



**PLA Board of Directors Meeting  
June 24, 2023**

**ALA Annual Conference, Chicago  
Palmer House, Crystal Room  
Board Lunch  
12:00 Noon – 1:00pm Central**

**Board Meeting  
1:00pm – 5:00pm Central**

**Revised Agenda\***

\*Items highlighted in yellow below were updated on June 22, 2023.

1. **Welcome and Introductions**, *Dr. Maria Taesil Hudson McCauley, President*
2. **EDISJ work**, *Sonia Alcántara-Antoine, President-elect*

3. **Action Item:** Adoption of the agenda

Additional items may be added to the agenda prior to the adoption of the agenda. Items may also be removed from the consent agenda and moved to a discussion item. The PLA policies related to Board service, the strategic plan and a Board roster have been included in ALA Connect as reference materials. These are not agenda items.

<u><b>Consent Agenda</b></u>	<u><b>Document Number</b></u>
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- |    |   |         |
|----|---|---------|
| 1. | Organizational Excellence and Governance                  |         |
|    | a. Draft May 5, 2023 Board Meeting Minutes .....          | 2023.43 |
|    | b. Draft May 18, 2023 Special Board Meeting Minutes ..... | 2023.44 |
|    | c. PLA President's Report to ALA Council and EB .....     | 2023.45 |
| 2. | PLA Combined Committees Report .....                      | 2023.46 |
| 3. | PLA Conference Report .....                               | onsite  |

<u><b>Action/Discussion/Decision Items</b></u>	<u><b>Document Number</b></u>
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|----|--|-------------|
| 4. | Reflections, <i>Dr. Maria Taesil Hudson McCauley</i> .....       | no document |
| 5. | PLA President Update, <i>McCauley</i> .....                      | no document |
| 6. | PLA President-elect Update, <i>Sonia Alcántara-Antoine</i> ..... | no document |

7. PLA Liaison to ALA Executive Board Update, *Larry Neal*.....no document
8. ALA Membership Report, *Melissa Walling, ALA AED, Offices & Member Relations*
  - a. ALA Membership Survey Report from Avenue M..... 2023.47
  - b. PLA Membership update ..... 2023.48
9. PLA Executive Director Update, *Mary Davis Fournier* .....no document
10. Strategic Plan Update, 2023-2026 *Davis Fournier* .....no document
11. EDISJ Committee Update, *Tamara King, Co-Chair, PLA Committee on Equity, Diversity, Inclusion and Social Justice*.....no document
12. PLA Committees Discussion, *McCauley, all* ..... no document
13. PLA Fiscal Officer Report, *Clara Bohrer*
  - a. Operating Agreement Task Force Update .....2023.49a&b
14. Service Recognition of Board Members, *Davis Fournier, all*.....no document
  - a. Outgoing board member thanks: Stephanie Chase, Melanie Huggins, Dr. Brandy McNeil, Dara Hanke Schmidt
  - b. Leadership transition: PLA President Maria Taesil Hudson McCauley passes baton to incoming PLA President Sonia Alcántara-Antoine (effective July 1, 2023)
15. New Business, *all* ..... no document

### **Zoom Instructions**

PLA Meetings is inviting you to a scheduled Zoom meeting.

Topic: Summer 2023 PLA Board of Directors Meeting - Virtual Component

Time: Jun 24, 2023 11:30 AM Central Time (US and Canada)

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**PLA Board of Directors Meeting**  
**May 5, 2023**  
**Virtual**

**Present:** Sonia Alcantara-Antoine, PLA President-elect; Clara Bohrer; Stephanie Chase; Michael Colford; Melanie Huggins, PLA Past-President; Mary Ellen Icaza; Dr. Maria McCauley, PLA President; Dr. Brandy McNeil; Dara Schmidt; Erica Freudenberger; Candice Mack

**Guests:** Larry Neal, ALA Executive Board Liaison

**PLA Staff:** Katina Jones, Mary Hirsh, Mary Davis Fournier, Samantha Lopez, Steven Hofmann, Melissa Faubel-Johnson

1. Welcome and Introductions, *Dr. Maria Taesil Hudson McCauley, President*  
McCauley called the meeting to order with thanks for everyone's board service coming off National Library week.
2. EDISJ work, *Sonia Alcantara-Antoine, PLA President-elect*  
Members of the board shared how they stay motivated in the face of challenges and setbacks.
3. Adoption of the meeting agenda  
Bohrer requested minutes 2023.28 to be pulled. Chase requested conference report 2023.34 be pulled.
4. **Action Item:** Adoption of the agenda  
With the above changes, the agenda was adopted.

<b>Consent Agenda</b>	<b>Document Number</b>
1. Organizational Excellence and Governance	
a. Draft February 2023 Board Minutes.....	2023.28
b. Results of 2023 PLA Election .....	2023.29
2. PLA Combined Initiatives Report.....	2023.30
3. PLA Combined Operations Report.....	2023.31
4. PLA Combined Partnerships Report .....	2023.32
5. Continuing Education (CE) Update	
a. CE Status Report.....	2023.33
b. PLA 2026 and 2028 Conference Planning .....	2023.34

**Action/Discussion/Decision Items.....Document Number**

1. Organizational Excellence and Governance
  - c. Draft February 2023 Board Minutes..... 2023.28
  - d. Results of 2023 PLA Election ..... 2023.29

Clara Bohrer requested the February 2023 Board Minutes 2023.28 be corrected to note that staff, with a consultant, are working on the Gates Transition Plan, not the B&F committee. The B&F committee will be engaged at a later date.

The February 2023 Board Minutes were approved as corrected.

2. Continuing Education (CE) Update
  - e. CE Status Report..... 2023.33
  - f. PLA 2026 and 2028 Conference Planning ..... 2023.34

Regarding PLA 2026 and 2028 Conference Planning 2023.24, the board discussed the anti-trans legislation recently passed by the Utah state legislature, and Utah's status as a travel ban state for California state employees. Discussion of selecting a meeting location with legislation contrary to organizational values in place. Also suggested looking at the site selection policy, which was last updated in 1999, and examining the Core Values and Conference Sites Guidelines which were last updated in 2016.

Davis Fournier acknowledged the challenges of site selection and shared that member consistently express enthusiasm and gratitude for PLA selecting to their states and raising visibility. She indicated sites are chosen based on extensive research, a competitive bidding process, coordination with other ALA units and ALA Conference Services, and adherence to PLA policy and guidelines. Before a site is selected it must first gain approval from the state library association, which often stands down their own state conference during the PLA conference year.

Davis Fournier clarified the process: that site selection is an operational decision by PLA staff. Staff then bring the selected sites, along with the state chapter endorsements to the PLA Board for review and recommendation; The PLA Board recommends the selected sites to ALA Executive board for approval. The ALA Executive Director signs off on all significant contracts and agreements related to the conference.

Chase put forth a motion to approve Minneapolis, MN, as the site for the PLA 2026 Conference, Wednesday, March 18 – Friday, March 20, 2026, and place the Policy on National Conference Site Selection document on the PLA Board June 2023 agenda for discussion and review.

A robust discussion followed, with an expressed desire for deeper, more nuanced conversation to explore the tension between supporting members and library workers in all states and choosing a presence in states with laws that may be in conflict with PLA organizational values. It is also important to understand the financial impact on PLA, as the conference generates revenue that sustains the unit in non-conference years.

Motion: Approve Minneapolis, MN, as the site for the PLA 2026 Conference, Wednesday, March 18 – Friday, March 20, 2026, and place the Policy on National Conference Site Selection document on the PLA Board June 2023 agenda for discussion and review.

Moved by Chase. Freudenberger seconded. Motion failed with 3 yeas, 6 nos, 1 abstention.

Motion: Accept the staff's recommendation for the 2026 and 2028 sites as selected (MSP and SLC) and that the board review and revise site selection policy.

Moved by Huggins. Bohrer seconded. Motion passed with 9 yeas, 2 nos.

3. PLA President Update, *Dr. Maria Taesil Hudson McCauley*.....no document

McCauley recapped the four areas of focus in her time as president: ambassador role, presentations and interviews, board work, writing articles. She holds monthly meetings with the executive committee. Engaged in meeting with public library councilors. McCauley attended the recent JCLC conference in Florida and enjoyed the opportunity to hear diverse voices. PLA also staffed a booth at JCLC. McCauley has done several fly-ins to DC: a legislative fly-in and a kick-off with PLA Google project on International Fact Check Day. She was also interviewed by AARP, Wall Street Journal, and participated in the first PLA presidential candidate forum.

4. PLA President-elect Update, *Sonia Alcántara-Antoine*.....no document

Alcántara-Antoine attended the Library Journal public library safety summit, which was a small gathering for a very comprehensive deep dive into safety and security issues. She stated that it was valuable for PLA to continue to invest in that area.

5. PLA Liaison to ALA Executive Board Update, *Larry Neal*.....no document

Neal indicated that conference site selection conversation comes up repeatedly on the Executive Board and they have worked with ALA Conference Services on a selection criteria document that will address this an issue association wide. Neal shared that the EB is pleased with IT direction and new analytics dashboard that will roll out later in the year. Neal is finishing his term on the Executive Board. He plans to put forth several recommendations for board effectiveness to present at the next EB meeting related to strategy, information presentation, and board effectiveness. Searches are open for key positions, including PPA and OIF deputy; the recent ALA Bylaws change adds two new board positions. There is an open call for endowment trustees. Neal will be joining PLA's B&F committee, excited to still be with us.

6. PLA Executive Director Report, *Mary Davis Fournier* .....no document

Thanked the board for candid discussion at this meeting which has resulted in definitive steps for staff to support the board's review of existing policy and guidelines at a future board meeting. PLA recently received two grants to further support DigitalLearn. AT&T awarded an additional \$2.6 million to extend DigitalLearn work, including pass-through funding to support local adoption. A new grant of \$162,500 was received from Heartland Forward to develop three new DigitalLearn modules to further support PLA goals. This grant is significant in that it supports development of PLA priority learning modules that are unsupported by AT&T funding.

ALA shared membership survey results at Spring Executive Board meeting. PLA staff are reviewing results, will be presenting analysis at the PLA June Board meeting. Melissa Walling, ALA Membership Director has been invited to speak to the board as well. 2024 conference proposals closed Monday. 562 proposals received.

Bohrer recognized Fournier for introducing a practice of building unrestricted funds for the Friends of PLA into private grant budgets as a strategic mechanism to build sustainability.

7. Intellectual Freedom Update, *Kent Oliver, Deborah Caldwell-Stone, Alan Inouye* .....no document

Discussion of the record high number of challenges in 2023.

Not much news out of Congress, but indications are Parents Bill of Rights and Right to Read Act are going in a positive direction. ALA has broadened and shifted focus and efforts. Looking at strategic messaging and communications, increasing collaboration and coordination.

Caldwell Stone said ALA is currently tracking 147 bills in state legislatures that are averse to libraries and library users, including making it a crime to provide constitutionally protected materials, criminalization of content, full de-funding, replacement of elected boards, and local censorship laws. ALA has successfully worked locally and state-wide; supported Missouri to fight legislative defunding; just this morning MO passed a bill that restored all library funding. ALA OIF has also worked with groups in TX, LA.

ALA is finding success working locally in partnership with state chapters. United Against Book Bans campaign is a major component. There will be a celebration at the ALA Annual Conference, acknowledging the hard work of many. [Right to Read Rally](#)

Alcántara-Antoine asked about TX SB900 which would require book ratings.

Caldwell Stone shared that TLA is leading advocacy efforts against this, ALA working with allies in publishing. OIF has also been in touch with NYLA and SALS for PD/CE on values to counter potential of library workers self-censoring to stave off challenges.

Kent Oliver started working with ALA-PPA in January, engaging ALA Policy Corp in supporting UABB. Oliver read the purpose statement: *To develop and implement a strategic plan of advocacy for 2023 leveraging members of ALA's Policy Corps focused on countering the proliferation of book and library challenges in the United States. This plan will influence public opinion, governmental decision making, support local libraries and librarians, and reinforce library values around the Freedom to Read and Constitutional protections.*

Policy Corps members are receiving additional training to prioritize and amplifying UABB messages targeted at local and state audiences, constructive engagement with elected officials, and speaking opportunities, editorial space in traditional and social media, and collaborating

with other orgs. There is very close collaboration between OIF and PPA in carrying out this work.

McCauley asked how the PLA Board can support this work. Oliver indicated the group applied for PLA Conference Session, and 13 additional state/division conferences. Communication is most important. There is so much work, focusing is the biggest challenge, looks to local folks like the PLA board to help direct responses and communications.

Inouye is looking to increase coordination with ALA units. This initial Policy Corp cadre is a pilot, will look to PLA for possible candidates as the project expands. Existing partnership with PLA has been very helpful, Larra Clark shares time between units and is staff lead for Policy Corps. Public libraries are well represented.

8. PLA Fiscal Officer Update, *Clara Bohrer*
9. FY23 Second Quarter Financial Update
  - a. FY23 Financial Narrative Report as of February 2023..... 2023.35
  - b. FY23 Budget Report as of February 2023 ..... 2023.36a-d
10. Operating Agreement Working Group Update .....no document
11. FY24 Budget Revision Update .....no document

Bohrer directed attention to balance sheet, 2023.36a-d. For the operating budget, PLA is in a non-conference spend-down year, with a budgeted net loss of \$415,000 offset by 2022 net revenue of over 800k. PLA is doing better than expected, with a positive variance of \$113k. As of February, PLA has received an additional 1.78 million in grants that support our strategic goals. The long-term investment statement is now accurate and up to date. However, there is a discrepancy in the report: PLA was charged overhead on membership that are overhead exempt. The next report will show this has been fixed. The budget report template has been updated to compare like years to like years.

The board will need to hold a special meeting to review FY24 budget revision update. Finance requires a revised version by May 19. Staff have been directed to cut by 3%, Davis Fournier is working on aligning and Bohrer will review.

OAWG Update: The Operating Agreement has not been updated in over 30 years. The work group provided feedback on recommendations. Revisions now in hands of an implementation committee, work has stalled slightly. A consultant has been engaged to help move the process forward, Bohrer feels the process has been productive and transparent. The consultant has indicated that he is pulling language directly from letter PLA sent to the Executive Board in 2022 ([Board Document 2022.26](#)) The final recommendations now scheduled for August but that could extend again. As soon as there is something concrete, Bohrer will bring it to this board to discuss and provide additional input. She would like to see the new financial formulas modeled into actual budgets to see the impacts.

12. PLA Committee Charge Proposals, *Katina Jones*,  
*David Lee King, PLA Technology Committee Chair ACTION* .....2023.37a&b



Katina Jones was invited to address the committee, proposing a change to MEAC charge as proposed in 2023.37a.

Motion revised to change language to “recommended committee composition”

Motion passed, unanimously.

David Lee King was invited to address the committee, proposing updates to the Technology committee charge as described in 2023.37b.

McNeil asked how the proposed competencies document differs from DL committee competencies. The two committees might want to explore any overlaps. DL committee competencies is not specific to library technology. The technology competencies will be focused on library staff competencies needed to succeed. McNeil invited King to attend an upcoming DL committee meeting to coordinate.

Sonia questioned whether a change to activities rather than the charge requires board approval?

Huggins wants to make sure committees are adding value in helping fulfill goals of strategic plan. Appreciates being in loop, even if board approval is not required. She asked if the board typically approves deliverable and outcomes. Bohrer indicated the board approves significant change to charges, but not looks at activity level.

Add committee reports as information point for June meeting, but board does not need to approve actions of committees.

King believes proposed activities fit the current charge and indicated the current committee members are enthusiastic about taking on the work.

The board was reminded that committees are standing committees of the board. Each has a staff liaison, emergent discussion of assigning board liaisons as well. PLA staff will hold committee orientation in the fall.

Huggins supports approving change so that board has more direct knowledge of committee work. Like board approving committee work plans

Alcántara-Antoine recommends a future review of all committee charges to ensure alignment between committees and strategic plan, with the possibility to streamline.

Motion passed, unanimously.

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

With no new business, meeting was adjourned at 1:50pm Central time



PLA Board of Directors Virtual Meeting Minutes  
May 18, 2023

**Present:** Michael Colford, Erica Freudenberger, Mary Ellen Icaza, Candice Wing-yee Mack, Dr. Brandy McNeil, Dara Schmidt, Directors-at-large; Stephanie Chase, ALA Division Councilor; Clara Bohrer, Fiscal Officer; Sonia Alcántara -Antoine, President-Elect

**Absent:** Maria McCauley, President; Melanie Huggins, Past President

**PLA Staff:** Mary Davis Fournier, Executive Director; Eliana Kleiman, Communications Associate

1. Welcome and Introductions, *Alcantara-Antoine*
2. By consent, the board approved the adoption of the meeting agenda.
3. By consent, approved the action/discussion/decision agenda as presented.
  - a. Agenda approved

<b><u>Action/Discussion/Decision Items</u></b>	<b><u>Document Number</u></b>
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- |  |            |
|--|------------|
| 4. FY24 Budget                               |            |
| a. FY24 Revised Draft Budget .....           | 2023.38a-c |
| b. FY24 Revised Draft Budget Narrative ..... | 2023.39    |

Bohrer provided an overview of the draft budget. ALA asked all units to reduce their budgets by 3% to around \$73,000. This revision gave staff an opportunity to look at the budget more closely, especially at the conference budget.

Davis Fournier reiterated that PLA’s main source of revenue over PLA’s two-year budget cycle is conference. Some conference expenses are projected to increase by at least 5%. PLA is opting to increase registration rates by 5%, mirroring increases in PLA membership rates. No increase for student registration, mirroring the freeze in student membership dues. Other ALA conference presenting units are also adjusting registration fees between 5-10%, in response to inflation trends and increased expenses.

Bohrer requested a wording change to the motion, Clara proposes to add a sentence at the end of the paragraph: The PLA Budget and Finance committee recommended the approval of the revised budget to the PLA Board.

c. Motion to Approve FY24 Budget – **ACTION**..... 2023.40  
Dara Schmidt moved to approve the FY24 Budget 2023.40. Candice Mack seconded. Motion approved as amended, unanimously.

5. Operating Agreement Implementation Task Force update  
a. PLA OAWG Letter 3.5.22..... 2023.41  
b. Michael Tarnoff emails to Bohrer and Fournier..... 2023.42a-b  
Clara noted that ALA hired a consultant Michael Tarnoff, who has been meeting with staff and member leaders, gathering information, and making recommendations. The consultant is adopting language from the Board’s OAWG letter document. The timeline for this process is being revised now that the consultant is able to help push things forward.

6. Other .....no document  
  
Alcántara -Antoine noted the ALA Executive Board met earlier this week and unanimously approved the proposed 2026 and 2028 PLA National Conference locations of Minneapolis, MN and Salt Lake City, Utah respectively.

Meeting adjourned at 3:48 p.m.



2023 ALA Annual Conference

## **PLA President's Report**

### **Dr. Maria Taesil Hudson McCauley, 2022–2023**

In the fall, the [PLA Strategic Plan 2022–2026](#) was released, following its unanimous approval by the PLA Board of Directors in June 2022. Informed by member surveys, member and partner interviews, and PLA leadership and staff engagements, the PLA strategic plan centers Equity, Diversity, Inclusion, and Social Justice (EDISJ), which is reflected in the work presented throughout this report. The plan also expands PLA's role as a platform for innovation and amplifier for sharing public library community impacts.

The pandemic and national outcry for racial and social justice, and the impact of both on public libraries were key considerations in the strategic plan refresh. Much has changed since 2018, and PLA's 2022-2026 strategic plan aims to keep pace with these changes. The plan embeds EDISJ throughout the four other refreshed strategic goals: Transformation; Professional Growth; Advocacy; and Organizational Excellence. In addition to centering EDISJ, these goals aim to focus on all library workers as critical to the success of libraries. The plan further describes PLA's role as a trusted partner to public libraries as they work to meet community needs and serve the public good.

We are excited and fueled by the progress the field has made in the areas of EDISJ, but there is still a long way to go. PLA's [2021 Staff and Diversity Survey report](#) showed that nearly 93% of public libraries engage in at least one type of EDISJ activity, but only a quarter have formal EDISJ plans and/or dedicated staff in these roles. We hope that PLA's EDISJ-focused strategic work helps to support libraries in this direction.

EDISJ progress also has brought challenges from some. This year, ALA reported the highest number of book challenges on record. Public libraries also faced escalated threats to their safety in the form of bomb or shooting threats that forced building closures. PLA continues to respond to these needs by providing support, resources, best practices, and a safe space to come together. The PLA 2024 Conference will be an opportunity to expand this response work. With over 550 program proposals received, we are confident that safety, security, staff wellness, and intellectual freedom will be top of mind for next year's attendees.



Through funding partners such as AT&T, PLA will continue our support of digital equity and access. With support from AT&T, PLA has awarded more than \$2 million to hundreds of public libraries to conduct digital literacy workshops and narrow the digital divide in their communities. The PLA 2022 Annual Survey report will help libraries understand the latest nationwide trends in library programs and services, partnerships with other organizations, and the state of library facilities. The 2022 survey is the third in a rotating series of three national surveys exploring public library roles, services, and resources to provide actionable data for decision-making and advocacy.

All that we accomplished this year is due to our dedicated members, leaders, staff, and supporters. As we look ahead to next year, we are fueled by the unity and support our library community has shown in the face of challenges and intolerance, and we will continue to serve and fight as an indispensable ally to our members and all library workers.

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## Transformation

### **Digital Literacy**

Through PLA's partnership with AT&T we have continued to develop new courses and training materials available for free at [DigitalLearn.org](https://DigitalLearn.org), including the latest course that helps patrons understand how to use and apply for the Affordable Connectivity Program (ACP) benefit. With support from AT&T, PLA has awarded over \$1 million to public libraries to conduct digital literacy workshops through the incentive program launched in 2022. In 2023, [over \\$1 million more will be distributed](#) to hundreds of libraries to conduct basic skills training and specific training around the ACP.

The first Digital Literacy Workshop Incentive, supported by AT&T, was a huge success. As one participating library shared, "The partnership was the most effective aspect. We were able to reach members of the community who don't often visit the library, and the response was overwhelmingly positive. We are planning to continue the partnership moving forward, continuing to offer programs at the Maine Township town hall. DigitalLearn is a great resource for presenting programs and not having to reinvent the wheel. It saves so much staff time to be able to modify an existing template rather than starting to plan a lesson from scratch."

PLA has also partnered with Heartland Forward to develop new DigitalLearn courses to support library patrons with telehealth, entrepreneurship, and career pathways. These courses are scheduled to launch in late summer 2023.

### **Data-driven Librarianship**

In August 2022, PLA [released the first Staff and Diversity Survey report](#), providing information on beginning librarian and library director salaries; documenting traditional and emerging staff roles; exploring staff diversity, recruitment, and retention efforts; and capturing information about public library equity, diversity, and inclusion (EDI) goals and activities.



In Fall 2022, PLA opened the [2022 Public Library Services for Strong Communities Survey](#), which focused on current and emerging programs, services, partnerships, and facilities in public libraries and how these meet community needs and foster resilience. Every U.S. public library (including all tribal libraries) was invited to participate in the survey at [librarybenchmark.org](http://librarybenchmark.org). Thanks to the more than 1,100 libraries who participated, PLA received a 12% response rate. These contributions are essential to providing actionable data for the field on public library partnerships, programs, services, and facilities. The report for the 2022 survey will be released in June 2023.

Through Benchmark, all public libraries have free access that allows them to view and complete open surveys; see past survey response data; view select peer comparisons; and access data-related resources. ALA and PLA also use data in federal policy advocacy, media outreach, and planning for member programs and services.

### Professional Growth

#### **PLA webinars and town hall**

PLA continued to build on its established success with online learning this year, presenting 12 paid and 10 free webinars from July 1, 2022, through June 30, 2023. Paid webinars had over 1,200 registrations, while free webinars continued to be popular and received nearly 7,000 registrations. Additional webinar projects included trainings for the 2022 cohort of the PLA Digital Literacy Workshop Incentive, supported by AT&T, a Project Outcome 101 webinar hosted by ACRL, and a first-ever sponsored webinar from CRAFT & HOBBY that brought in nearly 900 registrations. PLA also made the 20+ [PLA 2022 Virtual Conference sessions](#) available for on-demand purchase.

Launched in the fall, PLA's Committee on Family Engagement developed a four-part series of free webinars to introduce key concepts of [social emotional learning](#) (SEL) and how libraries can incorporate SEL into the work they do with families every day. Topics covered in the SEL series were Fundamentals of Social Emotional Learning; Practical Applications of Social Emotional Learning in the Library; Kids Yoga in the Library; and a final Recharge and Refresh.

In response to five member libraries being the target of physical and violent threats in late September 2022, PLA [convened public library leaders](#) and collaborated with the Urban Libraries Council (ULC) and Association for Rural and Small Libraries (ARSL) to host a town hall to address

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these safety issues. Over 2,700 people registered for [Spotlight on Safety: Addressing Threats in Public Libraries](#) (presented on November 30, 2022), where panelists discussed safety protocols, the impact of trauma on library workers, and effective policies and practices.

### **ALA Annual Conference**

[Over 20 PLA programs and events](#) will be presented during the 2023 ALA Annual Conference in Chicago, IL, including a “day of data” that includes two data-focused preconference workshops. PLA members are invited to attend a PLA Coffee Catch-up with President McCauley on Saturday morning of the conference where they can enjoy free coffee, network with fellow members, and hear from bestselling author Jean Kwok.

### **PLA 2024 Conference**

The next [PLA Conference](#) will take place April 3–5, 2024, in Columbus, OH. PLA opened its call for proposals in March 2023 and received a total of 562 proposals upon closing May 1. While presenters were given the option to select in-person, virtual, or both, most organizers still preferred to present in-person. The PLA Conference Program Subcommittee will review the proposals this summer and organizers will be notified in August.

### **Advocacy and Awareness**

#### **In the media**

PLA president Dr. Maria Taesil Hudson McCauley has been busy this year as the face of PLA, responding to media requests, guest speaking on an [episode of PLA’s FYI: The Public Libraries Podcast](#), as well as facilitating the Spotlight on Safety town hall discussion and the first-ever [PLA presidential candidates virtual forum](#).

In March 2023, the ALA hosted a congressional fly-in event that coincided with the release of the White House budget proposal. PLA president McCauley participated in this event, meeting with senators and other library representatives to push ALA’s [#FundLibraries campaign](#).

The following month, PLA and Google [announced a new joint effort](#) to boost information literacy at the Martin Luther King Jr. Memorial Library in Washington, D.C. PLA president McCauley and Google Product Manager Nidhi Hebbar—along with policymakers, researchers,





public library leaders, and NGOs—convened at the library for “Navigating the Noise: Tackling Misinformation with Information Literacy.” The event focused on emerging challenges and collaborative ways to address this growing challenge, with a particular focus on the role of libraries in this work.

PLA received the most media attention with the launch of the PLA Digital Literacy Workshop Incentive, supported by AT&T, in 2022 and the announcement of an [expanded incentive program](#) and new DigitalLearn course on how to apply for the Affordable Connectivity Program in 2023.

### **I Love My Librarian Award**

In January, ALA announced the 10 winners of this year’s [I Love My Librarian Award](#), nominated by patrons for their expertise, dedication, and profound impact in their communities. Out of more than 1,500 nominations, this year’s public librarian honorees included: Vikki Brown, Highlands County Library System (Sebring, FL); Cara Chance, Lafayette Public Library (Carencro, LA); and Elacsha Madison, Evanston (IL) Public Library. Each honoree received a \$5,000 cash prize as well as complimentary registration and a \$750 travel stipend to attend ALA’s 2023 LibLearnX: The Library Learning Experience Conference.

### **Publications**

PLA provides valuable resources and information to its members and subscribers through various platforms, including *Public Libraries* magazine, the Public Libraries Online website, FYI: The Public Libraries Podcast, and the PLA Publications Program.

#### ***Public Libraries* magazine**

*Public Libraries* magazine is a bimonthly publication that serves as a crucial resource for approximately 9,000 PLA members and nearly 500 subscribers. In recent years, the magazine has embraced digital distribution for select issues, allowing members and subscribers to access the May/June and July/August issues digitally in the form of PDFs and flipbooks delivered via email.

Throughout the past year, *Public Libraries* has addressed trending and challenging topics for public librarians through themed issues. These themes have included Library Services to Persons with Justice Involvement, Books and Reading, Basic Literacy, Public Library Staff and



Diversity Report, Knowing/Understanding Your Library Customers, Libraries in a Politically Charged Age, and Trauma-Informed Libraries.

### Feature Article Contest

*Public Libraries* hosts an annual Feature Article Contest, which recognizes outstanding articles published in the previous year. Winners are selected by the Public Libraries Advisory Committee and receive cash prizes. The winners of the 2023 Feature Article Contest were Jennifer Brown, Executive Director, and Nora Mulligan, Head of Adult Services at The Field Library, Peekskill, N.Y., for their article titled "When First Amendment Auditors Visit Your Library." Additionally, Jenn McKague, Outreach Services Librarian at Salt Lake County Library, received an Honorable Mention for her article "Strengthening Communities—Outreach Services to Persons Who Are Incarcerated and Those Re-entering Society."

### Public Libraries Online

Public Libraries Online is a dynamic website that caters to the needs and interests of public librarians and libraries. With an average of approximately 35,000 individual users per month, the website features a combination of curated content from the print magazine as well as unique articles. It serves as a valuable online resource for public library professionals seeking to stay informed and engaged with the latest trends and practices in the field.

The top three posts published on Public Libraries Online in the past year were:

- "How I Used ChatGPT to Make a Video Game;"
- "World Language Collections: Growing with Our Communities;" and
- "Simple & Flexible Programming."

### PLA Publications Program

The PLA Publications Program plays a crucial role in disseminating valuable publications to the library community. Current notable publications include [A Trauma-Informed Framework for Supporting Patrons](#), which provides insights and guidance on using a trauma-informed approach in library services. This publication has been widely successful, with nearly 2,800 copies sold to date, showcasing its relevance and impact. Additionally, [Strategic Planning for Public Libraries](#) by Joy L. Fuller, released in 2021, continues to be a best-seller for PLA, with nearly 2,000 copies sold.



Furthermore, the PLA Publications Program offers an annual [PLA Early Literacy Tips/Activities Calendar](#). This calendar has been released for the past five years and has gained significant popularity. It is available in both English and Spanish versions, catering to a diverse range of libraries and communities. The Early Literacy Calendar has been well-received by library professionals and sales remain steady.

In line with the commitment to providing valuable resources, PLA is actively working on a new publication titled *Navigating Crises in Public Libraries - Trauma-Informed De-Escalation Tips*. This forthcoming book, planned for publication in April 2024, aims to provide practical guidance for library workers on responding in a trauma-informed manner, de-escalation techniques, and effective responses to verbal altercations and crisis situations, promoting a safe and supportive library environment.

### **FYI: The Public Libraries Podcast**

The FYI Podcast, launched in 2016, provides an avenue for in-depth discussions on various library-related topics. With 64 episodes recorded to date, the podcast has garnered over 11,000 subscribers and has been accessed nearly 80,000 times. It is available on major hosting platforms, including Spotify, Apple Media, and iTunes.

Based on plays, the top three episodes of FYI: The Public Libraries Podcast from the past year were:

- FYI 55 – [Library Directors Dialogue](#) (1,359 plays);
- FYI 56 – [Hosting an Expungement Clinic at the Library](#) (1,004 plays); and
- FYI 53 – [Digital Literacy](#) (1,002 plays).

*Public Libraries* magazine, Public Libraries Online, the FYI Podcast, and the PLA Publications Program work to contribute to the growth and development of the public library profession. These platforms provide valuable resources, insights, engaging discussions, and popular posts that empower public librarians to meet the evolving needs of their patrons and communities.

### **Organizational Excellence**

### **PLA 2023 Election**



In April, the PLA membership [elected Michael Lambert](#), city librarian of San Francisco (CA) Public Library, to the office of 2024–2025 PLA president. Lambert is the first Asian American to serve as city librarian for the City and County of San Francisco. During his tenure, the San Francisco Public Library (SFPL) was named the 2018 National Library of the Year by *Library Journal*. As city librarian he has championed increased and equitable access to libraries through expanded hours and a fine-free library system. Elected to the PLA board as directors-at-large were [Veronda J. Pitchford](#), assistant director at Califa Group/Infopeople (San Francisco, CA), and [Tamara M. King](#), chief equity and engagement officer at the Richland Library in Columbia, SC. [Deb Sica](#), deputy county librarian at Alameda County (CA) Library was elected ALA division councilor. Special thanks to the [2023 Nominating Committee](#), chaired by Michelle Jeske, for an outstanding slate of candidates.

## Sponsorships

In the summer of 2022, PLA contracted with ACRL’s Program Director for Advertising, Sponsorships & Underwriting, to take over PLA non-conference sponsorship and advertisement sales. Since August 2022, PLA’s non-conference sponsorship and ad sales have increased significantly. New projects include sponsored webinars and podcasts. The PLA 2024 Conference committee also has a subgroup focus on increasing sponsorships for the upcoming national conference.

## PLA Staff

With the launch of a refreshed strategic plan, PLA staff participated in a facilitated training with consultants from PIE Org in Chicago to better understand the strategic plan, set goals that reflect the strategic focus areas, and center EDISJ in every aspect of our work.

PLA was thrilled to welcome four new staff members to our team this year. As the program coordinator of continuing education, Alison Armstead supported PLA’s growing continuing education portfolio, including webinars and PLA Conference, before her departure from PLA in Spring 2023. Mary-Clare Bietila, program manager of programming initiatives, has been busy taking over PLA’s partnership with AT&T, managing the incentive programs and coordinating the development of new DigitalLearn courses and training materials.



PLA's latest data and research team member is Katina Jones, program manager of evaluation and assessment, who comes to us from Mid-Continent Public Library in Missouri where she was the Statistical Research Analyst. Katina served on PLA's Measurement, Evaluation, and Assessment Committee for four years and spearheaded this year's national PLA survey—Public Library Services for Strong Communities. Eliana ("Ellie") Tang Kleiman has been supporting PLA's marketing, communications, and membership activities as the new communications associate since June 2022. Ellie has strong non-profit and digital content experience as a former communications associate for the HANA Center, a non-profit service and advocacy organization that serves Chicago's Korean, Asian American, and multi-ethnic immigrant communities. Temporary program coordinators Abigail Gadomski and Talaisha Whitaker were hired in Spring 2023 to support administration and continuing education.

### Looking Ahead

PLA is excited for the year ahead and looks forward to hosting another successful PLA Conference in April 2024. Sonia Alcántara-Antoine, director of the Baltimore County (MD) Public Library, will assume the PLA presidency on July 1, 2023. Alcántara-Antoine has served extensively in PLA, the ALA, and the Urban Libraries Council (ULC). Highlights include serving as a coach for PLA's Leadership Academy, as a member of PLA's National Conference Program Subcommittee, as an ALA Councilor-at-Large, and as a member of ULC's Antiracism and Digital Equity action teams. She looks forward to working alongside innovative leaders to support libraries and library workers.

This summer, the next cohorts of the PLA Digital Literacy Workshop Incentives, supported by AT&T, will be kicking off their workshops to help communities across the country get access to broadband internet and increase their digital skillsets.

PLA will be very busy planning for the [PLA 2024 Conference](#), April 3–5, in Columbus, OH, where our goal is to exceed registration and revenue from the PLA 2022 Conference. To accomplish this, PLA is working closely with the city's tourism team to promote the convenience and affordability of the city, opening our Virtual Conference registration as early as possible, and



conducting outreach with affiliate groups to diversify our speakers and attendees. Stay tuned for more when registration opens this October!



# Annual Conference 2023 Program Subcommittee July-December 2023 Report

**Committee/group name:**

Annual Conference 2023 Program Subcommittee

**Chair name(s):**

Kimberly Johnson

**Chair email address:**

[kim.johnson@tulsalibrary.org](mailto:kim.johnson@tulsalibrary.org)

**Staff liaison:**

Mary Hirsh

**This report represents work done:**

July-December

**How many times did your group meet during this reporting period?**

4-6

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The committee's primary role was to review proposals and select those to offer as PLA educational sessions at ALA Annual Conference. The committee was intentional in determining programs that fostered professional development and supported DEI efforts, with an emphasis on organizational excellence. We were also cognizant of the growing need to offer programs for support staff and included selections of interest in that regard.

**Do you see opportunities to better align committee work with the strategic goals?**

I believe the committee's work is aligned appropriately with the strategic goals.

**What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

There isn't any carryover work for the next year.

**Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

No.



# **Annual Conference 2023 Program**

## **Subcommittee July-December 2023 Report**

### **Is there anything else about your committee experience you'd like to share?**

I enjoyed the process and being able to volunteer in support of the Association. The PLA staff is a critical component in the success of the committee. Their work is greatly appreciated.

Thank you!

### **Today's Date**

05/19/2023





# Continuing Education Advisory Group January-June 2023 Report

**Committee/group name:**

Continuing Education Advisory Group

**Chair name(s):**

Roosevelt Weeks and Krista Riggs

**Chair email address:**

[krista.riggs@maderacountylibrary.org](mailto:krista.riggs@maderacountylibrary.org)

**Staff liaison:**

Mary Hirsh

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

1

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The webinars that the committee reviewed support strategic goals of Professional Growth, Transformation, EDISJ and Advocacy and Awareness through their focus and content. The webinars also supported the strategic goal of Organizational Excellence by providing high quality opportunities for continuing education and training from a trusted source. The group reviewed webinar proposals and selected eight for presentation between March and August 2023. Selected topics are:

1. Working with Community Partners to Offer Library Programming to Expectant Parents and Parents of Newborns
2. Putting the Let's Talk Race Curriculum into Practice
3. Getting Started with Services to Decarcerated Patrons
4. Let's Talk About It: Developing Staff Training Programs for Difficult Topics
5. Astronomy Programming in Public Libraries
6. Reimagining Digital Literacy to Address Emotion and Culture in the Fight Against Fake News
7. Creating a Personal Archiving Program and Do-It-Yourself Memory Lab for Library Patrons
8. Community Networking Small Library Big Impact

**Do you see opportunities to better align committee work with the strategic goals?**

We feel the webinars selected aligned well with the strategic goals. It helped that the goals were highlighted by



## Continuing Education Advisory Group January-June 2023 Report

Angela at a virtual group meeting before the webinars were reviewed.

### **What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

We recommend that committee members are prepared to set aside some time to review the proposals. It's an efficient, well-run committee that depends on individual work outside of meetings.

### **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

It may be helpful in the future to communicate/ consult with other committees such as the EDISJ committee on webinar proposals to encourage alignment across committees/ organizations. It may also be helpful to recommend proposals that aren't selected due to sheer numbers to other committees, and/ or request help promoting selected webinars within committees.

### **Is there anything else about your committee experience you'd like to share?**

This is a well-run committee that requires focused attention without being too time consuming. We appreciate the opportunity to have input on continuing education offered by PLA. Angela is great to work with, communicates well, and gives good directives and support. Thank you!

### **Today's Date**

05/31/2023



# Leadership Development Committee January-June 2023 Report

**Committee/group name:**

Leadership Development Committee

**Chair name(s):**

Derek Wolfgram

**Chair email address:**

[dwolfgram@redwoodcity.org](mailto:dwolfgram@redwoodcity.org)

**Staff liaison:**

Mary Hirsh

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

4-6

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The work of the PLA Leadership Development Committee focuses on the strategic goal to offer inclusive pipelines and pathways for the professional growth of all library workers. Our work to support this goal is consistently centered around EDISJ outcomes, notably ensuring that activities proactively invite participation and provide benefit to library workers from historically marginalized identities.

The Committee has focused on three initiatives so far this year:

1. The Committee is coordinating an article for the August leadership-themed issue of Public Libraries magazine, in which a diverse group of library leaders at different stages of their careers will share lessons learned and strategies for resilience during challenging times.
2. The Committee has developed and organized a series of 8-10 facilitated member conversations called "Stronger Together: Creating Space for Mutual Support." The conversations will provide time and space to refresh, energize, practice self-care, and feel seen and supported by professional colleagues. Very little content will be shared other than an introduction to the topic for each session - the time is for participants to share, connect, and support each other. Participants will hold discussions in groups of 8-12 individuals, with options to talk with members from other small/medium/large public libraries, and each small group will be facilitated by current or former PLA Leadership Development Committee



# Leadership Development Committee January-June 2023 Report

members. Topics include:

- \*Purposeful service - maintaining your motivation - for front line workers
- \*Purposeful service - maintaining your motivation - for supervisors, managers, and administrators
- \*Working through intellectual freedom challenges
- \*Navigating community engagement

The team had also planned conversations on the topic of challenges faced by staff with historically marginalized identities. Based on some initial feedback, we are looking at ways to create space for staff with historically marginalized identities to have dedicated opportunities within the other conversations, rather than providing separate conversations.

3. The Committee will also facilitate a series of workshops/conversations to be held as part of the career center at the PLA Conference in 2024 in Columbus. Details are still being developed.

## **Do you see opportunities to better align committee work with the strategic goals?**

The Committee has been very intentional about aligning our work with the strategic goals, so current alignment is strong.

## **What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

Incoming members should know that they are stepping into a committee with a fair amount of work already in progress, but also that their ideas for additional initiatives are welcomed and encouraged. The work of this committee doesn't necessarily fit neatly into one year at a time, so we will continue to plan for the future as we implement present initiatives.

None of the three current initiatives described above will be completely wrapped up before the new committee year (although the PL article will be close). Stronger Together and the career center workshops still have lots of planning to be done!

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

The Committee may connect with the PLA EDISJ Committee as well as NALCO associations to ensure that the goals and outcomes of the Stronger Together conversations are meaningful and relevant for PLA members of color.

## **Is there anything else about your committee experience you'd like to share?**

It's been an absolute honor to serve in this role and I look forward to seeing the results of our work over the year ahead!

## **Today's Date**

05/23/2023



# Advocacy and Strategic Partnerships Committee January-June 2023 Report

**Committee/group name:**

Advocacy and Strategic Partnerships Committee

**Chair name(s):**

Maureen Langley

**Chair email address:**

[maureen.langley0920@gmail.com](mailto:maureen.langley0920@gmail.com)

**Staff liaison:**

Katina Jones

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

2-3

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The committee is currently focusing on ways to support public library staff who might be dealing with book challenges in their area by creating a list of Intellectual Freedom resources most beneficial to public libraries. The goal is to determine the best way to distribute this list and the best format for this type of resource list.

This project supports 3 of the current strategic goals: Advocacy, Transformation, and Professional Growth. It enables library workers and libraries to better advocate for Intellectual Freedom, recognizes the changes happening in library communities, and focuses on ensuring that all levels of library staff can access these resources and have a better understanding of how it might affect them and actions they can take.

**Do you see opportunities to better align committee work with the strategic goals?**

There is likely way to integrate the strategic goal of Equity, Diversity, Inclusion, and Social Justice by reviewing how these challenges may be different in certain areas of the country depending on demographics. Certain communities and even library staff might need more or different types of support.

**What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

And extension of the resource list we are creating could include some sort of instructions or tool kit on how to assist



# Advocacy and Strategic Partnerships Committee January-June 2023 Report

libraries and library staff in creating their own list of local resources. When discussing certain areas such as training or partnerships, we realized there was a trend of "find your local [insert org here]".

There was also discussion of public libraries and emergency services which may be something to look at in the future considering increased extreme weather, etc.

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

The Office for Intellectual Freedom, and any other similar groups, would be useful as we do not want to repeat work already being done and want to make sure we have the most up-to-date information.

## **Is there anything else about your committee experience you'd like to share?**

I think it's an interesting committee which has the potential to go a lot of different directions depending on what is needed.

## **Today's Date**

06/05/2023



# Committee on Equity, Diversity, Inclusion and Social Justice January-June 2023 Report

**Committee/group name:**

Committee on Equity, Diversity, Inclusion and Social Justice

**Chair name(s):**

Tamara King and Peggy Tseng

**Chair email address:**

[ptseng@franksarrislibrary.org](mailto:ptseng@franksarrislibrary.org)

**Staff liaison:**

Mary Hirsh

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

4-6

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**After reviewing the current PLA Strategic Plan, please answer the following:****Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The current PLA Strategic Plan includes five goals- 1. Transformation; 2. Leadership; 3. Advocacy and Awareness; 4. Equity, Diversity, Inclusion and Social Justice (EDISJ); and 5. Organizational Excellence. As it has stated in the plan, these strategic goals are neither discrete nor linear. They are interconnected and support one another. The concepts of EDISJ are embedded in the other four goals to ensure public libraries receive adequate supports to bring structural changes. This year, the EDISJ committee are divided into two subcommittees to take on different projects to support PLA to advance its strategic plan.

Subcommittee 1 has been working on a EDISJ policy so that it provides a framework for other libraries to adapt to their own needs. Subcommittee 2 creates a website of EDISJ challenge activities that libraries can be easily utilize for their own public program and advocacy.

At this point, both subcommittees have completed the bulk part of these two projects. After some considerations, both current co-chairs recognize the benefits of having the new committee members come on board in July to provide a fresh perspective on these two projects. Both projects will be wrapped up by the end of 2023.

**Do you see opportunities to better align committee work with the strategic goals?**

When new committee members come on board in July 2023, co-chairs will conduct one-on-one meeting with



# Committee on Equity, Diversity, Inclusion and Social Justice January-June 2023 Report

newcomers. With both subcommittee projects in mind, co-chairs will review PLA strategic plan with each new members to ensure EDISJ policy and challenge are aligned and will advance PLA strategic goals.

## **What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

It will be very helpful if in-coming committee members review PLA strategic plan and the on-going work of both subcommittees.

Once we welcome in-coming members through the one-on-one meeting, hopefully everyone will hit the ground and finish both projects by the end of 2023.

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

Not at this time.

## **Is there anything else about your committee experience you'd like to share?**

I understand EDISJ is a current hot topic and many librarians are very passionate about it. We have a big roster of talented library staff across the country. As we live and work in different time zones, it is difficult to communicate and schedule meetings that suit everyone. We do the best we can. I have to say, I truly enjoy the diversity and the experience that everyone brings to the table. I look forward to working with everyone in the coming year.

## **Today's Date**

06/07/2023





# Committee on Family Engagement January-June 2023 Report

**Committee/group name:**

Committee on Family Engagement

**Chair name(s):**

Zachary Stier; Becky Shaknovich

**Chair email address:**

[ShaknovichR@FreeLibrary.org](mailto:ShaknovichR@FreeLibrary.org)

**Staff liaison:**

Mary Hirsh

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

4-6

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

Following up on the Social-Emotional Learning webinar series planned and presented by the committee in fall of 2022, Cornell University's Bronfenbrenner Center was contacted to discuss family engagement within the ecological system and potential webinar series. With four sessions focusing on the fundamentals of social-emotional learning (emphasis on the CASEL model) and practical applications of social-emotional learning including wellness and yoga, the webinar series supported the following areas of PLA's Strategic Plan: professional growth and transformation. With regards to professional development, we provided the latest social emotional research and real life application. Our work supports transformation by helping professionals translate social emotional learning within the community they serve and keeping libraries relevant in a post-pandemic world. Co-chair Zachary Stier became a liason an IMS Advisory Group for the Enriching Library Family Programming Using the Smithsonian Institution's Tall with Me Toolkits. Finally, Cornell University's Bronfenbrenner Center was contacted to discuss family engagement within the ecological system and potential webinar series.

**Do you see opportunities to better align committee work with the strategic goals?**

One area we could see committee work better align with the strategic goals is advocacy and awareness. Specifically, it is important to continue to advocate for family engagement as a key foundation for PLA's role and responsibility in empowering librarians. We would like to see the committee focus on EDISJ more in the future as well. Multigenerational programming is an impactful way to reach a diverse community.



# Committee on Family Engagement January-June 2023 Report

## **What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

This is a great time to begin working on new projects. In this reporting period, we wrapped up projects that began last year, and the committee is ready to move forward with new ideas and plans. We discussed some content creating ideas, with committee members providing content for social media posts, blogs, etc. For in-coming committee members it will be important for them to have an orientation about the committee. It might be a good idea to create a brief video welcoming them to the committee and discuss its goals and how they align with the PLA's strategic plan. In addition, it is recommended that the incoming co-chairs meet with new committee members to get to know them and what they envision for the committee moving forward.

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

We would like to see the committee continue to work with other arms of ALA, such as ALSC and YALSA to further the committee's reach and expertise.

## **Is there anything else about your committee experience you'd like to share?**

It has been a wonderful year and we look forward to what lies ahead for the committee and its members.

## **Today's Date**

06/07/2023



# Digital Literacy Committee January-June 2023 Report

**Committee/group name:**

Digital Literacy Committee

**Chair name(s):**

Angela Craig, Kelvin Watson

**Chair email address:**

[craiga@ccpl.org](mailto:craiga@ccpl.org)

**Staff liaison:**

Larra Clark

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

1

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The committee worked to support the advancement of digital literacy through PLA's DigitalLearn website. The promotion of the site supports the strategic goals of EDISJ, Transformation, and Advocacy and Awareness.

**Do you see opportunities to better align committee work with the strategic goals?**

The work of the committee aligns well with the strategic goals. The committee can expand its work to incorporate other goals such as professional development by engaging members in conference presentations.

**What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

We recommend that committee members play a more active role in reviewing and giving feedback on, using, and promoting DigitalLearn and related digital literacy resources to the field.

At ALA Annual Conference, committee members will meet and discuss the transition to new members and what will be carried over or adding in the coming six months. DigitalLearn will continue to be a priority.

**Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**



# Digital Literacy Committee January-June 2023 Report

It may be helpful to consult with other committees such as the EDISJ committee to consider alignment. There also may be intersections with the Advocacy & Strategic Partnerships committee and ALA Literacy Committee.

## Today's Date

06/09/2023



# Measurement, Evaluation and Assessment Committee July-December 2023 Report

**Committee/group name:**

Measurement, Evaluation and Assessment Committee

**Chair name(s):**

Jerianne Thompson, Daniel Hensley

**Chair email address:**

[hensleyd@carnegielibrary.org](mailto:hensleyd@carnegielibrary.org)

**Staff liaison:**

Sara Goek

**This report represents work done:**

July-December

**How many times did your group meet during this reporting period?**

2-3

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**After reviewing the current PLA Strategic Plan, please answer the following:****Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The Measurement, Evaluation, and Assessment Committee (MEAC) has four major areas of work, with members participating in subcommittees to support each area.

**Project Outcome**

MEAC assists PLA with supporting user engagement and developing new resources for the Project Outcome toolkit to meet the evolving needs of the field. During the reporting period, Sustainable Development Goals (SDGs) were integrated within Project Outcome. Subcommittee members developed a resource for Project Outcome users explaining SDGs, their significance, and how to apply them to surveys. Committee members supported staff in the presentation of a webinar about the SDGs' integration and how to leverage evaluative efforts.

The committee also provided support to PLA staff responsible for conducting a survey of Project Outcome's 19,000+ users this Spring. Survey results will inform future improvements to the product.

**Case Studies**

The Case Studies subcommittee facilitates the writing of case studies for PLA's data tools. The subcommittee is developing new case studies, including interviewing a public library director to inform a Project Outcome case study,



# Measurement, Evaluation and Assessment Committee July-December 2023 Report

with another in development focused on using Project Outcome while assessing community needs and strategic planning.

Subcommittee members provided feedback on case studies for Benchmark recently developed by capstone project students from the University of Washington, covering use cases for public and academic libraries. The subcommittee is considering the creation of guidelines and/or an interview form to improve and speed the process of compiling case studies.

## Benchmark

MEAC supports PLA by advising the development of the Benchmark tool and by helping to develop resources to encourage libraries to engage in benchmarking practices. With the product successfully launched, MEAC has focused on efforts to improve usability and increase adoption.

In the past year, subcommittee members have given input on marketing efforts, including helping to identify audiences, giving feedback on messaging, and to promote adoption of Benchmark within our own networks.

The committee also provided support to PLA staff responsible for product development. The subcommittee provided detailed feedback about the design of the tool to inform regularly scheduled development of Benchmark. MEAC members also participated in a University of Michigan student-led user testing for Benchmark directly and also indirectly by connecting potential participants to the consulting group. Committee members also drafted descriptive subtitles to help guide users to different sections of the site.

## PLA Topical Surveys

The Topical Surveys subcommittee assists PLA staff with the development, testing, and reporting of new annual topical surveys administered via Benchmark. Subcommittee members provide support from the field, with a focus on helping to boost response rates, giving input on the previous year's survey report, and helping to develop the current year survey.

The subcommittee members promoted the 2022 survey, Services for Strong Communities, to their professional networks, which contributed to a strong response rate. Once the survey closed, members reviewed preliminary data to provide input about the results, including recommendations for focus areas for the Results for Action sections of the upcoming survey report. MEAC members will also help PLA staff present the survey results in a session at ALA Annual in June and at a free webinar in July.

The 2023 survey will update the 2020 Library Technology Survey, and so subcommittee members have been active in helping PLA staff clarify and refine the language used in the instrument, while avoiding any changes that would compromise our ability to compare data over time.

## **Do you see opportunities to better align committee work with the strategic goals?**

MEAC members have much expertise and experience to contribute to the PLA's strategic goals. Below are some growth areas that we plan to pursue in the 2023-24 committee year.

## Professional Growth



# Measurement, Evaluation and Assessment Committee July-December 2023 Report

The members of MEAC bring a wealth of experience as well as specialized knowledge of library metrics, performance evaluation, and the use of data for planning and advocacy. We will continue to encourage members to seek opportunities to contribute that expertise to learning and conversations within the field and to support the development of PLA's data-related training and resources.

## Advocacy and Awareness

MEAC members are very invested in the success of PLA's data projects – these tools provide considerable value to the profession, and contribute to the sustainability of PLA's efforts to bring data-informed practices to the field. Members will continue to seek opportunities to increase uptake of PLA data projects such as Benchmark and Project Outcome through case studies, education, and promotion to our networks. These resources will expand the ability of library staff and leaders to communicate the impact and value of libraries to local stakeholders and beyond.

## Transformation

Members of MEAC are a good cross-section of the field, with representation from public libraries, state library agencies, and the private sector, as well as a variety of regions. MEAC will apply these perspectives to the data projects that we support to identify emerging needs in the field. The Library Services for Strong Communities data in particular will provide a good benchmark for action toward evolving services. Working with the PLA data products, MEAC members will contribute to identification of trends in public library services and development of resources to support responsiveness to community needs.

## Organizational Excellence

PLA's Organizational Excellence goals are reflected in the quality of products offered in the field, and MEAC contributes to those products. MEAC will continue to work closely with our incredible staff members to support the further development of the Benchmark product, as well as to advocate for increased adoption of data-informed practices that are supported by PLA's products, educational opportunities and publications.

## EDISJ

MEAC will make every effort to apply an EDISJ lens to all of our work, helping to ensure that data is gathered responsibly and that necessary context is provided when we present data that can illustrate the field's important, foundational efforts to make the field as equitable as possible. For example, the MEAC was very involved in the design, execution, and publication of the 2021 Staff and Diversity Survey and the accompanying report from 2022; these efforts reflect an important contribution to the field's EDISJ work.

## **What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

In our welcome message to incoming committee members, MEAC Co-chairs encouraged our new members to take some time to become familiar with PLA's data projects, and to begin to think about which subcommittee assignments would be of interest.

Much of our work is ongoing, and so MEAC will have a considerable number of in-progress projects as we move into the new committee year. The agenda for the June full committee meeting may include reviewing and promoting



# Measurement, Evaluation and Assessment Committee July-December 2023 Report

updates to Benchmark, preparations to publish the results of the 2022 Services for Strong Communities survey, and preparation to launch and publicize the 2023 Library Technology Survey.

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

During the past year, MEAC members found many parallels between our work and the work of two ACRL committees that have a similar charge – Project Outcome for Academic Libraries Editorial Board and Academic Library Trends and Survey Editorial Board. We hope to connect with these colleagues in the coming year to learn from their work and potentially collaborate on our related projects.

## **Is there anything else about your committee experience you'd like to share?**

We would like to express our gratitude and admiration for our hard-working, brilliant staff liaisons Sara Goek and Katina Jones. They are truly a pleasure to work with, provide us with so much guidance, and make a huge impact with their work.

## **Today's Date**

06/06/2023





# Membership Advisory Group January-June 2023 Report

**Committee/group name:**

Membership Advisory Group

**Chair name(s):**

Rachel Nowell and Cindy Hohl

**Chair email address:**

[rnowell@slcl.org](mailto:rnowell@slcl.org)

**Staff liaison:**

Samantha Lopez

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

2-3

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

The Membership Advisory Group connects members, particularly new members, to PLA as well as provides feedback through the Staff Liaison on member messaging. The group sends out initial welcome emails to new members, offering to answer any questions they might have about the organization. The group also volunteers to work at the ALA booth during conferences to assist in guiding members as requested. The Membership Advisory Group supports PLA's strategic goals by supporting professional growth and prioritizing and aligning resources to increase membership.

**Do you see opportunities to better align committee work with the strategic goals?**

The Membership Advisory Group is always seeking ways to continue to ensure that new members feel included and welcomed to PLA. While the group informs new members of opportunities to get involved, training sessions, and other professional development activities, perhaps the group could also find a way to assist new members in being more active in the social aspect of PLA through Connect. The group along with the staff liaison has brainstormed ideas in the past to make this happen but as of yet has not come up with a realistic solution. Assisting new members in feeling socially connected to PLA might assist in retaining members as well as building a platform for library workers to truly feel connected to the field at a national level.

**What recommendations do you have for in-coming committee members? Are there particular streams of**



# Membership Advisory Group January-June 2023 Report

## **work in progress to be carried over into the new committee year?**

In-coming committee members should be prepared to continue the monthly welcome emails. Some members in the past have found success in connecting with new members by offering up networking through Linked-In. Additionally, there are opportunities for some presence at upcoming conferences outside of ALA Annual if in-coming committee members are available.

## **Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

ALA's Membership Committee would be a great partnership for this group.

## **Is there anything else about your committee experience you'd like to share?**

This group is for many members their first, and maybe only, connection to the organization. There could be opportunities for more networking and support with new members, but additional support would be necessary from PLA.

## **Today's Date**

06/05/2023



# Public Libraries Advisory Committee January-June 2023 Report

**Committee/group name:**

Public Libraries Advisory Committee

**Chair name(s):**

Martha Hutzel

**Chair email address:**

[martha.hutzel@crri.org](mailto:martha.hutzel@crri.org)

**Staff liaison:**

Kathleen Hughes

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

2-3

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

Our meetings consisted of discussions on topics to be covered in upcoming issues of Public Libraries with a specific focus on the PLA Strategic Plan, how to incorporate EDISJ topics in every issue and what best way to cover topics that tied in with the SP of PLA.

**Do you see opportunities to better align committee work with the strategic goals?**

I think we did that as much as possible, particularly having Kathleen Hughes, our staff liaison, guiding that as a main goal of the committee. Every committee member had an opportunity to contribute to the work of the committee.

**What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

For incoming members it would be good to have those who are familiar with the Public Libraries magazine, who have an interest in writing or have writing contacts and have skills to guide the discussion and the work of the committee.

Carryover work would include decisions on future topics for 2024, who is writing the articles, especially those that cover diverse themes to tie in with PLA's Strategic Plan.

**Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting**



# Public Libraries Advisory Committee January-June 2023 Report

## **PLA strategic goals?**

I am not sure regarding that question.

## **Is there anything else about your committee experience you'd like to share?**

Our committee had great discussion on the topics we were seeking for the magazine, especially in reference to the best topics to seek writers for, planning for future issues and topics of interest to the audience, we discussed the topics for the March-April 2024 Conference themed issue and made decisions on the Feature Articles Contest for first place and honorable mention.

## **Today's Date**

06/05/2023



# Technology Committee January-June 2023 Report

**Committee/group name:**

Technology Committee

**Chair name(s):**

David Lee King

**Chair email address:**

[davidleeking@gmail.com](mailto:davidleeking@gmail.com)

**Staff liaison:**

Steven Hofmann

**This report represents work done:**

January-June

**How many times did your group meet during this reporting period?**

2-3

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**After reviewing the current PLA Strategic Plan, please answer the following:**

**Describe the current work of this committee and how it supports our strategic goals. Include work accomplished, decisions made, and any recommended follow-up actions.**

This year, we have been focused on re-defining the Technology Committee. We have decided to focus on creating Technology Competencies for library staff. Once that task is complete, we plan to focus on assessment and training opportunities for library staff, potentially creating some type of technology competency certificate for libraries.

Our chair met with the PLA board and discussed changes to our deliverables and outcomes. The board liked and approved of our direction.

We believe that the work of our committee directly supports PLA's strategic goals of Transformation, Professional Growth, and Organizational Excellence.

**Do you see opportunities to better align committee work with the strategic goals?**

In our case, we focused on PLA's strategic goals during our discussions of how to re-define the committee's goals. At this point, the Technology Committee is directly aligned with the strategic goals.

**What recommendations do you have for in-coming committee members? Are there particular streams of work in progress to be carried over into the new committee year?**

It's a great time to join the Technology Committee - we have decided what we want to accomplish. This next year will be focused on actually accomplishing our goals.



# Technology Committee January-June 2023 Report

**Are there other PLA or ALA committees whose partnership and collaboration would accelerate meeting PLA strategic goals?**

Not sure at the moment. That said, there is a LOT of overlap with committees and goals, so probably so.

**Today's Date**

06/06/2023



## Executive Summary of 2022 ALA Membership Study

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**Overview:** In August 2022, the American Library Association (ALA) engaged Avenue M Group, LLC., an independent research and consulting firm to conduct an in-depth membership research study. Understanding that ALA membership has declined in recent years, and it had been several years since the last study with Avenue M was conducted, the desired objectives of the research included:

- Explore the needs, interests, behaviors, awareness, and perceptions of members and nonmembers.
- Identify programs and services that will engage members and cement long-term relationships throughout the librarian community.
- Identify any unique differences and commonalities among ALA's various market segments.
- Better align the membership model with the needs and wants of members.
- Benchmark progress compared to the previous ALA and Ave M study conducted in 2018.

The Executive Summary ties together key findings from the survey into a summary highlighting the most important takeaways from the research. It is meant to provide a brief summation of the report and Avenue M's interpretation of the data. Additional details on differences between important respondent segments are included in the full report and will be highlighted in Avenue M's presentation on February 21, 2023. Overall, Avenue M analyzed over 6,900 respondent surveys (including members, former members, and never been members) from the survey fielding that occurred November 22, 2022 to Monday, December 12, 2022.

### Satisfaction, Value, and NPS

Overall, members perceive ALA membership in a positive light but there is room for improvement.

1. Slightly more than six in ten (62%) of members are satisfied or extremely satisfied with membership. This is +5% from the 2018 survey.
2. About one-third (34%) of members feel connected or extremely connected to ALA. This is the same percentage as in 2018.
3. About one-third (32%) of current members are considered Promoters of ALA, meaning they are very likely to recommend membership in the organization to their colleagues and peers.
4. ALA has an overall Net Promoter Score of -1.5. The NPS for members is +10.5; the NPS for former members is -45.9. The NPS of +10.5 is below the average for associations found in the Avenue M database (+25).
5. The top five words used to describe ALA are informative, important, bureaucratic, credible, and expensive.
6. Two-thirds of members believe the value they receive from ALA membership is equal to or greater than the cost of dues. One-third think the value is less than the cost. (This is slightly higher than what Avenue M sees with other associations.) Nearly half of members think the membership experience would be improved if the cost of dues were lowered.



## Strengths

7. Nearly two-thirds of members (65%) think ALA national advocates effectively on behalf of their profession and about half of members (49%) feel ALA national helps them stay up to date on the latest information in their profession.
8. ALA offerings that respondents are most satisfied with (>25% extremely satisfied) with include:
  - Division Conference/Symposium/Forum (37%),
  - ALA Annual Conference (2022)(37%),
  - Unite Against Book Bans campaign (27%),
  - Book purchase(s) from the ALA store (27%),
  - ALA Standards and Guidelines (26%), and
  - Libraries Transform public awareness resources (24%).
9. ALA does well in helping address the following member challenges: 1) keeping professionals up-to-date with new trends and developments in the field, 2) helping professionals expand their knowledge/level of expertise, and 3) providing opportunities for professionals to expand their network/connections with other library professionals.

## Areas of Opportunity

10. Respondents want ALA to be more affordable, inclusive, accessible, collaborative, and informative.
11. Members would feel more connected to ALA with more/improved onboarding for new members and refreshers for existing members, learning new things from ALA offerings, and meeting with/collaborating with peers. (Note, ALA implemented a new onboarding plan in 2022.)
12. There are opportunities to improve satisfaction levels with numerous offerings, like ALA's social media, the ALA Annual Conference 2022 Digital Experience, LibLearnX 2022, and ALA's career resources.
13. Overall, dealing with increasingly highly stressful situations in their library, keeping up with new trends and developments in the field, and dealing with budget constraints are challenges likely to be faced by many segments in the profession, but specifically higher for directors/chief officers/administrators and deans/faculty. These are areas ALA can offer more resources in.

## Price

14. Among all respondents, the median price for what respondents think a bargain is for membership is \$100. A price of \$200 is considered too expensive to join or renew.

## Benefits Usage

15. On average, respondents used 4.6 out of 24 ALA offerings (17%) in the past two years. Offerings with the highest usage include *American Libraries* (60%), ALA Connect (32%), and ALA Standards and Guidelines (31%).





16. Within the past two years, volunteer opportunities, ALA social media accounts, and virtual experiences like the Midwinter Meeting and LibLearnX were used the least.

### **Impact of the Pandemic**

17. Roughly two-thirds of respondents are in the same or similar role as they were in 2020 (before the onset of the COVID-19 pandemic.) Slightly more than one in ten (14%) left their previous job and gained employment elsewhere in the same industry.
18. Close to seven in ten respondents (68%) said their budget for membership has stayed about the same since the COVID-19 pandemic, while nearly three in ten (29%) say it has decreased or significantly decreased. When it comes to professional development, about six in ten (61%) respondents say their budget has stayed about the same, while over one-third (32%) indicate theirs has decreased or significantly decreased since the pandemic.
19. Close to half of respondents (48%) say they will attend more online (on-demand) learning now than they did before the pandemic, and about four in ten (42%) plan to attend more virtual (live) learning.

### **DEIA and Social Issues**

20. One quarter or more of respondents indicated during the past two years (2021 and 2022) they think ALA has made great progress in supporting intellectual freedom, expanding virtual conference options, improving Equity, Diversity, Inclusion, and Social Justice (EDISJ) resources, and promoting/increasing public policy and advocacy efforts.
21. About four in ten respondents think accessibility (43%), race (42%), disability (41%), and ethnicity (39%) are the top areas respondents feel or believe the library community needs to put greater emphasis on or improve. Only 3% of respondents think DEIA is fine as is.

## JUNE 2023 MEMBERSHIP UPDATE

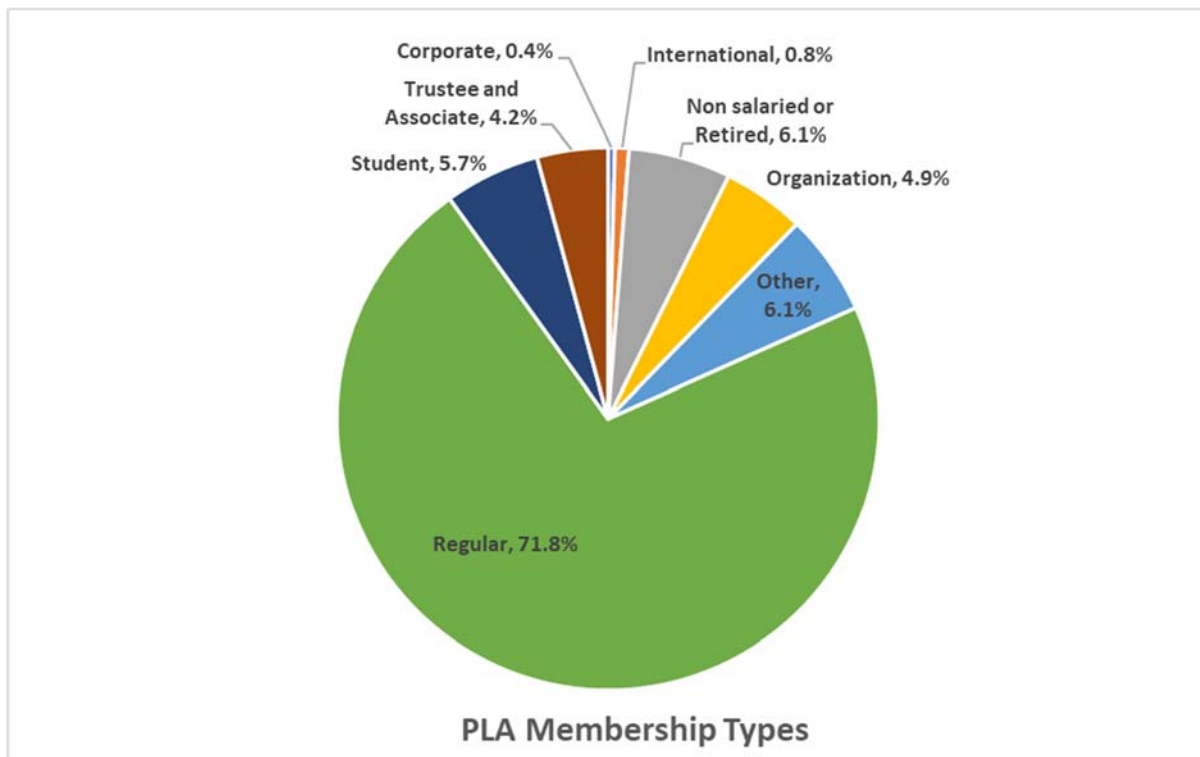
### ACTION REQUESTED/INFORMATION/REPORT: Information

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

### Membership Stats

Membership breakdown (April 2023):

- Personal Memberships: 7,045
- Organization Memberships: 364
- Corporate Memberships: 28
- **Total PLA Members: 7,437**



PLA has seen an average membership loss (pre-pandemic) of 941 in non-conference years. The membership loss since the beginning of the FY23 year is 893, which is on par with past non-conference years. The table below compares April membership counts across fiscal years, as well as comparisons from the start of the fiscal year (September). Even fiscal years represent PLA Conference years, where we typically see a rise in membership.

Month	FY23	FY22	FY21	FY23 compared to FY22	FY23 compared to FY21
April	7437	8568	7410	(-)1131 (13% decrease)	(+)27 (.4% increase)
September	8330	7319	9162	(+)1011 (14% increase)	(-)832 (9% decrease)
Change over FY23	(-)893 (11% decrease)				

### PLA at Conferences

PLA is hitting the road this fall to promote PLA 2024 Conference, DigitalLearn resources, survey and data initiatives, and overall membership. Conferences where PLA will exhibit or present at include:

- RIPL (July)
- IFLA (August)
- ARSL (September)
- OLC (September)
- NELA (October)

### ALA Membership update (stats as of February 2023):

The total ALA membership count at the end of February 2023 was 49,695, comparable to the count of 49,705 at the end of FY 2022 and 50,941 this time last year. This remains flat to the start of the year. We hope that membership counts will continue to climb with the successful execution of the Association of College & Research Libraries (ACRL) Conference and a successful ALA Annual Conference this fiscal year. We also recognize that since this is a one division conference fiscal year that ALA membership counts are historically lower than years with two division conferences.

ALA continues to work on membership campaigns to recruit non-members and lapsed members, targeting current members to join divisions/roundtables, and engaging students. ALA is also working with Avenue M on the results of the 2022 member survey, which showed the importance of a simplified membership model and self-service options.

To: PLA Board of Directors and Budget & Finance Committee

From: Mary Davis Fournier, PLA Executive Director

Re: Shared cost scenarios presented to the Operating Agreement Implementation Task Force

This information is being presented today for some preliminary discussion but primarily for the Board to be aware of the current discussions within the Operating Agreement Implementation Task Force. **No action is required today.**

Discussion among the OA Task Force members have tended to be at a very high level, with much of the “nuts and bolts” of each scenario not being addressed. As a result, PLA staff continue to identify questions and concerns for each scenario, as well as overarching questions, which will be posed to the Finance Department staff and Task Force consultant. The Finance Department is planning an individual meeting with each Division Executive Director and Fiscal Officer after the Annual Conference. In addition, the Division Executive Director and Fiscal Office will hold another meeting with the Consultant. Staff also continue to hold discussions with other Division staff to hear their comments and concerns.

After more information is gathered, staff will present their recommendation to both Budget and Finance and the Board. This may necessitate a joint Board and B&F meeting during the summer (likely in July or August). ALA Finance would like to recommend a scenario to be presented to the ALA Executive Board at the Fall 2023 meeting, with implementation in the FY25 budget process. PLA staff have serious concerns about the accelerated pace of this timeline, as specifics emerge, only after many months of delay.

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Operating Agreement Implementation Task Force scope:

- Explore and recommend Indirect Cost Rate (ICR) models: Either affirm current method and formula or develop alternative/new process for funding shared operational & member valued service.
- Net Asset Balance – develop rules for how net asset balances will be handled in the future.
- Eliminate subsidizing divisions that lose money – figure out how to make them operate profitably, or at least at break-even.
- Consider the budget process for Round Tables and other ALA units who internally transfer funds as overhead.
- Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment.
- Develop accountability measures for quality shared services.

The Indirect Cost Rate assessment scenarios described below and modeled in document 2023.49b are based on a concept of shared costs. ALA has characterized the 24 units under the ALA operating budget as shared service units. These include operating units such as IT and finance as well as service units such as the Office for Diversity, the Office for Intellectual Freedom and the Public Policy and Advocacy Office. With no or limited revenue generation capacity, these operating units derive their funding through collective revenue support. This collective support is derived through a shared costs assessment or Indirect Cost Recovery (ICR). This concept differs from overhead, which is limited to essential operating costs (rent, equipment, insurance, etc.).

The following scenarios were presented to the Task Force for consideration by consultant Michael Tarnoff. He stated the common goal for the indirect cost recovery scenarios as: The ALA budget for shared services is completely covered for the year; each unit knows exactly what it is expected to pay for that year; and the concept of ICR (or shared services costs) charges for new initiatives or programs would be entirely eliminated. He further stated that there are underlying assumptions to that goal which are (a) all of the units add value to the ALA organization as a whole, whether they produce a net operating surplus or not, and (b) because all of the units add value it is worthwhile for the units that produce net surpluses absorb a share of the costs required to provide shared services to those units that cannot produce net surpluses.

#### Four Scenarios

1. Indirect Cost Recovery assessed based on an org-wide average percentage of *all revenue*. This differs from the current approach which had a reduced assessment rate for publishing revenue and member dues, donations and sponsorships were exempt from

##### Pros:

- This approach most closely aligns to PLA's 2-year budgeting cycle. During the off-conference year our assessment would be smaller; during the conference year it will be significant as it is now.

##### Cons:

- Revenue can be unpredictable. What happens if a unit misses its revenue target? Will ICR be adjusted?
- With *all* unit revenue subject to ICR assessment, PLA's assessment will increase dramatically, particularly in the non-conference year. Under the current agreement,

member dues, donations and sponsorships were overhead exempt, and publishing revenue was assessed at 50% of the overhead rate.

2. Indirect Cost Recovery assessed as a percentage of unit **expenses**.

Pros:

- In ALA's current state of transition and the current economic climate, expenses are more predictable than revenues. How will expense delays (e.g., hiring) impact ICR for ALA and for PLA?
- The assessment on expenses approach supports conservative budgeting. ALA has asked divisions to cut expenses annually for years in order to balance the budget. How will this play under this approach?
- Assessment on expenses is more aligned to the reality of organizational budgets and shared services, which units access whether they are profitable or not.

Cons:

- Expenses have been keeping pace with inflation, on an upward trend. PLA's expenses will go up and so will the ICR it is assessed. The result is a surge in expenses, and a reduction in net revenue.
- The assessment on expenses approach supports conservative budgeting. This approach may incentivize units to budget too conservatively in order to avoid higher ICR cost assessment and possibly impacting membership value.
- Because expenses are annual, this model means a shared cost assessment during year two of PLA's 2-year budgeting cycle, which will result in increases to PLA's planned non-conference year deficit.
- The viability of this model hinges on the disposition of our net revenue. Will PLA be permitted to retain its net revenue after contributing to the shared services costs?

3. Indirect Cost Recovery assessed based on an organization-wide average percentage of the unit's **net revenue**. This is the closest to the "no overhead" model recommended by the Operating Agreement Working Group.

Pros:

- At an organizational level, this model is the most transparent. It will make unit P/L positions very clear and support informed resource allocation discussions at the Executive Board and staff leader level.
- Per Task Force consultant, this is the model most commonly used across the association industry.

Cons:

- Thanks to the 84% net revenue rate calculated, this is entirely incompatible with our two-year budgeting cycle. PLA “covers” year two expenses with profits from year one. An ICR assessment of 84% would make growth impossible and sustainability questionable. Is 84% of the net the appropriate assessment rate? Can this rate be reviewed in light of the amount of ICR that will be needed?

4. Indirect Cost Recovery assessed on net, based on a **sliding scale**, using the following brackets:

- 0% if net is less than \$0
- 10% on net from \$1 to \$20K
- 65% on net from \$20K to \$100K
- 80% on net for \$100K to \$500K
- 89% on net over \$500K

Pros:

- None

Cons:

- The more revenue PLA generates, the higher the assessment. This approach would have dire consequences for PLA’s sustainability.
  - Despite the theory, this approach creates no incentive for underperforming units to generate revenue.
- 

**Some additional questions:**

- How can we select a model without understanding restrictions on division use of and access to any net surplus, as well as its historic net asset balance? To date, there has been a refusal to even discuss the models in any type of larger context. The current stance is that we will proceed with the context once the model is selected. Is that making a choice without all the facts?
- Similar to the above, how can we select a model without understanding whether transfers to the endowment from division net revenue will be permitted. That process needs to walk alongside the ICR. Also, if the endowment payout is put into the budget rather than rolled over, would that be considered revenue, if the revenue model is selected?
- Under the revenue model, is all membership revenue subject to ICR assessment? ALA membership revenue as well as division revenue?

- Under the revenue model, are donations from individuals and organizations subject to ICR? PLA Donors restrict their donation to be used within PLA.
  - Under the revenue model, are sponsorships subject to ICR? ALA as well as division sponsorships?
  - Many of the shared service units listed generate revenue. Is shared service unit revenue subject to ICR assessment as well? What expenses (or revenues, or net) are subject to OH for units that contribute shared costs?
  - What control will be implemented to ensure shared services units are not overspending?
  - If the funder determined overhead rate for a grant is lower than ALA audited ICR rate, does the gap in ICR need to be bridged? If yes, how will that happen?
- 

**Additional Factors for consideration:**

- Indirect Cost Rate %: How is the ICR rate to be determined? A % of the most recent audited year has been mentioned? How will the % be determined?

In a past document ALA CFO proposed:

“The allocated Shared Services Cost for the FY23 budget will be based on the FY 2021 final audited financial statements. We will exclude one-time extraordinary credits to expenses to normalize them (e.g., PPP Funds).”

Is the ICR assessment to be based on audited financials over a multi-year period? Will it take into account our division’s two-year budget cycle? What costs comprise the Indirect Cost being recovered? ALA operating budget expenses? Operating expenses across all units of the association? It is difficult to fully evaluate a model without understanding how the % will be determined.

- Timing of assessment. Two methods have been proposed for consideration:
  - A. Method A is to assume that for new initiatives or programs the agreed upon percentage would be applied to the projected Revenue, *Expense* or Net at the time each new initiative or program is implemented. This would be assessed in real time throughout the year. This is the current practice at ALA.
  - B. Method B is to assume that ALA will prepare a budget for shared services at the beginning of the year, and then allocate the indirect cost rate (or overhead) in accordance with agreed upon percentage as applied to the budgeted numbers for Revenue, Expense or Net , for each unit. In this method, the ALA budget for shared services is completely covered for the year, each unit knows exactly what it is expected to pay for that year, and the concept of IDC (or overhead) charges for new initiatives or



programs would be entirely eliminated. When would assessment take place? Quarterly? What if a unit fails to make budget? Will the assessment be adjusted in the final quarter to reflect the actual?

Currently, ALA has asked divisions to recommend a preferred approach by the end of August 2023 so that it can come before the ALA Executive Board in fall of 2023, to be implemented as part of the FY25 budgeting process (which begins in late fall 2023). We feel that more time is needed to research answers to the myriad questions regarding the “nuts and bolts” of these scenarios, to understand the models in the context of the ALA budgeting process, and to complete analysis for consideration by Budget and Finance and this board.

PLA FY21-24 Proposed Operating Agreement Overhead Scenarios

Current Operating Agreement				
Overhead assessment at 26.5% rate with publishing at 13.25%; and a number of OH exemptions (membership dues, sponsorship revenue)				
PLA	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Total Revenue	748,667	3,773,731	797,748	3,935,937
Total Expenses (before Overhead)	877,950	2,191,047	1,179,944	2,587,360
OH%	3.83%	20.02%	4.17%	19.82%
OH Paid	28,672	755,579	33,280	780,102
Total Expenses	906,622	2,946,626	1,213,224	3,367,462
Net	(157,955)	827,105	(415,476)	568,475

Scenario 1: ICR Assessed on Revenue				
Assessment on all revenue at 18.92%, rate determined by organization-wide average of ICR as % of total revenue.				
PLA	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Total Revenue	748,667	3,773,731	797,748	3,935,937
Total Expenses (before Overhead)	877,950	2,191,047	1,179,944	2,587,360
ICR %	18.92%	18.92%	18.92%	18.92%
ICR Paid	141,648	713,990	150,934	744,679
Total Expenses	1,019,598	2,905,037	1,330,878	3,332,039
Net	(270,931)	868,694	(533,130)	603,898

Scenario 2: ICR Assessed on Expenses				
Assessment on all expenses at 19.6%, rate determined by organization-wide average of ICR as % of total expenses.				
PLA	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Total Revenue	748,667	3,773,731	797,748	3,935,937
Total Expenses (before Indirect Cost)	877,950	2,191,047	1,179,944	2,587,360
ICR %	19.60%	19.60%	19.60%	19.60%
ICR Paid	172,078	429,445	231,269	507,123
Total Expenses	1,050,028	2,620,492	1,411,213	3,094,483
Net	(301,361)	1,153,239	(613,465)	841,454

Scenario 3: ICR Assessed on Net Surplus				
Assessment on Net Surplus at 84.62%, rate determined by organization-wide average as % of total net.				
PLA	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Total Revenue	748,667	3,773,731	797,748	3,935,937
Total Expenses	877,950	2,191,047	1,179,944	2,587,360
Net	(129,283)	1,582,684	(382,196)	1,348,577
ICR %	84.62%	84.62%	84.62%	84.62%
ICR Paid	0	1,339,267	0	1,141,166
Net after overhead	(129,283)	243,417	(382,196)	207,411

Scenario 4: ICR Assessed on Sliding Scale				
Assessment % determined by division net according to predetermined sliding scale (see example to right)				
PLA	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Total Revenue	748,667	3,773,731	797,748	3,935,937
Total Expenses	877,950	2,191,047	1,179,944	2,587,360
Net	(129,283)	1,582,684	(382,196)	1,348,577
ICR %	0.00%	89.00%	0.00%	89.00%
ICR Paid	0	1,408,589	0	1,200,234
Net after overhead	(129,283)	174,095	(382,196)	148,343

Example of sliding scale bracket:	
0.00% if NET is less than \$0	
10.00% on NET from \$1 to \$20K	
65.00% on NET from \$20K to \$100K	
80.00% on NET for \$100K to \$500K	
89.00% on NET over \$500K	