virtual component:*

Topic: PLA Board of Directors Meeting - Virtual Component (Day 1)

Time: Oct 26, 2022 11:30 AM Central Time (US and Canada)

Join Zoom Meeting

<https://ala-events.zoom.us/j/96151974916?pwd=ZHJCK1Qzbllkb29kcE1iWXVmNG5SZz09>

Meeting ID: 961 5197 4916

Passcode: 205271

One tap mobile

+13126266799,,96151974916# US (Chicago)

+12678310333,,96151974916# US (Philadelphia)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 267 831 0333 US (Philadelphia)

+1 301 715 8592 US (Washington DC)

+1 253 215 8782 US (Tacoma)

+1 206 337 9723 US (Seattle)

+1 213 338 8477 US (Los Angeles)

Meeting ID: 961 5197 4916

Find your local number: <https://ala-events.zoom.us/j/96151974916?pwd=ZHJCK1Qzbllkb29kcE1iWXVmNG5SZz09>

*Access for Thursday's virtual component:*

Topic: PLA Board of Directors Meeting - Virtual Component (Day 2)

Time: Oct 27, 2022 08:30 AM Central Time (US and Canada)

Join Zoom Meeting

<https://ala-events.zoom.us/j/96493154101?pwd=Yjk3cVpsdU9DS3pZc0pSYVA2NVdzZz09>

Meeting ID: 964 9315 4101

Passcode: 749049

One tap mobile

+13126266799,,96493154101# US (Chicago)

+13017158592,,96493154101# US (Washington DC)

Dial by your location

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+1 267 831 0333 US (Philadelphia)

+1 253 215 8782 US (Tacoma)

+1 206 337 9723 US (Seattle)

+1 213 338 8477 US (Los Angeles)

Meeting ID: 964 9315 4101

Find your local number: <https://ala-events.zoom.us/j/adHz8lp10H>



**PLA Board of Directors Meeting**  
**Special Virtual Meeting-9:00-11:00am Central, September 15, 2022**

**Present:**

Dr. Maria Taesil Hudson McCauley, President, Melanie Huggins, Past President; Sonia Alcántara-Antoine, President- Elect, Clara Bohrer, Fiscal Officer; Directors-at-large: Michael Colford; Erica Freudenberger, Dara Schmidt, Candice Wing-yee Mack; Staff: Mary Davis Fournier, Mahogany Meeks

**Absent:** Brandy McNeil, Director-at-large, Stephanie Chase, ALA Division Councilor (excused)

**Guest:** Larry Neal, ALA Executive Board

**Agenda**

1. **Welcome and Introductions, Dr. Maria Taesil Hudson McCauley, PLA President**  
President McCauley welcomed the board, staff and guests.
2. **EDISJ Work, Sonia Alcántara-Antoine, PLA President- Elect**  
Board members and staff discussed how they bring EDISJ into budget planning at their home institutions.
3. **Action Item: Adoption of the agenda**  
Agenda was adopted as presented.

<b>Consent Agenda</b>	<b>Document Number</b>
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- |   |        |
|---|--------|
| 4. Organizational Excellence and Governance |        |
| a. June Board Meeting Minutes.....          | 2023.1 |

<b>Action/Discussion/Decision Items</b>	<b>Document Number</b>
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- |   |        |
|---|--------|
| 5. Fiscal Year 2023 Budget Planning, Clara Bohrer, Mary Davis Fournier, all   |        |
| a. Proposed FY23 Budget.....  | 2023.2 |
| b. Proposed FY23 Budget notes.....  | 2023.3 |
| c. ACTION to recommend budget to Board.....   | 2023.4 |
| • Bohrer introduced the FY23 budget, recommended to the PLA Board for approval from the PLA Budget & Finance committee. She noted that the ALA fiscal year begins September 1 and ends August 31, however due to the timing the PLA Board is approving after it has begun, and the ALA Executive Board will approve the ALA FY23 budget at their fall board meeting in October. |        |

- Davis Fournier presented an overview of the FY23 budget strategy: The focus during this non-conference year will be building the non-conference revenue components reflected in ALA's Pivot Plan, including membership, data/research, publications, continuing education and contributed revenue.
- Bohrer commented that development of a comprehensive fundraising plan (individual giving, grants, long term investments, sponsorships). All PLA board members are strongly advised to take part in brainstorming on fundraiser to utilize. Additionally, with vacancies and staff realignments, team building, and retention are a critical part of this process, as expenses are covered in the budget.
- Working on a spend money, make money approach for the FY23 budget. Example: Investing in the Library Benchmark data platform with the expansion of its subscription base. After thoroughly reviewing the budget and making sure all revenue projection is realistic, the requested \$417K net deficit bottom line was achieved. The final numbers of the overall ALA FY23 budget will be considered by the Executive Board during the meeting in October.
- Bohrer noted that the budget process for FY24 would begin in the fall of 2022, and the board will be reviewing the budget far earlier in the process this year. Specifics regarding the ALA budgeting timeline were not yet available from ALA Finance Department, but promised by October. The board commended Bohrer and Davis Fournier for navigating a complicated budgeting process successfully.

Huggins moved to approve the PLA FY23 budget as presented; Mack seconded. All approved.

6. New Business, *all* ..... no document
- Davis Fournier provided information on the PLA Fall Board meeting, noting that a link to book travel will be posted to the Board's ALA Connect space later in the week.

Meeting adjourned at 10:25 a.m.

**TO:** PLA Board of Directors  
**RE:** PLA Initiatives Combined Report  
**DATE:** October 18, 2022

**ACTION REQUESTED/INFORMATION/REPORT:** Information  
**ACTION REQUESTED BY:** N/A  
**DRAFT OF MOTION:** N/A

## **PROJECT OUTCOME**

*Submitted by Sara Goek, Project Manager, Data and Research*

427 new users signed into Project Outcome between June 8 and October 11, 2022. The PLA and ACRL continue to work together to maximize impact and share updates with users. In August, PLA and ACRL hosted a joint webinar to introduce new users to Project Outcome. It sold out with 999 registrants and 395 live attendees. PLA staff also presented on a panel on “Measuring Your Library’s Impact with Project Outcome” at the Ohio Library Council Convention in October 2022. Work is still ongoing to address underlying problems with the server configuration. A new vendor has taken on both the server reconfiguration project and regular maintenance work going forward. This is a top priority to improve site performance and avoid service interruptions.

A new [resource guide](#) and [case study](#) (log in required to access) also are now available from [Project Outcome](#) to help libraries effectively measure the impact of small business programs. The guide covers using the Project Outcome Economic Development survey and other monitoring and evaluation tools developed by [ALA's Libraries Build Business](#) (LBB) program. In the case study, Topsham Public Library, Maine, reflects on advancing their work supporting small businesses and entrepreneurs and developing the Employment and Business Entrepreneur Center.

Over the coming two years, Project Outcome data and staff will be central to a [new project](#) led by the [Inter-university Consortium for Political and Social Research \(ICPSR\)](#). Funded under the National Leadership Grants for Libraries program from the Institute of Museum and Library Services (IMLS), this effort will aggregate and disseminate a one-of-a-kind dataset documenting public library programming outcomes and providing related training and resources to improve data literacy in the library field. This effort is a collaborative venture between ICPSR, PLA, the University of Missouri’s [School of Information Science and Learning Technologies](#), and the [Association of Bookmobile and Outreach Services](#).

## **BENCHMARK & ANNUAL TOPICAL SURVEYS**

*Submitted by Sara Goek, Project Manager, Data and Research*

Benchmark: Library Metrics and Trends ([librarybenchmark.org](https://librarybenchmark.org)) launched in October 2021. It provides both a platform for administration of our annual topical surveys as well as dashboards where users can access and visualize data for peer comparisons. All libraries have free access that allows them to complete surveys, see their past survey responses, access resources, and view a summary page with selected visualizations. Subscribers have access to additional features including a robust set of interactive data dashboards, a custom report builder, and the ability to create custom peer groups. 160 public libraries have active subscriptions as of October 11, 2022. A primary focus of our work in FY23 will be on marketing and promoting subscriptions.

In August 2022, PLA published a report on the findings of the 2021 Public Library Staff and Diversity Survey. It updates information on beginning librarian and library director salaries; documents traditional and emerging staff roles; explores staff diversity, recruitment, and retention efforts; and captures information about public library equity, diversity, and inclusion (EDI) goals and activities. The report is freely available on the [PLA website](#). A free webinar on the survey results drew 723 registrants and had 334 live attendees.

In fall 2022, PLA is administering the third in our new series of topical surveys, the Public Library Services for Strong Communities Survey. Developed in conjunction with the Measurement, Evaluation, and Assessment Committee, the survey focuses on how libraries utilize their unique programs, services, partnerships, and facilities to support community needs. The survey opened on September 16 and remains open through December 10, 2022. All US public libraries (administrative entities) are invited to participate. In the first three weeks, the survey has already received 335 responses.

## **PLA ONLINE LEARNING**

*Submitted by Angela Maycock, Manager of Continuing Education (CE)*

Since our last CE update to the Board in June 2022, PLA has offered the following free webinars:



<b>Title</b>	<b>Date</b>	<b>Registration</b>	<b>Attendance</b>
Fundamentals of Social Emotional Learning (SEL Series)	October 11, 2022	549	207
Public Library Staff and Diversity: Results from PLA's 2021 Survey	October 4, 2022	723	334
Rainbow Connections: Celebrating LGBTQ+ Kids and Allies in Your Community and Beyond	September 28, 2022	368	142
		<b>1,640</b>	<b>683</b>

PLA also offered the following three paid webinars:

<b>Title</b>	<b>Date</b>	<b>Registration</b>	<b>Attendance</b>
Advancing Access for Library Customers with Sensory Needs	September 7, 2022	214	152
Brave Voices, Brave Choices	July 27, 2022	83	70
Libraries as Climate Resilience Hubs: Working With Your Community to Take Action to Build Resilience	July 13, 2022	71	60
		<b>368</b>	<b>282</b>

These three paid webinars generated \$23,346 in total revenue, with all registration and payment processed through the ALA eLearning site.

PLA's next call for webinar proposals will close on November 30. The PLA Continuing Education Advisory Group will review the proposals received by the deadline, and those accepted will be scheduled as paid webinars for February – June 2023.

## **SOCIAL WORK TASK FORCE**

*Submitted by Kathleen Hughes, Manager Publications*

As of 2022 ALA Annual Conference, the PLA Social Work Task Force was sunset, with an plan to toward reformulating the group into a new type of PLA Working Group. Prior to that, in 2022, the group published a book, "A Trauma-Informed Framework for Supporting Patrons, which

now has sold 600 copies. The book explores Trauma-Informed concepts and allows readers to work through various scenarios using social worker tried and tested techniques. In addition to authoring this book, the group produced a PLA 2022 preconference program entitled “Social Work-Inspired Best Practices to Support Patrons” (<https://www.placonference.org/preconferences.cfm>). In addition, they facilitated conversations in the PLA Social Work Interest Group, guested on the FYI Podcast, and contributed to *Public Libraries Online*.

We are now working with some members of the original group and new members to define and organize the new Social Work Working Group. This year we plan to develop CE based on the “Trauma-Informed” book and begin work around de-escalation

## **PROGRAMMING INITIATIVES & INCENTIVES**

*Submitted by Mary-Clare Bietila, Program Manager, Programming Initiatives*

AT&T is currently PLA’s primary partner in developing its Digital Learn PLA Digital Literacy Workshop Incentive, supported by AT&T:

The Digital Literacy Workshop Incentive program supports libraries in providing the necessary funds to conduct DigitalLearn workshops that build basic digital literacy skills and confidence using technology. Initially, PLA member volunteers selected 60 libraries to be part of the program. After seeing the large pool of applicants, and profound need, AT&T expanded their support with an additional gift of over one million dollars, and our cohort now includes 153 libraries.

Beginning in August, PLA has been engaged in onboarding the cohort. Much of our staff has been supporting this large program from creating marketing templates, to training the cohort on evaluation tools and providing one on one service for individual libraries planning their workshops. At this time libraries are beginning to host virtual and in person workshops using the updated DigitalLearn materials. This program will be ongoing and conclude in April of 2023.

Digital Connections, supported by AT&T and Common-Sense Education:

PLA collaborated with AT&T and Common Sense Education to create a video series for 5-8th graders on topics related to being safe, caring and respectful online. For the 7-video series, “Digital Connections,” PLA developed a guide for librarians to use in conducting workshops with the videos. The next step of this project is to launch an incentive program to fund a small group of libraries in leading these workshops for tweens. The videos and guide will be a part of DigitalLearn once complete.

Digital Navigators Research, supported by AT&T:

With the support of AT&T PLA conducted research on public libraries and Digital Navigators. Urban Libraries defines Digital Navigators as “individuals who are positioned to provide phone-based (or in person) support to community members for issues related to the full spectrum of digital needs, including home connectivity, tech support, skill building, and device access. Digital Navigators can be either volunteers or professionals” A final draft of the report along with recommendations on best practices will be available by the end of 2022.

ACP DigitalLearn Module, supported by AT&T:

AT&T has made a commitment of \$250,000 to fund a new self-paced DigitalLearn module which will support folks applying for The Affordable Connectivity Program (ACP). This work is in the early stages.

**TO:** PLA Board of Directors  
**RE:** PLA Operations Combined Report  
**DATE:** October 18, 2022

**ACTION REQUESTED/INFORMATION/REPORT:** Information  
**ACTION REQUESTED BY:** N/A  
**DRAFT OF MOTION:** N/A

## MEMBERSHIP

*Submitted by Samantha Lopez, Manager, Marketing & Membership*

### Membership Stats

ALA membership counts as of May were 50,778 after growing 2.1% since the beginning of the fiscal year. This is a 1.7% increase from FY21 and a 9% decline from FY20. PLA membership counts as of May were 8,532 after growing 16.6% since the beginning of the fiscal year. This is an **18% increase from FY21** and a **10.9% decrease from FY20**. The table below shows PLA membership counts comparing September 2021 to May 2022. Even fiscal years represent PLA Conference years, where we typically see a rise in membership.

Month	FY22	FY21	FY20	FY19
May	8,532	7,243	9,573	7,993
September	7,319	9,162	8,261	8,977
Change	+1,213	(-1,919)	+1,312	(-984)

To get a fuller picture of the impact conference had on membership, PLA ran an analysis of new, reinstated, and renewed members who joined PLA between October 1, 2021, and March 31, 2022, **AND** registered for the PLA 2022 Conference (virtual or in-person). The results are below.

Member Status	Counts
New	582
Reinstated	377
Renewed	589
Totals	1,548

## Happening Fall 2022

ALA is once again working with Avenue M to conduct a member study to get up-to-date information about the feelings and opinions of our members about the value of ALA, which will help inform the membership model work that will follow. The survey will be conducted in the fall and target current, former, and nonmembers.

PLA will be one of the first divisions to utilize ALA's email platform (Informz) to run email campaigns. PLA, along with AASL, will be launching a new member onboarding campaign to orient new members to PLA and its resources over the course of their first year.

The ALA Membership Cross-Functional Team (CFT) has been looking at other association's models for organizational memberships and exploring how to increase org member value. ALA wants to use org memberships as a gateway to increase personal memberships. PLA, along with ACRL, has agreed to pilot offering org members a 20% discount on personal membership (ALA+PLA). PLA will be targeting our own org members, as well as ALA org members who identify as public libraries or systems. ACRL will be targeting former and non-member organizations. ALA has seen a low engagement rate with these types of discount incentives (~3%), so we do not anticipate this pilot to negatively impact our membership budget.

## PUBLICATIONS

*Submitted by Kathleen Hughes, Manager, Publications*

### **Public Libraries**

*Public Libraries* Magazine is published bimonthly and sent to 8.5k PLA members plus approximately 400 subscribers.

In 2020-2021, to be more sustainable and in response to supply-line issues caused by the pandemic, *Public Libraries* introduced digital issues. Two issues in the 2020 volume year were available only in the digital format (July/August and September/October). In the 2021 volume year, three issues were (Sept/Oct, May/June, and July/August). In the 2022 volume year, two issues were available digitally, (May/June and July/August). This change has saved PLA more than \$100,000, over the past three years, in printing and mailing costs.

During the past twelve months, *Public Libraries* magazine has addressed trending and challenging topics for public librarians through themed issues, listed below:

Issue	Theme
September/October 2021	Library Safety
November/December 2021	Staff Training
January/February 2022	Legal Issues in Public Libraries

March/April 2022	Two Years Since COVID Pandemic Began
May/June 2022	Library Services to the Justice-Involved
July/August 2022	Books & Reading
September/October 2022	Basic Literacy

Two feature articles were chosen, in 2022, to receive the Public Libraries Advisory Committee's Feature Article Award for the 2021 Volume Year:

**Winner:** Katie Horner, Head of Circulation & Reference, Lake Bluff (Ill.) Public Library, "[We Can Do Better – Best \(and Worst\) Practices for Managers Responding to Sexual Harassment Claims](#)"

**Honorable Mention:** Tamar Kirschner, Library Technology Program Lead and Instructor, Job Skills for Library Careers: Access & Technical Services in Libraries, Diablo Valley College, Pleasant Hill, Calif., "[We All Win—Training and Advancement for Non-MLIS Library Workers](#)"

Like the print iteration, [PLOnline](#) focuses on issues and topics that matter to public libraries and public librarianship. Updated several times per week, the site features selections from the print magazine and unique content and averages 8,000-10,000 views per week. Recently PL Online has undergone several updates, these were undertaken to modernize the look with a more contemporary design, to improve organization, and to enhance security.

### **FYI Podcast**

In 2016, PLA started [FYI: The Public Libraries Podcast](#) as another way to explore a variety of library-world topics in-depth. To date, we have recorded 60 podcasts. From October 12, 2021 to October 12, 2022, FYI podcasts had 10,496 individual plays. Since its inception, there have been over 69,000 individual plays. There are over 75,000 subscriptions via RSS and other apps.

### **Advertising**

As of July 2022, PLA has terminated its existing advertising rep contract and entered into a shared contract with Choice/ACRL sales representative, Pamela Marino. Pam also sells advertising for Choice/ACRL. She is off to an excellent start, and we expect to meet or exceed the budgeted figure for advertising revenue in FY 2023. As of October 15, 2022, she is at 76% of budget for the coming fiscal year.

### **Products + Publications**

This year PLA released two publications:

#### *2022 Early Literacy Tips Calendar*

Publication Date: October, 2021.

Based on the "Every Child Ready to Read" practices of reading, writing, singing, talking, playing (and now counting), each download contains twelve months of learning activities, book lists, nursery rhymes, and more. On one side is a calendar with a fun skills-building activity for each day and the other contains

supplementary content like nursery rhymes, early literacy tips, song lyrics, or suggested reading material. The calendar pages are also customizable with each containing a designated spot to add to the library's logo and contact information. This year the calendar is also available in Spanish, with translation provided by REFORMA.

*A Trauma-Informed Framework for Supporting Patrons – The PLA Workbook of Best Practices*

Publication Date: March, 2022.

Authored by the Social Work Task Force, this title aims to provide information and a framework for what it means to use a trauma-informed lens with library patrons. Readers will learn what trauma is, and how it impacts library work. The book includes exercises inviting readers to reflect on common concerns in public libraries and the policies relating to these issues. Strategies for de-escalation and the impacts of involving law-enforcement and banning patrons are also covered. Finally, the book offers various scenarios that will provide readers with the opportunity to integrate what they have learned and practice responding through a trauma-informed lens.

**TO:** PLA Board of Directors  
**FROM:** Melissa Faubel Johnson, Conference Manager  
Angela Maycock, Manager, Continuing Education  
**RE:** PLA 2022 Conference Report  
**DATE:** October 14, 2022

With the hard work and support of the Conference Committee, Program and Local subcommittees, along with the PLA Board of Directors and staff, the PLA 2022 Conference was a success.

## **REGISTRATION**

A total of 6,005 librarians, exhibitors, speakers, guests and others registered for PLA 2022, compared to 8,694 registered for the 2020 conference in Nashville. Attendee registration was 3,794, compared to 6,598 in 2020. The number of exhibitor representatives was 1,025, compared to 2,096 in 2020. Virtual conference participation was at an all-time high, with 1,186 registrants. In 2020, 103 individuals and 68 groups registered for the virtual conference.

## **PLA CONFERENCE SURVEY TAKEAWAYS**

PLA invited all 6,005 in-person and virtual conference participants to complete the post-conference survey and received 1,143 responses, a 19% response rate. 1,065 of respondents said they attended the conference in person, and 97 confirmed they attended virtually. The evaluation had 41 questions total, covering both the in-person and virtual conferences. However, use of skip logic meant most respondents did not see all the questions, and only a few were required.

### **In-person Conference**

According to the survey, the top two most important reasons participants chose to attend the PLA conference were for the educational content of the programs and for professional development. Overall, 93.2% of respondents said the educational content was very or extremely important, and 90.5% said professional development was very or extremely important. 63% of respondents were identified as “promoters,” meaning that they were likely to recommend the PLA conference to a friend or colleague.

As for the overall conference experience and the usefulness of each type of activity or program, participants rated the opening session, big ideas sessions, and closing session most highly. 98.7% of respondents said they visited the exhibit floor and of those, 82.3% said they visited 3 or more times.



*In-person conference comments regarding the overall conference:*

- “I was really inspired by the keynote speakers, and overall experienced a renewed love for my library and all that we do to serve our community. I plan to share my notes with staff on the sessions that I attended at this conference and an upcoming meeting and look forward to changes that will better serve our patrons.”
- “Utilizing the ideas and resources from several sessions focused on adult services to help continue to strengthen our adult programming. I also want to help implement a EDI committee at our library partly thanks to some of the fantastic sessions focused on those important concepts.”
- “Honestly, hard to just select one... I think the biggest impact or takeaway I had were ideas and tools shared to better integrate DEI in our programming, operational and collection development policies. I'm really excited to get to work in start making these changes.”
- “I am already applying ideas about reclassifying items in Dewey as a result of the program about removing barriers in the library catalog!”
- “I attend[ed] one session called How to Build a Better Board and the speakers suggested providing a training on Intellectual Freedom and censorship and our collection development policy. I had my Library Board of Trustee meeting last night and staff and I came up with a training and explained our CDP. We have so many great questions and our board thanked us for providing this training.”
- “It was the professional boost I needed after heading toward burnout. The change I'll make is looking at my work with fresh eyes and a renewed passion for what I do every day.”

**Virtual Conference**

97 respondents affirmed that they attended the virtual conference, and, like the in-person participants, rated the educational content of the programs and professional development as the two most important reasons they attended.

Asked about the length of the virtual conference, 81.6% of respondents said it was just right. 13.8% found it too short and only 4.6% said it was too long.

On a scale from 1-10, the respondents rated the online platform 8 for ease of use. Suggestions for improvement include a wider selection of virtual programs and more online networking opportunities.

*Virtual conference comments regarding the overall conference:*

- I am hoping to make some inroads on welcoming the trans and nonbinary communities, and I got a couple of good ideas for programs on local history and other topics. Since

several of us were able to attend from my library, I hope that we might have some momentum on other diversity issues that were covered and need attention, too.

- I plan to explore how we can work with local Indigenous patrons to create more inclusive gathering spaces. I also plan to explore how we can serve incarcerated or recently incarcerated patrons and make them feel welcome!
- Going to push my director to fill the vacant bilingual services librarian job. It's been empty for years, but Luvvie Ajayi Jones really made me realize that I can't just let it go without making some trouble.

## **Educational Sessions**

In total, 95 educational sessions were delivered in-person in Portland – 89 programs and 6 preconferences – and an additional 22 programs were delivered as part of the Virtual Conference. The HOW TO Stage offered another 29 bite-sized learning opportunities and the Intellectual Freedom Forum offered 3 learning and networking sessions as well.

Evaluation data from educational sessions indicate that programs and preconferences met PLA 2022 attendees' expectations. PLA considers a score of 4.0 (on a 5.0 scale) to be a baseline for the quality of our conference programming. Across all preconferences, attendees rated overall value for the investment at 4.3 and overall quality at 4.5. Across all programs, attendees' rating that they learned something new to help in their work was strong for both Virtual Conference programs (4.43) and in-person programs (4.16).

*In-person conference comments regarding educational content:*

- "It gave big picture ideas, while also providing practical solutions to implement at my home library. The presenters were amazing, knowledgeable, and helpful."
- "This was by far the most useful and impactful workshop I've done at a conference in the last 10 years."
- "The presenters were knowledgeable, engaging, dedicated, and interesting people. The tools they gave were ready to go to make impact without needing to hire extra staff to dedicate to the effort."
- "Hearing the challenges this team faced will help us not make the same mistakes, and will help us use their successes to succeed."
- "Fantastic engaging responsive organized and FUN conference. I will always attend PLA."

*Virtual conference attendee comments regarding educational content:*

- "Thank you for showing us how to do this with a variety of budget options and to apply your lessons learned to our programs."
- "Jam-packed with resources and up-to-date information directly related to work I perform at my library. Excellent delivery!"
- "I am galvanized to take what I learned today and implement the details daily."
- "I super appreciate that this program was all about tangible things we could take back to our libraries and implement in our own spaces. Thank you!"

## **Membership**

A total of 1,548 members (new, renew and reinstated) joined and registered for PLA 2022 (in person and virtual). Out of the 6,005 total registrants (participants, exhibitors, speakers, guests) to the 2022 PLA National Conference (in-person and virtual), 2,445 were PLA members.

Asked about their membership status, 72.9% (741) of those who responded to the participant survey said they are a PLA member, 23.3% are not, and 3.7% were unsure. The majority of attendees work in administration (50.1%) and/or public services (48.6%).

Among members, 59.8% said the primary purpose of joining or renewing this year was to access discounted conference registration rates. 53.5% said they would be willing to sign up for a 2-year PLA/ALA membership in a conference year, if that were an option.

59.6% of current members reported they intend to renew next year, 32.9% are unsure, and 7.5% do not intend to renew. Among current members who are unsure or do not intend to renew, 217 responded to the question of why they would not renew: 45.2% said they can't afford membership every year and 32.3% said they don't see the value in non-conference years. Only 5.5% said they would join another association or attend a different conference next year.

## **Impact of COVID-19**

44.9% of respondents said COVID-19 had little or no impact on their participation. 7% of respondents said they were more cautious or nervous about participating and 3.1% said they engaged less, including skipping receptions or events that were crowded. 6.7% mentioned they didn't like having to wear masks at the conference or thought the requirement should've been dropped when local/state requirements changed. However, this is outweighed by the 17.7% of respondents who said they appreciated the masking and vaccination requirements, and many said those precautions were central to their decision to attend in person.

## **PLA 2024**

29% of respondents plan to attend PLA 2024 in Columbus in person, and 1.9% say they will attend virtually. 56.4% are not sure yet. Only 12.7% say they would not attend.

## **EXHIBITS**

Exhibit sales were down from previous years due to the pandemic – 205 companies exhibited from 441 booths and 1 table top, compared to 312 companies from 683 booths in 2020.

The hall was noticeably busy during coffee breaks and the lunch hour due to food options available within the hall and no conflicting programming scheduled. 83% of exhibitor survey respondents thought that the scheduled hours were "just right". When asked if the Conference met their expectations, 76% of the respondents said yes.

The exhibit hall continued to be a key destination at Conference. A number of programming elements and networking areas helped make the area a dynamic draw for attendees and ensure regular traffic flow, including the How-To Festival, Book Buzz Stage, and activities in and around the PLA Member Lounge. Concession availability in the exhibit hall also kept attendees in the space and interacting with exhibitors during key, unopposed, lunch hours.

**PLA STRATEGIC GOAL LINK (check all that apply)**

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

**Public Library Association  
FY22 (2021-2022) Financial Report**

PLA Board of Directors  
October 2022 Meeting  
Document no.: 2023.9a

**Balance Sheet for the period ending April 2022 (FY22)**

<b><u>FY21 (final)</u></b>				<b><u>FY22 (as of April 2022)</u></b>				
<b>Operating Fund</b>	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Annual Budget</b>	<b>Budget as of April 2022</b>	<b>Actual</b>	<b>Variance as of April 2022</b>	
Opening Fund Balance		\$ 4,664,935		\$ 4,506,979				
Revenue	\$ 771,600	\$ 748,667	\$ (22,933)	\$ 3,916,000	\$ 3,700,000	\$ 3,378,510	\$ (321,490)	
Expenses	\$ (1,244,656)	\$ (877,950)	\$ 366,706	\$ (2,275,983)	\$ (1,854,523)	\$ (1,843,939)	\$ 10,584	
Overhead & Taxes	\$ (55,545)	\$ (28,673)	\$ 26,872	\$ (788,269)	\$ (781,503)	\$ (756,789)	\$ 24,714	
Transfer to Endowment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fiscal Year Results	\$ (528,601)	\$ (157,956)	\$ 370,645	\$ 851,748	\$ 1,063,974	\$ 777,782	\$ (286,192)	
Closing Fund Balance (end FY21)		\$ 4,506,979		\$ 5,358,727				
<b><u>Grants</u></b>				<b><u>Grants</u></b>				
Revenue - Grants	\$ 1,234,646	\$ 1,768,065	\$ 533,419	\$ 1,370,396	\$ 913,597	\$ 935,751	\$ 22,154	
Expenses - Grants	\$ (1,132,672)	\$ (1,598,246)	\$ (465,574)	\$ (1,216,160)	\$ (802,662)	\$ (849,620)	\$ (46,958)	
Overhead & Taxes - Grants	\$ (102,028)	\$ (169,819)	\$ (67,791)	\$ (154,236)	\$ (101,846)	\$ (86,132)	\$ 15,715	
Total	\$ (54)	\$ -	\$ 54	\$ -	\$ 9,089	\$ -	\$ (9,089)	
<b><u>Long Tem Investment</u></b>		<b><u>Actual FY21 Close</u></b>		<b><u>Long Term Investment</u></b>		<b><u>Actual FY22 April</u></b>		
Beginning Net Assets FY21	\$ 1,761,881			Beginning Net Assets FY22	\$ 2,142,878			
Interest/Dividends FY21	\$ 53,133			Interest/Dividends FY22	\$ 64,582			
Expenses FY21	\$ (11,557)			Expenses FY22	\$ (8,419)			
Realized Gains	\$ 145,528			Realized Gains	\$ 132,369			
Unrealized Gains	\$ 193,892			Unrealized Gains	\$ (395,336)			
Ending Net Assets FY21	\$ 2,142,877			Ending Net Assets	\$ 1,936,073			

**Notes:**

The Gates Legacy Grant, awarded in 2016 (\$10,805,701), closed FY21 with a balance of \$7,523,357. The \$945,935 budgeted in FY22 will bring its balance to \$6,577,422 at the end of the fiscal year.

**Public Library Association  
FY22 (2021-2022) Financial Report**

PLA Board of Directors  
October 2022 Meeting  
Document no.: 2023.9b

**Public Library Association**

Statement of Revenues and Expenses - General Fund and Conference  
For the period ending Apr. 2022

<b>REVENUES</b>	<b>Full Year</b>	<b>YTD</b>		<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	<b>Full Year</b>
	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>		<b>FY22 Budget</b>
1. Administration (0000)	\$ -	\$ -	\$ -	\$ -			\$ -
2. Service to Members (3000)	\$ 519,997	\$ 363,919	\$ 311,667	\$ 52,252	17%		\$ 467,500
3. Regional CE, Bootcamp (3007)	\$ (50)	\$ -	\$ -	\$ -			\$ -
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -			\$ -
5. PLA Partners (3020)	\$ 10,152	\$ 600	\$ 12,000	\$ (11,400)	-95%		\$ 18,000
6. ALA Precons/MW Institute (3026)	\$ -	\$ -	\$ -	\$ -			\$ -
7. Public Libraries (3030)	\$ 26,937	\$ 18,870	\$ 30,000	\$ (11,130)	-37%		\$ 45,000
8. Web Based CE (3040)	\$ 71,240	\$ 13,597	\$ 25,000	\$ (11,403)	-46%		\$ 37,500
9. Publications (3058)	\$ 25,645	\$ 1,643	\$ 13,333	\$ (11,690)	-88%		\$ 20,000
10. Family Engagement (3072)	\$ 18,600	\$ 29,550	\$ 18,000	\$ 11,550	64%		\$ 18,000
11. Equity, Diversity and Inclusion (3073)	\$ 42,765	\$ -	\$ 16,667	\$ (16,667)	-100%		\$ 25,000
12. Preschool Literacy- ECRR (3120)	\$ 28,596	\$ 22,333	\$ 3,333	\$ 19,000	570%		\$ 5,000
13. PO Regional Training (3171)	\$ 2,550	\$ -	\$ -	\$ -			\$ -
14. PLDS (3172)	\$ -	\$ 17,491	\$ -	\$ 17,491			\$ -
15. Digital Learn (3188)	\$ -	\$ 15,000	\$ 20,000	\$ (5,000)	-25%		\$ 30,000
Error - Certif Pub Lib Admin (3189)	\$ -	\$ -	\$ -	\$ -			\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -			\$ -
717b. Cost Share IMLS Incl Internships (3185)	\$ -	\$ -	\$ -	\$ -			\$ -
<b>TOTAL REVENUES - PROGRAMS</b>	<b>\$ 746,432</b>	<b>\$ 483,003</b>	<b>\$ 450,000</b>	<b>\$ 33,003</b>	<b>7%</b>		<b>\$ 666,000</b>

  

	<b>Full Year</b>	<b>YTD</b>		<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	<b>Full Year</b>
	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>		<b>FY22 Budget</b>
16. National Conferences							
A. NC General Program (3061)	\$ 1,335	\$ 1,595,998	\$ 1,512,500	\$ 83,498	6%		\$ 1,512,500
B. NC Exhibits (3062)	\$ -	\$ 1,246,655	\$ 1,462,500	\$ (215,845)	-15%		\$ 1,462,500
C. NC Promotion (3063)	\$ 900	\$ 31,314	\$ 30,000	\$ 1,314	4%		\$ 30,000
D. NC Registration (3064)	\$ -	\$ -	\$ -	\$ -			\$ -
E. NC Opening/Closing Session (3065)	\$ -	\$ -	\$ -	\$ -			\$ -
F. NC Programs (3066)	\$ -	\$ -	\$ -	\$ -			\$ -
G. NC Meal Events (3069)	\$ -	\$ 21,540	\$ 50,000	\$ (28,460)	-57%		\$ 50,000
H. NC Preconference (3070)	\$ -	\$ -	\$ 115,000	\$ (115,000)	-100%		\$ 115,000
I. NC Future Planning (3145)	\$ -	\$ -	\$ -	\$ -			\$ -
J. PLA Virtual Conference (3173)	\$ -	\$ -	\$ 80,000	\$ (80,000)	-100%		\$ 80,000
<b>TOTAL REVENUES - CONFERENCE</b>	<b>\$ 2,235</b>	<b>\$ 2,895,507</b>	<b>\$ 3,250,000</b>	<b>\$ (354,493)</b>	<b>-11%</b>		<b>\$ 3,250,000</b>

  

	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>	<b>FY22 Budget</b>
<b>TOTAL REVENUES</b>	<b>\$ 748,667</b>	<b>\$ 3,378,510</b>	<b>\$ 3,700,000</b>	<b>\$ (321,490)</b>	<b>9%</b>	<b>\$ 3,916,000</b>

**Public Library Association  
FY22 (2021-2022) Financial Report**

PLA Board of Directors  
October 2022 Meeting  
Document no.: 2023.9b

<b>EXPENSES</b>	<b>Full Year</b>	<b>YTD</b>	<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	<b>Full Year</b>
	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>	<b>FY22 Budget</b>
1. Administration (0000)	\$ (625,499)	\$ (417,019)	\$ (495,095)	\$ 78,076	16%	\$ (755,039)
2. Service to Members (3000)	\$ (19,982)	\$ (16,301)	\$ (37,433)	\$ 21,132	56%	\$ (94,150)
3. Regional CE, Bootcamp (3007)	\$ (1,668)	\$ -	\$ -	\$ -		\$ -
4. PLA Leadership (3011)	\$ -	\$ -	\$ -	\$ -		\$ -
5. PLA Partners (3020)	\$ (156)	\$ (17)	\$ (18,550)	\$ 18,533	100%	\$ (18,650)
6. ALA Precons/MW Institute (3026)	\$ -	\$ -	\$ -	\$ -		\$ -
7. Public Libraries (3030)	\$ (73,144)	\$ (65,233)	\$ (74,967)	\$ 9,734	13%	\$ (112,450)
8. Web Based CE (3040)	\$ 70,216	\$ (15,980)	\$ (6,534)	\$ (9,447)	-145%	\$ (9,800)
9. Publications (3058)	\$ (12,128)	\$ (15,641)	\$ (5,468)	\$ (10,174)	-186%	\$ (8,200)
10. Family Engagement (3072)	\$ (12,342)	\$ (3,922)	\$ (6,770)	\$ 2,848	42%	\$ (7,770)
11. Equity, Diversity and Inclusion (3073)	\$ (13,155)	\$ (1,000)	\$ (7,750)	\$ 6,750	87%	\$ (11,625)
12. Preschool Literacy ECRR (3120)	\$ (5,220)	\$ (7,590)	\$ -	\$ (7,590)		\$ -
13. PO Regional Training (3171)	\$ (4,706)	\$ -	\$ -	\$ -		\$ -
14. PLDS (3172)	\$ 6,695	\$ (2,465)	\$ -	\$ (2,465)		\$ -
15. Digital Learn (3188)	\$ (83,026)	\$ (45)	\$ (26,667)	\$ 26,622	100%	\$ (40,000)
Error - Certif Pub Lib Admin (3189)	\$ -	\$ -	\$ -	\$ -		\$ -
17a. Cost Share IMLS Early Literacy (3181)	\$ -	\$ -	\$ -	\$ -		\$ -
17b. Cost Share IMLS Incl Internships (3185)	\$ (10,213)	\$ (9,670)	\$ -	\$ (9,670)		\$ -
<b>TOTAL EXPENSES - PROGRAMS</b>	<b>\$ (784,328)</b>	<b>\$ (554,883)</b>	<b>\$ (679,233)</b>	<b>\$ 124,350</b>	<b>18%</b>	<b>\$ (1,057,684)</b>

  

	<b>Full Year</b>	<b>YTD</b>	<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	<b>Full Year</b>
	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>	<b>FY22 Budget</b>
16. National Conferences						
A. NC General Program (3061)	\$ 7,761	\$ (790,746)	\$ (684,179)	\$ (106,567)	-16%	\$ (612,862)
B. NC Exhibits (3062)	\$ (5,340)	\$ (704,223)	\$ (693,556)	\$ (10,667)	-2%	\$ (784,556)
C. NC Promotion (3063)	\$ (153)	\$ (34,958)	\$ (23,050)	\$ (11,908)	-52%	\$ (34,575)
D. NC Registration (3064)	\$ -	\$ (16,692)	\$ (16,133)	\$ (559)	-3%	\$ (16,700)
E. NC Opening/Closing Session (3065)	\$ (75,000)	\$ (262,073)	\$ (255,000)	\$ (7,073)	-3%	\$ (255,000)
F. NC Programs (3066)	\$ -	\$ (99,500)	\$ (105,000)	\$ 5,500	5%	\$ (105,000)
G. NC Meal Events (3069)	\$ -	\$ (34,261)	\$ (46,000)	\$ 11,739	26%	\$ (46,000)
H. NC Preconference (3070)	\$ -	\$ (29,892)	\$ (72,308)	\$ 42,416	59%	\$ (76,975)
I. NC Future Planning (3145)	\$ (49,563)	\$ (20,647)	\$ (26,667)	\$ 6,020	23%	\$ (40,000)
J. PLA Virtual Conference (3173)	\$ -	\$ (52,853)	\$ (34,900)	\$ (17,953)	-51%	\$ (34,900)
<b>TOTAL EXPENSES - CONFERENCE</b>	<b>\$ (122,295)</b>	<b>\$ (2,045,845)</b>	<b>\$ (1,956,793)</b>	<b>\$ (89,052)</b>	<b>-5%</b>	<b>\$ (2,006,568)</b>

  

	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>	<b>FY22 Budget</b>
<b>TOTAL EXPENSES</b>	<b>\$ (906,623)</b>	<b>\$ (2,600,728)</b>	<b>\$ (2,636,026)</b>	<b>\$ 35,298</b>	<b>1%</b>	<b>\$ (3,064,252)</b>

  

	<b>FY21 Actual</b>	<b>YTD</b>	<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	<b>Full Year</b>
		<b>FY22 Actual</b>	<b>FY22 Budget</b>	<b>Variance</b>	<b>%</b>	<b>FY22 Budget</b>
<b>OPERATING NET REVENUES</b>	<b>\$ (157,956)</b>	<b>\$ 777,782</b>	<b>\$ 1,063,974</b>	<b>\$ (286,192)</b>	<b>27%</b>	<b>\$ 851,748</b>

**Public Library Association**  
**FY22 (2021-2022) Financial Report**

<b>Operating Budget Projects</b>	<b>FY21 Final</b>			<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
<b>Subproject</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<u>1. Administration (0000)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (704,927)	\$ (625,499)	\$ 79,428	\$ (755,039)	\$ (495,095)	\$ (417,019)	\$ 78,076
Net	\$ (704,927)	\$ (625,499)	\$ 79,428	\$ (755,039)	\$ (495,095)	\$ (417,019)	\$ 78,076
<u>2. Service to Members (3000)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues	\$ 387,200	\$ 519,997	\$ 132,797	\$ 467,500	\$ 311,667	\$ 363,919	\$ 52,252
Expenses	\$ (109,350)	\$ (19,982)	\$ 89,368	\$ (94,150)	\$ (37,433)	\$ (16,301)	\$ 21,132
Net	\$ 277,850	\$ 500,015	\$ 222,165	\$ 373,350	\$ 274,234	\$ 347,618	\$ 73,384
<u>3. Regional CE, Bootcamp (3007)</u>							
Registration	\$ 40,000	\$ (50)	\$ (40,050)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (29,900)	\$ (1,668)	\$ 28,232	\$ -	\$ -	\$ -	\$ -
OH & Tax	\$ (10,600)	\$ -	\$ 10,600	\$ -	\$ -	\$ -	\$ -
Net	\$ (500)	\$ (1,718)	\$ (1,218)	\$ -	\$ -	\$ -	\$ -
<u>4. PLA Leadership (3011)</u>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>5. PLA Partners (3020)</u>							
Revenue	\$ 14,000	\$ 10,152	\$ (3,848)	\$ 18,000	\$ 12,000	\$ 600	\$ (11,400)
Expenses	\$ (14,300)	\$ (156)	\$ 14,144	\$ (18,650)	\$ (18,550)	\$ (17)	\$ 18,533
Net	\$ (300)	\$ 9,996	\$ 10,296	\$ (650)	\$ (6,550)	\$ 583	\$ 7,133
<u>6. ALA Precons/MW Institute (3026)</u>							
Revenue	\$ 18,000	\$ -	\$ (18,000)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (7,350)	\$ -	\$ 7,350	\$ -	\$ -	\$ -	\$ -
OH	\$ (6,792)	\$ -	\$ 6,792	\$ -	\$ -	\$ -	\$ -
Net	\$ 3,858	\$ -	\$ (3,858)	\$ -	\$ -	\$ -	\$ -
<u>7. Public Libraries (3030)</u>							
Revenue	\$ 51,500	\$ 26,937	\$ (24,563)	\$ 45,000	\$ 30,000	\$ 18,870	\$ (11,130)
Expenses	\$ (123,226)	\$ (69,476)	\$ 53,750	\$ (109,450)	\$ (72,967)	\$ (62,640)	\$ 10,327



**Public Library Association**  
**FY22 (2021-2022) Financial Report**

<b>Operating Budget Projects</b>	<b>FY21 Final</b>			<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
<b>Subproject</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
OH	\$ (6,800)	\$ (3,668)	\$ 3,132	\$ (3,000)	\$ (2,000)	\$ (2,593)	\$ (593)
Tax	\$ (547)	\$ -	\$ 547	\$ -	\$ -	\$ -	\$ -
Net	\$ (79,073)	\$ (46,207)	\$ 32,866	\$ (67,450)	\$ (44,967)	\$ (46,363)	\$ (1,396)
<b>8. Web Based CE (3040)</b>							
Revenue	\$ 52,000	\$ 71,240	\$ 19,240	\$ 37,500	\$ 25,000	\$ 13,597	\$ (11,403)
Expenses	\$ (5,500)	\$ 79,655	\$ 85,155	\$ (5,800)	\$ (3,867)	\$ (14,178)	\$ (10,312)
OH & Taxes	\$ (6,625)	\$ (9,439)	\$ (2,814)	\$ (4,000)	\$ (2,667)	\$ (1,802)	\$ 865
Net	\$ 39,875	\$ 141,456	\$ 101,581	\$ 27,700	\$ 18,467	\$ (2,383)	\$ (20,850)
<b>9. Publications (3058)</b>							
Revenue	\$ 6,400	\$ 25,645	\$ 19,245	\$ 20,000	\$ 13,333	\$ 1,643	\$ (11,690)
Expenses	\$ (6,100)	\$ (8,843)	\$ (2,743)	\$ (5,500)	\$ (3,667)	\$ (15,423)	\$ (11,756)
OH & Taxes	\$ (795)	\$ (3,285)	\$ (2,490)	\$ (2,700)	\$ (1,800)	\$ (218)	\$ 1,582
Net	\$ (495)	\$ 13,517	\$ 14,012	\$ 11,800	\$ 7,866	\$ (13,998)	\$ (21,864)
<b>10. Family Engagement (3072)</b>							
Revenue	\$ 36,000	\$ 18,600	\$ (17,400)	\$ 18,000	\$ 18,000	\$ 29,550	\$ 11,550
Expenses	\$ (12,425)	\$ (9,877)	\$ 2,548	\$ (3,000)	\$ (2,000)	\$ (7)	\$ 1,993
OH & Taxes	\$ (9,540)	\$ (2,465)	\$ 7,075	\$ (4,770)	\$ (4,770)	\$ (3,915)	\$ 855
Net	\$ 14,035	\$ 6,258	\$ (7,777)	\$ 10,230	\$ 11,230	\$ 25,628	\$ 14,398
<b>11. Equity, Diversity and Inclusion (3073)</b>							
Revenue	\$ 110,000	\$ 42,765	\$ (67,235)	\$ 25,000	\$ 16,667	\$ -	\$ (16,667)
Expenses	\$ (71,078)	\$ (7,489)	\$ 63,589	\$ (5,000)	\$ (3,333)	\$ (1,000)	\$ 2,333
OH & Taxes	\$ (13,250)	\$ (5,666)	\$ 7,584	\$ (6,625)	\$ (4,417)	\$ -	\$ 4,417
Net	\$ 25,672	\$ 29,610	\$ 3,938	\$ 13,375	\$ 8,917	\$ (1,000)	\$ (9,917)
<b>12. Preschool Literacy ECRR (3120)</b>							
Revenue	\$ 4,500	\$ 28,596	\$ 24,096	\$ 5,000	\$ 3,333	\$ 22,333	\$ 19,000
Expenses	\$ (1,400)	\$ (1,431)	\$ (31)	\$ -	\$ -	\$ (4,631)	\$ (4,631)
OH & Taxes	\$ (596)	\$ (3,789)	\$ (3,193)	\$ -	\$ -	\$ (2,959)	\$ (2,959)
Net	\$ 2,504	\$ 23,376	\$ 20,872	\$ 5,000	\$ 3,333	\$ 14,743	\$ 11,410
<b>13. PO Regional Training (3171)</b>							
Revenue	\$ 7,000	\$ 2,550	\$ (4,450)	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (2,600)	\$ (4,699)	\$ (2,099)	\$ -	\$ -	\$ -	\$ -

**Public Library Association**  
**FY22 (2021-2022) Financial Report**

<b>Operating Budget Projects</b>	<b>FY21 Final</b>			<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
<b>Subproject</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
OH & Taxes	\$ -	\$ (7)	\$ (7)	\$ -	\$ -	\$ -	\$ -
Net	\$ 4,400	\$ (2,156)	\$ (6,556)	\$ -	\$ -	\$ -	\$ -
<b>14. PLDS (3172)</b>							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,491	\$ 17,491
Expenses	\$ -	\$ 6,695	\$ 6,695	\$ -	\$ -	\$ (147)	\$ (147)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,318)	\$ (2,318)
Net	\$ -	\$ 6,695	\$ 6,695	\$ -	\$ -	\$ 15,026	\$ 15,026
<b>15. Digital Learn (3188)</b>							
Revenue	\$ 45,000	\$ -	\$ (45,000)	\$ 30,000	\$ 20,000	\$ 15,000	\$ (5,000)
Expenses	\$ (62,000)	\$ (83,026)	\$ (21,026)	\$ (40,000)	\$ (26,667)	\$ (45)	\$ 26,622
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (17,000)	\$ (83,026)	\$ (66,026)	\$ (10,000)	\$ (6,667)	\$ 14,955	\$ 21,622
<b>16. National Conferences</b>							
<b>A. NC General Program (3061)</b>							
Revenue	\$ -	\$ 1,335	\$ 1,335	\$ 1,512,500	\$ 1,512,500	\$ 1,595,998	\$ 83,498
Expenses	\$ -	\$ 8,115	\$ 8,115	\$ (212,050)	\$ (283,367)	\$ (367,806)	\$ (84,439)
OH & Taxes	\$ -	\$ (354)	\$ (354)	\$ (400,812)	\$ (400,812)	\$ (422,940)	\$ (22,128)
Net	\$ -	\$ 9,096	\$ 9,096	\$ 899,638	\$ 828,321	\$ 805,252	\$ (23,069)
<b>B. NC Exhibits (3062)</b>							
Revenue	\$ -	\$ -	\$ -	\$ 1,462,500	\$ 1,462,500	\$ 1,246,655	\$ (215,845)
Expenses	\$ -	\$ (5,340)	\$ (5,340)	\$ (463,244)	\$ (372,244)	\$ (388,328)	\$ (16,084)
OH & Taxes	\$ -	\$ -	\$ -	\$ (321,312)	\$ (321,312)	\$ (315,895)	\$ 5,417
Net	\$ -	\$ (5,340)	\$ (5,340)	\$ 677,944	\$ 768,944	\$ 542,432	\$ (226,512)
<b>C. NC Promotion (3063)</b>							
Revenue	\$ -	\$ 900	\$ 900	\$ 30,000	\$ 30,000	\$ 31,314	\$ 1,314
Expenses	\$ -	\$ (153)	\$ (153)	\$ (30,600)	\$ (20,400)	\$ (30,809)	\$ (10,409)
OH & Taxes	\$ -	\$ -	\$ -	\$ (3,975)	\$ (2,650)	\$ (4,149)	\$ (1,499)
Net	\$ -	\$ 747	\$ 747	\$ (4,575)	\$ 6,950	\$ (3,644)	\$ (10,594)
<b>D. NC Registration (3064)</b>							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (16,700)	\$ (16,133)	\$ (16,692)	\$ (559)

**Public Library Association**  
**FY22 (2021-2022) Financial Report**

<b>Operating Budget Projects</b>	<b>FY21 Final</b>			<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
<b>Subproject</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ (16,700)	\$ (16,133)	\$ (16,692)	\$ (559)
E. NC Opening/Closing Session (3065)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ (75,000)	\$ (75,000)	\$ (255,000)	\$ (255,000)	\$ (262,073)	\$ (7,073)
Net	\$ -	\$ (75,000)	\$ (75,000)	\$ (255,000)	\$ (255,000)	\$ (262,073)	\$ (7,073)
F. NC Programs (3066)							
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ (105,000)	\$ (105,000)	\$ (99,500)	\$ 5,500
Net	\$ -	\$ -	\$ -	\$ (105,000)	\$ (105,000)	\$ (99,500)	\$ 5,500
G. NC Meal Events (3069)							
Revenues	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 21,540	\$ (28,460)
Expenses	\$ -	\$ -	\$ -	\$ (46,000)	\$ (46,000)	\$ (34,261)	\$ 11,739
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ (12,721)	\$ (16,721)
H. NC Preconference (3070)							
Revenues	\$ -	\$ -	\$ -	\$ 115,000	\$ 115,000	\$ -	\$ (115,000)
Expenses	\$ -	\$ -	\$ -	\$ (46,500)	\$ (41,833)	\$ (29,892)	\$ 11,941
OH & Taxes	\$ -	\$ -	\$ -	\$ (30,475)	\$ (30,475)	\$ -	\$ 30,475
Net	\$ -	\$ -	\$ -	\$ 38,025	\$ 42,692	\$ (29,892)	\$ (72,584)
I. NC Promotion/Planning (3145)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ (94,500)	\$ (49,563)	\$ 44,937	\$ (40,000)	\$ (26,667)	\$ (20,647)	\$ 6,020
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ (94,500)	\$ (49,563)	\$ 44,937	\$ (40,000)	\$ (26,667)	\$ (20,647)	\$ 6,020
J. PLA Virtual Conference (3173)							
Revenue	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ -	\$ (80,000)
Expenses	\$ -	\$ -	\$ -	\$ (24,300)	\$ (24,300)	\$ (52,853)	\$ (28,553)
OH & Taxes	\$ -	\$ -	\$ -	\$ (10,600)	\$ (10,600)	\$ -	\$ 10,600
Net	\$ -	\$ -	\$ -	\$ 45,100	\$ 45,100	\$ (52,853)	\$ (97,953)
<b>17. Grant Cost Shares</b>							

**Public Library Association**  
**FY22 (2021-2022) Financial Report**

<b>Operating Budget Projects</b>	<b>FY21 Final</b>			<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
<b>Subproject</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
A. Early Literacy Cost Share (3181)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
B. Inclusive Internship Cost Share (3185)							
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	\$ -	\$ (10,213)	\$ (10,213)	\$ -	\$ -	\$ (9,670)	\$ (9,670)
OH & Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ (10,213)	\$ (10,213)	\$ -	\$ -	\$ (9,670)	\$ (9,670)
<b>TOTAL OPERATING</b>	<b>FY21 Final</b>	<b>Actual</b>	<b>Variance</b>	<b>FY22 Budget</b>	<b>FY22 (as of April 2022)</b>		
	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>full year</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
Revenue	\$ 771,600	\$ 748,667	\$ (22,933)	\$ 3,916,000	\$ 3,700,000	\$ 3,378,510	\$ (321,490)
Expenses	\$ (1,244,656)	\$ (877,950)	\$ 366,706	\$ (2,275,983)	\$ (1,854,523)	\$ (1,843,939)	\$ 10,584
OH & Taxes	\$ (55,545)	\$ (28,673)	\$ 26,872	\$ (788,269)	\$ (781,503)	\$ (756,789)	\$ 24,714
Net	\$ (528,601)	\$ (157,956)	\$ 370,645	\$ 851,748	\$ 1,063,974	\$ 777,782	\$ (286,192)

**Public Library Association  
FY22 (2021-2022) Financial Report**

PLA Board of Directors  
October 2022 Meeting  
Document no.: 2023.9d

**Year-to-Date Report - GRANTS (Budgeted to Zero Out)  
FY22 as of April 2022**

<b>Project</b>	<b>TOTAL GRANT</b>	<b>TOTAL SPENT</b>	<b>BALANCE</b>	<b>FY22 Budget</b>	<b>FY22 (as of Apr. 2022)</b>			<b>GRANT BALANCE</b>
<u>Subproject</u>		through FY21	Close of FY21	<i>full year</i>	Budget	Actual	Variance	Post April 2022
<u>Microsoft Philanthropies (3160)</u>								
<i>Feb 2019 to mid-2021 (FY19-FY21)</i>								
Revenue	\$ 608,416	\$ 149,583		\$ 125,000	\$ 83,333	\$ 16,685	\$ (66,648)	\$ (16,685)
Expenses	\$ (546,705)	\$ (136,542)		\$ (111,607)	\$ (74,405)	\$ (15,182)	\$ 59,224	\$ 15,182
OH & Taxes	\$ (61,711)	\$ (13,041)		\$ (13,393)	\$ (8,929)	\$ (1,504)	\$ 7,426	\$ 1,504
Net	\$ 0	\$ -	\$ -	\$ -	\$ (1)	\$ -	\$ 1	\$ -
<u>AT&amp;T Digital Literacy (3162)</u>								
<i>Apr 2021 to end of 2022 (FY21-FY23)</i>								
Revenue	\$ 690,019	\$ 145,788	\$ 544,231	\$ 299,461	\$ 199,641	\$ 270,389	\$ 70,748	\$ 273,842
Expenses	\$ (648,917)	\$ (113,442)	\$ (535,475)	\$ (260,401)	\$ (173,601)	\$ (248,451)	\$ (74,850)	\$ (287,024)
OH & Taxes	\$ (41,102)	\$ (32,346)	\$ (8,756)	\$ (39,060)	\$ (26,040)	\$ (21,938)	\$ 4,102	\$ 13,182
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>IMLS-Family Engagement (3082)</u>								
<i>Sep 2020 to Aug 2021 (FY21)</i>								
Revenue	\$ 99,949	\$ 83,201		\$ -	\$ -	\$ 2,208	\$ 2,208	\$ (2,208)
Expenses	\$ (86,156)	\$ (76,387)		\$ -	\$ -	\$ (2,208)	\$ (2,208)	\$ 2,208
OH & Taxes	\$ (13,793)	\$ (6,814)		\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Gates Legacy Grant (3175)</u>								
<i>Jun 2016 to May 2026 (FY16-FY26)</i>								
Interest Income		\$ -				\$ 72,692		\$ 72,692
Revenue	\$ 10,805,701	\$ 3,282,344	\$ 7,523,357	\$ 945,935	\$ 630,623	\$ 585,103	\$ (45,520)	\$ 6,938,254
Expenses	\$ (9,635,947)	\$ (2,930,664)	\$ (6,705,283)	\$ (844,152)	\$ (554,656)	\$ (522,413)	\$ 32,243	\$ (6,182,870)
OH & Taxes	\$ (1,169,754)	\$ (351,680)	\$ (818,074)	\$ (101,783)	\$ (66,877)	\$ (62,690)	\$ 4,187	\$ (755,384)
Net	\$ -	\$ -	\$ -	\$ -	\$ 9,090	\$ -	\$ (9,090)	\$ -
<u>IMLS Inclusive Internships (3184)</u>								
<i>Mar 2017 - Dec 2021 (FY17-FY22)</i>								
Revenue	\$ 1,538,574	\$ 174,787		\$ -	\$ -	\$ 61,366	\$ 61,366	\$ (61,366)
Expenses	\$ (1,502,120)	\$ (170,275)		\$ -	\$ -	\$ (61,366)	\$ (61,366)	\$ 61,366
OH & Taxes	\$ (36,454)	\$ (4,512)		\$ -	\$ -	\$ -	\$ -	\$ -
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL GRANT</b>	<b>TOTAL SPENT</b>	<b>BALANCE</b>	<b>FY22 Budget</b>	<b>FY22 (as of Apr. 2022)</b>			<b>GRANT BALANCE</b>
<b>TOTAL GRANTS</b>		through FY21	Close of FY21	<i>full year</i>	Budget	Actual	Variance	Post April 2022
Revenue	\$ 13,742,659	\$ 3,835,703	\$ 8,067,588	\$ 1,370,396	\$ 913,597	\$ 935,751	\$ 22,154	\$ 7,131,837
Expenses	\$ (12,419,845)	\$ (3,427,310)	\$ (7,240,758)	\$ (1,216,160)	\$ (802,662)	\$ (849,620)	\$ (46,958)	\$ (6,391,139)
OH & Taxes	\$ (1,322,814)	\$ (408,393)	\$ (826,830)	\$ (154,236)	\$ (101,846)	\$ (86,132)	\$ 15,715	\$ (740,699)
Net	\$ 0	\$ -	\$ -	\$ -	\$ 9,089	\$ -	\$ (9,089)	\$ -
Interest			\$141,469			\$ 72,692		\$ 72,692

**Public Library Association, FY22 April 2022 Financial Narrative**

**FY22 Operating Budget as of April 2022**

<b>GENERAL FUND (12-401) Including Conference</b>	<b>April 2022 YTD Budget</b>	<b>April 2022 YTD Actual</b>	<b>April 2022 Variance</b>
<b>Total Revenues</b>	\$3,700,000	\$3,378,510	(\$321,490)
<b>Total Expenses before OH and tax</b>	(\$1,854,523)	(\$1,843,523)	\$10,584
<b>Overhead and Tax</b>	(\$781,503)	(\$756,789)	\$24,714
	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>
<b>Net Revenue (Expense)</b>	\$1,063,974	\$777,782	(\$286,192)
<b>FY22 Beginning Net Asset Balance</b>			
\$4,506,979			
<b>LONG TERM INVESTMENT</b>	<b>FY22 April 2022 Actual</b>		
<b>Beginning Balance FY22</b>	\$2,142,878		
<b>Interest/Dividends FY22</b>	\$64,582		
<b>Expenses FY22</b>	(\$8,419)		
<b>Realized Gains</b>	\$132,369		
<b>Unrealized Gains</b>	(\$395,336)		
<b>Ending Net Assets FY22</b>	\$1,936,073		

Operating Budget: As of April 2022, PLA is on budget with actual expenses of \$1,843,939 compared to \$1,854,523 in budgeted expenses. Revenues are 9% underbudget at 3,378,510, resulting in a net deficit of \$286,192. This deficit is due to lagging conference revenue but is on track to meet budget in FY22Q3 and Q4 through unrealized conference and non-conference revenue.

As of April, the majority of the 2022 PLA National Conference expenses and revenue have been recorded with \$2,895,507 in revenue, and \$1,302,861 in direct expense, as well as \$742,984 in overhead paid to ALA.

PLA's net conference revenue comes in at \$849,662, with approximately \$13K in outstanding expenses and \$141K in revenue are still to be recorded.

Nevertheless, due to lower than projected exhibitor revenue and significant pandemic-related expenses, the conference as a whole is on trend to net 20% under the budgeted \$1.2 million. Extraordinary pandemic-related expenses included additional security, contracted vaccination verification vendor, additional room, AV and facilities costs for social distancing, higher exhibit expenses for social distancing, supplies (masks and COVID tests) and equipment. These expenses totaled more than \$150K.

The rest of PLA's operating budget through April evidence stretched capacity due national conference production, as well as staff attrition. These conditions have meant delays in some non-conference revenue generation while staff continues to scrupulously monitor expenses and find cost savings.

- Administration: Spending on administrative costs (staff, board management), at \$417,019 is below budget (13% variance), largely due to staff attrition.
- Service to Members: Dues revenue is 17% ahead of budget, with \$363,919 collected against a budget of \$311,667. Dues expenses are underbudget due to consolidated communications and marketing efforts associated with conference. The conference year membership "bump" is partially reflected in these revenues.
- PLA publications comprise three budgets:
  - *Public Libraries* magazine is on budget with a \$46K planned deficit, despite low advertising sales and a down trend in extra subscription sales. PLA will start FY23 with a shift in advertising representation with PL in an effort to shift this free member benefit publication toward breaking even.
  - Every Child Ready to Read (ECRR) revenue budgeted at \$3K, came in at \$22,333. This upswing in revenue is due to a couple of large state library agency purchases; This gain, minus expenses (\$4,631) and overhead on sales (\$2,959), places the PLA-ALSC product on firm ground, netting \$14,743 to date.
  - Publications: PLA publications (products available through the ALA online store) are notably overbudget with only \$1,643 in recorded sales (against a budgeted \$8K), and \$15K of expense incurred in the design and printing of *Strategic Planning for Public Libraries*. Pandemic-related delays in the release of both the strategic planning title and the PLA Early Literacy Calendar mean that sales revenue will be realized later in the year.
- Due to staffing shortages, PLA suspended production of new paid Web CE in order to focus on the production of the PLA 2022 National Conference, including the expanded Virtual Conference. PLA Web CE revenue lagged behind budget with modest revenues of \$13,597. FY22 Q4 Web CE revenue will bring this budget in line before the end of the fiscal year.

- The Equity, Diversity and Inclusion budget is currently comprised with our revenue share partnership with Mia Henry on her Freedom Lifted virtual training series which launched in March 2022. PLA expects the participation threshold of 200+ participants for cost share activation will be achieved in FY22Q4.

The new Benchmark Data Platform, which was not projected as a significant revenue generator in FY22, has in April, already generated almost \$18K in subscription sales. A collaborative endeavor with ACRL, PLA's Benchmark platform expenses (\$80K budgeted in FY22) are covered under the Gates Legacy grant budget during its development period.

Long Term Investments: Beginning Long Term Investment (LTI) Net Assets appear as \$2,142,877 in FY22 close. April 2022 Net Assets of \$1,936,073 based on market conditions.

Grant Budgets:

<b>GRANT FUNDS (47&amp;48)</b>	<b>FY22 April Budget</b>	<b>FY22 April YTD Actual</b>	<b>FY22 April Variance</b>
<b>Total Revenues</b>	\$913,597	\$935,751	\$22,154
<b>Total Expenses before OH and tax</b>	(\$802,662)	(\$849,620)	\$46,958
<b>Overhead</b>	(\$101,846)	(\$86,132)	\$15,7145
	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>
<b>Net Revenue (Expense)</b>	\$9,089	(\$0)	(\$9,089)

As of April 2022, PLA had spent \$849,620 in grant funds compared to a budgeted amount of \$802,662, running 6% over budget. Spending in the Gates funds are on budget, with \$522K spent on PLA staff salaries as well as support for Project Outcome and Benchmark data platform development and upgrades. The Digital Learn AT&T budget also proceeds on budget. The \$9,000 expense variance shown is due to timing for allocation of overhead.



To: PLA Board of Directors

From: PLA Budget and Finance Committee

Re: Operating Agreement Working Group Recommendations

Date: October 12, 2022

The PLA Budget & Finance committee met to discuss the Operating Agreement Working Group (OAWG) Final Report and Recommendations (EBD#10.12/CD#40.1) presented at the June 2022 ALA Executive Board Meeting. We support the revised policy which eliminates practices, procedures and internal ALA processes and maintains governance and programmatic autonomy and authority for Divisions. At this point, we support a single ALA net asset balance as a means to strengthen the Association as a whole and streamline its operations. We will, however, need to see how the new financial model is clearly reflected in budget practice and procedure.

In February of 2021 the PLA Board provided feedback to the OAWG, expressing support for the goals that underpin the work of the group, to simplified financial reporting, along with a number of requests to best address goals related to innovation, autonomy and financial stability.

Now that the OAWG's Recommendations and Report have been accepted by the ALA Executive Board, and referred to the Committee on Organization for review, the PLA Budget & Finance Committee looks ahead to the next steps in this process, namely the work of the Implementation Task Force charged with developing a new budget process, and the possibility of an internal working group recommended to "revise operational practices that update and include accountability and service expectations for shared services."

Following discussion, and agreement that we support the recommendations regarding the operational practices articulated in EBD#10.12/CD#40.1, the PLA Budget & Finance Committee affirms the overall concerns articulated in February 2021 and expands on positions and recommendations in light of the OWAG Recommendations.

- Our expectation is that by shifting the Operating Agreement to an exclusive policy focus, the recommended internal operational practices group will include division representation; We wish for this to be a participatory process that includes the divisions and general fund staff. We recommend that an external facilitator convene the operational practices group to ensure fair, equitable and transparent process, ask tough questions, and ensure an efficient timeline. This internal group will benefit from a clearly defined charge and expectations for implementation.
- The establishment and codification of specific standards and expectations for mandated shared services, as well as accountability to those standards, will be essential to financial

growth of the Association as well as cultivation of a culture of trust and mutuality within the Association.

- Our expectation is that ALA will establish a budget process tied to the ALA Pivot Plan and related budget goals, revenue targets, and financial reporting alongside a clearly well-defined new financial model; The budget process must address how seed money for new initiatives, taken in the past from net asset balances, will be determined. The process must also explicitly address the extent to which some revenue over expenses may be transferred into the endowment in any given fiscal year.
- With the elimination of the net asset balance practice, it is essential that both policy practice and process specifically address the division two-year budget cycle. This ebb and flow of conference and “spend down” years is how divisions sustain revenues and contribute significantly to the ALA bottom line.
- We encourage a regular cycle of review and evaluation for operational practices alongside the 5-year review cycle for the Operating Agreement; Interim changes to the operating agreement recommended by ALA leadership or other appropriate policy-making bodies should also be accompanied by an operational practices review. There should be reciprocity in this dynamic (e.g., should operational practices shift, an interim adjustment to the Operating Agreement would follow).
- It is important for a division to determine its own staffing based on its strategic considerations and financial resources. A transparent process for divisions to add staff under the new financial model must be part of codified internal operations.

**EBD#10.12/CD#40.1  
2021-2022**

**To:** ALA Executive Board and ALA Council

**Re:** Operating Agreement Work Group Final Report and Recommendations

**DATE:** June 17, 2022

**ACTION REQUESTED/INFORMATION/REPORT:** This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council.

**CONTACT PERSON:**

Maggie Farrell, [maggie.farrell@unlv.edu](mailto:maggie.farrell@unlv.edu), ALA Treasurer; Operating Agreement Work Group Co-Chair

Andrew Pace, [andrewkpace@gmail.com](mailto:andrewkpace@gmail.com), Operating Agreement Work Group Co-Chair

**DRAFT OF MOTION:**

- 1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 2) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

**BACKGROUND:**

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

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020 with an extension to continue the work through June 2022. For nearly two years, the Work Group has met with a variety of member leaders through Division, PBA, Council, BARC, F&A, and the Executive Board. These meetings complemented thoughtful and lively discussions within the Work Group. The Work Group is presenting their final report with specific recommendations for next steps.

The Work Group has drafted for consideration a revised policy to outline the relationship between ALA and Divisions. The draft separates policy from practice and creates a clearer understanding of the interdependencies and strengths of the ALA structure. The Work Group is recommending the following actions:

- 1) Revise the current Operating Agreement policy to focus only on policy.
  - a. Update the language for a united ALA organization to achieve its mission while appreciating the specialization and expertise that Divisions bring to the Association.
  - b. Remove redundant sections from the policy such as “values” that are articulated in other ALA policies.

- c. Remove language with outdated historical context and staff organizational structure.
  - d. Remove practices and procedures from the policy and place within appropriate operational practices and internal ALA processes.
  - e. Remove references to Divisional “Net Asset Balances” and place within the appropriate operational practices and internal ALA processes.
  - f. Remove references to “overhead” from the policy and build within the practice a funding strategy for financing shared and member value services.
- 2) Revise the [Operational Practices](#) to outline how various aspects of the Policy are to be implemented.
- a. Develop a new budget process that is clear, consistent, collaborative, and employs strong communication throughout the Association.
  - b. Eliminate the internal transfer of Division funds referred to as “overhead” to develop a new process for funding shared operational and member valued services through a new budget process.
  - c. Consider a budget process for RoundTables and some ALA units who internally transfer funds as “overhead” to determine if this practice should continue or if a new budget process manages these expenses.
  - d. Determine a strategy that addresses the historical Net Asset Balances as a new budget process is developed.
  - e. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment.
  - f. Develop accountability measures that review and ensure quality shared services.

Motions:

- 4) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 5) If the new policy is approved, authorize an Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 6) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

The following individuals diligently served on and/or supported the Work Group:

Maggie Farrell, Andrew Pace, Clara Bohrer, Diane Chen, Sophia Sotilleo, Miranda Bennett, Christine Dulaney, Clara Harmon, Wanda Brown, Peter Hepburn, Tammy Dillard Steels, Kara Malenfant, Kerry Ward, Lorelle Swader, Denise Moritz, Dina Tsourdinis, Melissa Walling, Kathi Kromer, Keith Brown, Marsha Burgess, and Holly Robison.

Attachments:

- Recommended Policy (clean copy)
- Current Policy
- Current Policy with Track Recommended Changes

#### **A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1) DRAFT REVISION BY OPERATING AGREEMENT WORK GROUP, June 2022**

##### **A.4.3.4.2 Preamble**

The American Library Association (ALA) is one association, governed by one Council, from which its Executive Board is elected. ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of the Executive Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions are inextricably interrelated in overall mission, structure, personnel, resources, and operations. All members of Divisions first join ALA in support of general interest in libraries and librarianship. Their decision to become Division members is an indication of their special interests, thus the commitment of Divisions to serve those special interests.

By this commitment, expressed in an array of services germane to their mission statements, the Divisions serve the American Library Association as a whole. ALA looks to the Divisions as the subject matter experts in their respective mission areas and tangibly recognizes the importance of Divisions by providing for operational needs, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the specialization that Divisions bring to ALA, as well as the value of shared services provided by ALA. The specialties and focus on their members that Divisions provide are of tremendous value to the Association, just as ALA's shared mission and values are of value to the entire membership.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and set policy (ALA Bylaws, Article IV Section 2c; ALA Policy A.4.2.3)
- Negotiation of performance objectives of Division Executive Directors (ALA Bylaws, Article VI; ALA Policy A.4.3.4.8)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association
- Staff and volunteer representation on Association-wide bodies
- Participation in the strategic planning and budgeting process

In sum, this document is designed to serve as a cooperative framework in which the Divisions can focus on their valued contributions to ALA and their members while ensuring the long-term success of a unified Association.

#### **A.4.3.4.3 Purpose, Implementation, and Review Process**

##### **A. *Purpose***

The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and responsibility in developing programs and services that meet the needs of their members. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council.

##### **B. *Implementation***

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

[Operational Practices](#): Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the [Operational Practices](#) for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

#### C. *Review Process*

To make this Agreement responsive to the needs of the Association, this policy shall be reviewed as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. Interim changes may be recommended by ALA Leadership (Executive Board, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.

Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programs of ALA and the Divisions.

#### Roles of Key Parties to the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to the Operating Agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.
- Division Executive Directors: identify problem areas and issues and work with ALA management and Division Boards to explore problems and solutions.

#### **A.4.3.4.4 Use of ALA Services**

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ALA Divisions must be housed in properties owned or leased by the Association.

#### **A.4.3.4.5 Financial**

Divisions are governed by prevailing ALA fiscal policies and procedures related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

##### *A. Shared Services and Expenses*

The fiscal arrangements between ALA and its membership Divisions can be categorized in four ways—shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

1. Shared Administrative and Operational Expenses
  - a. Award promotion
  - b. Communications and media
  - c. Executive Office and Governance
  - d. Financial and Accounting Services
  - e. Human Resources
  - f. Legal services
  - g. Library & information resources and archive services
  - h. Member Services (e.g., ALA Annual Conference travel, equipment, supplies, services, and space; customer services; and other services as defined in the Operational Practices.)
  - i. Publishing and intellectual property (IP) services (e.g., copyright, rights, and permission services)
  - j. Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)
2. Shared Member Value and Mission-based Expenses
  - a. ALA Development
  - b. Accreditation
  - c. Center for the Future of Libraries



- d. Chapter Relations
  - e. Data, Research & Design
  - f. Diversity, Literacy, and Outreach Services
  - g. Human Resource Development
  - h. Intellectual Freedom
  - i. International Relations
  - j. Public Policy & Advocacy
  - k. Public Programs
3. Division Expenses
- a. Division personnel compensation
  - b. Projects and activities of the Divisions except as specified in this agreement
  - c. Membership group support (governance: boards, committees, etc.)
  - d. Divisions may purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.
4. Direct Cost Services
- Divisions will pay directly for specialized services as defined in Operational Practices.

B. *Net Asset Balances*

ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build or maintain separate net asset balances.

C. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source, including historical net asset balances or budgeted revenue that exceeds expenses, once ALA's liquidity position and budget can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy A.6.5.1.

Net asset transfers by the Divisions to the Endowment Fund will be reviewed and approved as part of the budget process and after review of ALA's liquidity position to determine sufficient cash balances to support the transfer.

D. *Division Budget Process and Review*

The ALA budget process is codified in [Operational Practices](#) and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility

for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members.

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

F. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

#### **A.4.3.4.6 Publishing Activities**

The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most

needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication(s), should be offered to ALA Publishing & Media for first consideration. A Division may pursue other publishing opportunities if considerations such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their publications.

A Division may purchase production services from ALA's central production services team, part of ALA Publishing & Media and the Governance Office.

ALA Publishing & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing & Media on royalties and other variables of publishing.

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of recordings of a Division's conference programs. Divisions have the right to record and market recordings of Division pre-conferences, programs at ALA Annual Conferences that ALA chooses not to record, and at Division national and regional conferences and meetings.

#### **A.4.3.4.7 Personnel**

All ALA personnel are responsible to the ALA Executive Director and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the membership of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves in a senior professional position and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designees.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, the ALA Executive Director, Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ALA Management that has responsibility for evaluating the performance of Division Executive Directors. The ALA Executive Director or Department Head shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### **A.4.3.4.8 Division National Conferences, Pre-conferences, and Related Activities**

Divisions may conduct pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and LibLearnX Meeting in order "to view and explore areas of Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional

chapters and the proposed Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters and Divisions.

#### **A.4.3.4.9 Conference Programming**

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section A.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### **A.4.3.4.10 Special Projects of Divisions**

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

#### **A.4.3.4.11 Planning**

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. Divisions have the responsibility to develop and implement a planning process to guide their programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.

*A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions  
(Old Number 6.4.1)*

1. *Preamble* The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions. Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (ALA Policy 6.4.1 VII)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

## *2. Current Organizational Values of ALA*

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

### *1. Unity*

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

### *2. Diversity*

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

### *3. Authority*

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of



the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

#### 4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

#### 5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

### 3. *Purpose, Scope, Implementation, Review Process, and Definitions*

#### 1. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

#### 2. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

#### 3. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by



BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.

- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.

#### Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

#### 4. *Definitions*

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues

contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *ALA Basic Services*: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/ administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.
- *Division Basic Services*: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead*:
  1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
  2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

#### 4. Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

#### 5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

##### 1. *Dues*

Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA [Bylaws, Article I, Section 2](#); [Article VI, Section 6](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA [Bylaws, Article I, Section 2 A.7](#))

##### 2. *Council Actions with Fiscal Implications*

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

##### 3. *Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:

1. Staff Support Services Department

- Office space and related services
- Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
- Distribution services
- Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
- Equipment maintenance on equipment supplied by ALA

- Personnel services
- Purchasing
- Data processing (as defined in an Operational Practice)
- Storage and warehouse space

2. Member Programs and Services and Communications  
Departments

- Conference Arrangements, including:
  - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
  - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
  - Exhibit space at Annual Conference
- Membership services
- Public information services, including the preparation and distribution of news releases

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

7. Office for Intellectual Freedom

8. Office for Literacy and Outreach Services

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

1. Staff Support Services

- Specialized data processing, as defined in an Operational Practice
- Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
- Printing and duplication, as defined in an Operational Practice
- Telephone services not specified in V.C.1.a., as defined in an Operational Practice
- Postage for special mailings, as defined in an Operational Agreement

2. Fiscal Services

- Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
- Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
  - registration fees
  - exhibit space rental
  - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
    - 50% of the ALA composite rate in 1991 and 1992
    - 75% of the ALA composite rate in 1993
    - 100% of the ALA composite rate in 1994)
- Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
  - net sales of materials
  - subscriptions

- advertising except in those publications which are provided to Division members as a perquisite of membership
- other miscellaneous fees
- Overhead will not be assessed on revenues from:
  - dues
  - donations
  - interest income
  - ALA royalties to Divisions
  - travel expense reimbursements from outside organizations
  - separately-ticketed events at conferences (e.g., tours and meal functions)
  - advertising in those publications which are provided to Division members as a perquisite of membership

### 3. Publishing

- Subscription and order billing services
- Central production services
- Marketing services

### 3. ALA and the Divisions share the costs of the following:

- Division Leadership Enhancement Program
- Awards promotion

### 4. Divisions assume total responsibility for the following costs:

- Division personnel compensation
- Projects and activities of the Divisions except as specified in this agreement
- Membership group support (governance - boards, committees, etc.)
- Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.

### 5. Divisions may:

Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

### 4. *Fund Balances*

1. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
2. Divisions will not receive interest on fund balances or deferred revenue.

5. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

6. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

1. Above the capitalization limit:
  1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
  2. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
2. Below the capitalization level, Division have the authority to purchase equipment outright.

7. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

8. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is

not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

#### 9. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

#### 10. *Other*

##### 1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

##### 2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

#### 6. *Publishing Activities*

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.



A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division preconferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

## *7. Personnel*

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees. Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has

delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### *8. Division National Conferences, Preconferences, and Related Activities*

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

#### *9. Annual Conference and Midwinter Meeting*

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### *10. Special Projects of Divisions*

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals

and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

#### *11. Planning*

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

#### A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

##### A.4.3.4.2 Preamble

~~1-~~ The American Library Association (ALA) is ~~unique among American associations in the manner in which it is structured. It is~~ one association, ~~with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is~~ governed by one Council, from which its Executive Board is elected, ~~and~~ ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of ~~that the Executive~~ Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

~~It is also the home for eleven Divisions, each of which has:~~

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions ~~and all other units of ALA~~ are inextricably interrelated in overall mission, structure, personnel, resources, ~~overall mission~~, and operations. All members of Divisions ~~are first~~ members join ALA in support of ALA's general interest in libraries and librarianship. Their ~~voluntary selection of decision to become~~ Division membership members is an indication of their special interests, ~~in addition to their general concern for libraries and librarianship, and it demands~~ thus the commitment of ~~the~~ Divisions to serve those special interests.

By this commitment, expressed in ~~publications, conference programming, advisory an array of services, and other educational activities~~ germane to their mission statements, the Divisions serve the American Library Association as a whole. ~~By supporting Division operations through~~ ALA looks to the provision of space Divisions as the subject matter experts in their respective mission areas and ~~services, ALA gives tangible evidence of its recognition of~~ tangibly recognizes the importance of Divisions ~~in meeting the~~ by providing for operational needs ~~of its members,~~ and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in ~~all~~ relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between specialization that Divisions ~~and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness bring to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.~~

~~These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA/ALA, as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the shared services provided by ALA. The specialties and ALA focus on their members and units must recognize that Divisions provide are of tremendous value to ALA as a whole of the services provided by Divisions the Association, just as ALA's shared mission and values are of value to the entire membership.~~

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA-Error! Hyperlink reference not valid.) Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and to set policy
  - ~~(ALA-Error! Hyperlink reference not valid.) Bylaws, Article IV Section 2c;~~ ALA Policy 5A.4.2.3)
- ~~Representation on the Planning and Budget Assembly (ALA-Error! Hyperlink reference not valid.)~~
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (
  - (ALA Bylaws, Article VI; ALA Policy ~~6A.4.1-VII)3.4.8)~~
- Day-to-day involvement of Division staff in the operations and deliberations of the Association-Representation
- Staff and volunteer representation on Association-wide bodies-including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the strategic planning and budgeting process-

In sum, this document is designed to continue serve as a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

~~2. Current Organizational Values of ALA~~

~~This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.~~

~~1. Unity~~

~~ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.~~

~~2. Diversity~~

~~ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.~~

~~3. Authority~~

~~Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.~~

~~4. Autonomy~~

~~ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out can focus on their missions when valued contributions to ALA and their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions while ensuring the long-term success of a unified Association.~~

~~5. Collaboration/Cooperation~~

~~ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.~~

~~3. A.4.3.4.3 Purpose, Scope, Implementation, and Review Process, and Definitions~~

~~-~~

~~1.A. Purpose and Scope~~

~~Divisions have~~The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and

responsibility; ~~however, the corporate and legal entity is the American Library Association in developing programs and services that meet the needs of their members.~~ Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution ~~and~~, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ~~ALA has other policies and procedures that govern the relationships with other organizational units.~~

## 2.B. Implementation

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division ~~executive directors.~~ Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

## 3.C. Review Process

To make this Agreement responsive to the needs of the Association, ~~it~~ this policy shall be reviewed ~~on an annual basis~~ as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. ~~Changes~~ Interim changes may be recommended by ~~Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:~~



- ~~Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.~~
- ~~Midwinter Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.~~
- ~~Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.~~

~~Annual Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to ALA Leadership (Executive Board for action by Council, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.~~

- Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the ~~program~~programs of ALA and ~~of~~ the Divisions.

#### Roles of Key Parties to ~~operating agreement~~the Operating Agreement

- ~~Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.~~
  - ~~BARC: identify problem areas and issues; communicate information concerning the operating agreement~~Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to ~~operating agreement~~the Operating Agreement.
  - ~~ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.~~ Division
    - ~~Division Executive Directors: identify problem areas and issues and review as appropriate work with ALA management and Division Boards.~~
- ~~4. Definitions to explore problems~~
- ~~The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:~~solutions.
    - ~~Policies: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.~~



- ~~Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.~~

#### A.4.3.4.4 Use of ALA Services

~~Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.~~

~~Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.~~

- ~~ALA Basic Services: Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.~~
- ~~Division Basic Services: Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.~~
- ~~Overhead:~~
  1. ~~Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue generating activities identified in this policy document.~~

~~2.— External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.~~

~~•— Fund Balance: Accumulated net revenue.~~

#### ~~4. Use of ALA Services~~

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ~~Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives.~~ ALA Divisions must be housed in properties owned or leased by the Association.

#### 5. A.4.3.4.5 Financial—

Divisions are governed by prevailing ALA fiscal policies and procedures: related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

##### ~~1.— Dues~~

~~Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Error! Hyperlink reference not valid.;Error! Hyperlink reference not valid.)~~

~~Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA Error! Hyperlink reference not valid.)~~

##### ~~2.— Council Actions with Fiscal Implications~~

~~Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)~~

#### 3.A. Shared Services and ChargesExpenses

The fiscal arrangements between ALA and its membership Divisions ~~in regard to charges for services~~ can be categorized in ~~five~~four ways. ~~The five categories are defined below. Specific examples of the services in each category are given—~~shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

~~1. ALA provides to Divisions at no direct charge the following services of ALA Departments~~Shared Administrative and Offices:

~~1. Staff Support Services Department~~

- ~~Office space and related services~~
- ~~1. Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice~~Expenses
  - ~~Distribution services~~
  - ~~Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member~~
  - ~~Equipment maintenance on equipment supplied by ALA~~
  - ~~Personnel services~~
  - ~~Purchasing~~
  - ~~Data processing (as defined in an Operational Practice)~~
  - ~~Storage and warehouse space~~
- a. Member Programs and Services and Award promotion
- ~~2.b. Communications Departments and media~~
- c. Executive Office and Governance
- d. Financial and Accounting Services
- e. Human Resources
- f. Legal services
- g. Library & information resources and archive services
  - Member Services (e.g., ALA Annual Conference Arrangements, including:
    - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
- ~~h. Equipment (e.g., AV and computers including the cost of labor), equipment, supplies, services, and space for programs, meetings; customer services; and offices at the Midwinter Meeting and Annual Conference (other services as defined in an the Operational Practice) Practices.)~~
  - Exhibit space at Annual Conference
- Membership Publishing and intellectual property (IP) services

- i. Public information (e.g., copyright, rights, and permission services, including the preparation and distribution of news releases)

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

- j. Office Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)

2. Shared Member Value and Mission-based Expenses

a. ALA Development

b. Accreditation

7.a. Center for Intellectual Freedom

c. Office for the Future of Libraries

d. Chapter Relations

e. Data, Research & Design

8.f. Diversity, Literacy, and Outreach Services

g. Human Resource Development

h. Intellectual Freedom

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

## ~~1. Staff Support Services~~

- ~~• Specialized data processing, as defined in an Operational Practice~~
- ~~• Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control~~
- ~~• Printing and duplication, as defined in an Operational Practice~~
- ~~• Telephone services not specified in V.C.1.a., as defined in an Operational Practice~~
- ~~• Postage for special mailings, as defined in an Operational Agreement~~

## ~~2. Fiscal Services~~

- ~~• Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.~~
- ~~• Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:~~
  - ~~• registration fees~~
  - ~~• exhibit space rental~~
  - ~~• meal functions, except for separately ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:~~
    - ~~• 50% of the ALA composite rate in 1991 and 1992~~
    - ~~• 75% of the ALA composite rate in 1993~~
    - ~~• 100% of the ALA composite rate in 1994)~~
- ~~• Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:~~
  - ~~• net sales of materials~~
  - ~~• subscriptions~~
  - ~~• advertising except in those publications which are provided to Division members as a perquisite of membership~~
  - ~~• other miscellaneous fees~~
- ~~• Overhead will not be assessed on revenues from:~~
  - ~~• dues~~
  - ~~• donations~~

- ~~interest income~~
- ~~ALA royalties to Divisions~~
- ~~travel expense reimbursements from outside organizations~~
- ~~separately ticketed events at conferences (e.g., tours and meal functions)~~
- ~~advertising in those publications which are provided to Division members as a perquisite of membership~~

### ~~3. Publishing~~

- ~~Subscription and order billing services~~
- ~~Central production services~~
- ~~Marketing services~~

### ~~3. ALA and the Divisions share the costs of the following:~~

- ~~Division Leadership Enhancement Program~~
- ~~Awards promotion~~

### ~~4. Divisions assume total responsibility for the following costs:~~

- ~~i. International Relations~~
- ~~j. Public Policy & Advocacy~~
- ~~k. Public Programs~~

### 3. Division Expenses

- a. Division personnel compensation
- b. Projects and activities of the Divisions except as specified in this agreement
- c. Membership group support (governance—: boards, committees, etc.)
  - ~~Furnishings and equipment purchased by Divisions and over which they have sole control and use. See also Section IX, Annual Conference and Midwinter Meeting.~~

### ~~5. Divisions may:~~

- d. Purchase purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.

### 4. ~~Fund~~ Direct Cost Services

Divisions will pay directly for specialized services as defined in Operational Practices.

### 4.B. *Net Asset Balances*

~~1. ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build and/or maintain fund separate net asset balances appropriate to their needs. A fund balance is defined as accumulated net revenue.~~

~~2. Divisions will not receive interest on fund balances or deferred revenue.~~

#### ~~5.C. Endowments~~

Divisions may establish endowments or add to existing Division endowments from any source, including ~~existing fund~~ historical net asset balances or budgeted revenue that exceeds expenses, once ~~the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the ALA's liquidity position and~~ budget review process and approved financial plan can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy. ~~The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy. A.6.5.1.~~

#### ~~6. Furniture and Equipment~~

~~ALA will provide basic furniture and equipment to each regular Division staff member.~~

Net asset transfers by the Divisions to the Endowment Fund will retain sole control be reviewed and use approved as part of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

~~1. Above the capitalization limit:~~

~~1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.~~

~~2. Divisions can purchase furniture and equipment through ALA budget request process by paying and after review of ALA's liquidity position to determine sufficient cash balances to support the scheduled depreciation, subject to ALA priorities and approval transfer.~~

~~2. Below the capitalization level, Division have the authority to purchase equipment outright.~~

#### ~~7. D. Division Budget Process and Review~~

The ALA budget process is codified in Operational Practices and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions ~~also~~ will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. Divisions with Small Revenue Bases/Number of Members

~~8. ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.~~

~~Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.~~

9. Association Finances



~~The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.~~

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

~~10.F.~~ Other

1. Credit and Collections

~~1.~~ Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)  
To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

~~6.~~ **A.4.3.4.6 Publishing Activities**

~~The ALA Publishing Committee has the responsibility for control of the ALA imprint.~~

~~A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.~~

Materials prepared by a Division, for other than its own publication ~~must(s), should~~ be offered to ALA Publishing Services & Media for first consideration. A Division ~~has the right to accept or reject ALA's offer and may~~ pursue other publishing opportunities ~~if considerations~~

such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their ~~periodicals~~publications.

~~The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.~~

A Division may purchase production ~~and distribution~~ services from ~~ALA's~~ALA's central production ~~unit. A Division may also purchase marketing services from the team, part of ALA Publishing Services Department~~& Media and the Governance Office.

ALA Publishing Services & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services & Media on royalties and other variables of publishing. ~~An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.~~

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market ~~tapes~~recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of ~~tapes~~recordings of a ~~Division's~~Division's conference programs. Divisions have the right to record and market ~~tapes~~recordings of Division ~~preconferences~~pre-conferences, programs at ALA Annual Conferences ~~which that~~ ALA chooses not to record, ~~and at~~ Division national ~~conferences~~ and regional ~~institutes~~conferences and meetings.

#### ~~7.~~ A.4.3.4.7 **Personnel**—

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the ~~memberships~~membership of their respective Divisions.

All ALA employees are subject to ~~ALA's~~ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves ~~as an ALA Program Director, in~~ a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the ~~Division's~~Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff

members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director ~~and the Division Board~~ in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its ~~designates-designees~~.

Each ~~Division's~~Division's Board of Directors shall annually review the performance of the ~~Division's~~Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, ~~Associate~~the ALA Executive Director, ~~Member Programs and Services~~Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ~~the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the ALA~~Management that has responsibility for evaluating the performance of Division Executive Directors. The ~~Associate~~ALA Executive Director, ~~Member Programs and Services, or~~Department Head shall discuss the confidential report of the performance review with the ~~Division's~~Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

#### **8. A.4.3.4.8 Division National Conferences, ~~Preconferences~~Pre-conferences, and Related Activities**

-  
Divisions may conduct ~~preconferences~~pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" "Conference" and Midwinter LibLearnX Meeting in order "to view and explore areas of divisional~~divisional~~Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed

proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed ~~divisional~~Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters and Divisions.

~~Annual~~

#### A.4.3.4.9 Conference ~~and Midwinter Meeting~~—Programming

~~9.~~

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section V-CA.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

#### A.4.3.4.10 Special Projects of Divisions—

~~10.~~

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

#### A.4.3.4.11 Planning—

~~11.~~

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. ~~They~~Divisions have the responsibility to develop and implement a planning process to guide their ~~program~~programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the

priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ~~ALA's~~ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the ~~Division's~~Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.



# 2022 2026

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## Public Library Association **Strategic Plan**

Approved by the Public Library Association  
(PLA) Board of Directors June 2022



# Our Vision

A dynamic public library is the heart of every community.

Library  
Card  
Services  
←



# Our Purpose

PLA strives to make our vision a reality by strengthening public libraries and their contribution to communities.

# Our Goals







## Equity, Diversity, Inclusion & Social Justice

*PLA centers equity, diversity, inclusion and social justice (EDISJ) in working with and for libraries as places of equitable opportunity.*

- Create systems that center EDISJ as we strive to become a more open, inclusive and accessible organization.
- Provide the tools, trainings and communications libraries need to most actively contribute to advancing EDISJ principles in their libraries and communities.
- Actively participate and lead within ALA and with partners to move the field towards structural level changes that create more inclusive and welcoming library spaces, services, practices and staffing models.

## Transformation

*PLA works with and for public libraries as they evolve to become more responsive to and reflective of ever-changing community needs.*

- Provide training, networking and resources that build equitable workplaces.
- Provide platforms for libraries to share and test emerging best practices that lead to active inclusion, welcoming and belonging.
- Support libraries in advancing all literacies and expanding meaningful and relevant access that results in community wellbeing.



## Professional Growth

*PLA offers inclusive pipelines and pathways for the professional growth of all library workers.*

- Create more opportunities within PLA to support a growing cohort of library leaders with diverse experiences and backgrounds over the course of their careers.
- Grow the knowledge, skills and confidence of workers at all levels within local public libraries.
- Support library workers and advocates in leading from the values of the library field.



## Advocacy & Awareness

*PLA is the national voice for championing public libraries as a public good.*

- Support public libraries' efforts to communicate alignment of strategic priorities and core values in meeting community needs.
- Build library staff capacity to collect and share impacts with local, regional and state stakeholders and initiatives.
- Amplify the broad national impact of public libraries by aggregating and sharing data and stories.
- Collaborate with national-level partners to support legislative efforts that advance library interests.

## Organizational Excellence

*PLA is the most trusted and innovative public library membership organization.*

- Apply principles of EDISJ and use an equity impact analysis in decision making.
- Prioritize and align resources to increase membership and revenue.
- Measure impact on the library field in order adapt to new trends and models in association organization and membership.
- Seek and maintain a range of partnerships and funders to introduce and increase opportunities into the field.



## Contact Us

225 N. Michigan Ave., Suite 1300  
Chicago, IL 60601  
Phone: (800) 545-2433  
Email: [pla@ala.org](mailto:pla@ala.org)



**EBD #1.0**  
**2022-2023**

## 2022-2023 ALA EXECUTIVE BOARD MEETING AND CONFERENCE CALL SCHEDULE

### ALA Executive Committee Monthly Conference Calls – 1<sup>st</sup> Tuesday of each month

*Time: All calls are 60 minutes beginning at 3:00 PM Central Time (12:00 PM Alaska, 1:00 PM Pacific, 2:00 PM Mountain, 4:00 PM Eastern).*

- July 5, 2022
- August 2, 2022
- September 6, 2022
- October 4, 2022
- November 1, 2022
- December 6, 2022
- January 3, 2023
- February 7, 2023
- March 7, 2023
- April 4, 2023
- May 2, 2023
- June 6, 2023

### ALA Executive Board Monthly Conference Calls – 3<sup>rd</sup> Tuesday of each month

*Time: All calls are 90 minutes beginning at 3:00 PM Central Time (12:00 PM Alaska, 1:00 PM Pacific, 2:00 PM Mountain, 4:00 PM Eastern).* [Join Zoom Meeting](#) Meeting ID: 945 3871 1937 Passcode: 221047

- July 19, 2022
- August 16, 2022
- September 20, 2022
- October 18, 2022
- November 15, 2022
- December 20, 2022
- January 17, 2023
- February 21, 2023
- March 21, 2023
- April 18, 2023
- May 16, 2023
- June 20, 2023

### ALA Executive Board In-person Meetings

<u>Event</u>	<u>Location</u>	<u>Date</u>
<b>2022-2023</b>		
Fall Meeting	Chicago, IL	October 21-23, 2022
ALA Library Learning Experience (LLX)	New Orleans, LA	January 27-31, 2023
Spring Meeting	Chicago, IL	April 14-16, 2023
ALA Annual Conference & Exhibition	Chicago IL	June 22-27, 2023
<b>2023-2024</b>		
Fall Meeting	Chicago, IL	October 20-22, 2023
ALA Library Learning Experience (LLX)	Orlando, FL	January 26-29, 2024
Spring Meeting	Chicago, IL	April 5-7, 2024
ALA Annual Conference & Exhibition	San Diego, CA	June 27-July 2, 2024
<b>2024-2025</b>		
Fall Meeting	Chicago, IL	October 18-20, 2024
ALA Library Learning Experience (LLX)	Phoenix, AZ	January 24-27, 2025
Spring Meeting	Chicago, IL	April 4-6, 2025
ALA Annual Conference & Exhibition	Philadelphia, PA	June 26-July 1, 2025

[Executive Board Meeting Materials](#)

Questions? Contact [governance@ala.org](mailto:governance@ala.org)