**Question: How was the plan developed?***Likely audiences: PLA members, ALA leaders, funders, external stakeholders*

**Message:** The new Strategic Plan was developed with wide-ranging input not only from the PLA board, but also from members, staff, and other key stakeholders.

*Member input was gathered through a survey that received more than 2,000 responses and focus groups that sought feedback from a diverse cohort which included early-career library workers, mid-level staff, and directors.*

**Message:** In updating PLA’s Strategic Plan – last revised in 2014 – we closely considered our nation’s changing landscape – in political, economic, and social affairs – and its effect on public libraries.

*The plan envisions a future in which public libraries serve as hubs of cultural and civic engagement, helping to facilitate understanding of how society is, and should be, shaped.*

**Message:** A new and essential goal related to Equity, Diversity, Inclusion, and Social Justice (EDISJ) was added to ensure PLA is helping libraries advocate for and apply these core principles.

*By establishing specific objectives related to EDISJ, PLA is demonstrating its commitment to cultivating a generation of library leaders equipped to ensure our communities and societies allow participation by, and meet the needs of, everyone and that public libraries reflect the communities that they serve.*

**Question: What are some of the key deliverables PLA will achieve over the next four years?**
*Likely audiences: PLA board, PLA volunteers, PLA members, funders, organizational partners*

**Message:** PLA will increase awareness of, and access to, the fundamental types of literacy skills people need to achieve success in the 21st Century.

*PLA members will have access to a range of tools to equip library patrons and community members with pivotal skills through programming in Digital Literacy, Early Childhood Literacy, Health Literacy, Financial Literacy, and more.*

**Message:** PLA will work to increase the number of libraries using meaningful and actionable measurements to understand and expand their impact on the community.

*We will continue actively promoting, expanding and training library professionals through Project Outcome while also developing partnerships that will bring outcome measurement to new libraries and library associations around the world.*

**Message:** PLA will support public library staff in shifting from a library-centered approach to a community-centered approach.

*Through training opportunities and resources including the established PLA Leadership Academy and future program concepts, we will deliver leadership training content to broader audiences. Many of our other initiatives – such as Family Engagement, Digital Literacy, and Health Information – are similarly emblematic of libraries’ work to address critical community needs.*

**Message:** PLA will equip its members with the resources to advocate and apply EDISJ principles in their libraries and communities.

*Through a variety of resources including mentoring and learning opportunities, PLA will deliver EDISJ content to PLA members and other library professionals nationwide. This will include three regional trainings across the U.S. annually in 2019 and 2020.*

**Question: What else is important to know about this plan?***Likely audiences: PLA volunteers, ALA leaders, funders, external stakeholders*

**Message:** The plan reflects a marked increase, since 2014, in organizational capacity. Since 2014, we’ve nearly doubled our number of staff and secured the long-term grants from the Gates Foundation. Additionally, PLA has secured other new grants and is building its capacity to raise funds in new ways.

**Message:** The new Strategic Plan reflects PLA’s core values of Visionary Leadership; Member Focus; Integrity and Transparency; Equity, Diversity, and Inclusion (EDI); and Excellence and Innovation.

**Message:** The result is a strong plan that will guide how PLA invests its resources to meet the needs of its members and advance the public library field over the next 4 years.

**Question: How does the new plan affect established PLA initiatives like Every Child Ready to Read (ECRR) and Project Outcome?***Likely audiences: Long-time PLA members, volunteers who contributed to these projects*

**Message:** PLA remains committed to all its existing programs and initiatives regardless of whether they are called out specifically in the 2018-2022 Strategic Plan.

*As a strategic plan – in contrast to a tactical one – the goals within are intentionally framed in highly general terms. There is no need to catalogue them individually because every PLA initiative, program, or project advances one or more of these strategic goals. ECRR, for example, advances the goals of Transformation, Advocacy & Awareness, and Organizational Excellence.*

**Question: Social justice is called out as one of PLA’s Core Values, but intellectual freedom, one of the Core Values of Librarianship, is not. Why?***Likely audiences: Long-time PLA members, ALA leaders, library field stakeholders*

**Message:** PLA upholds all eleven Core Values of Librarianship regardless of whether they are called out specifically in the 2018-2022 Strategic Plan.

*PLA acknowledges that the values of Intellectual Freedom and Social Justice, as interpreted and applied in public libraries, may contrast with one another. We believe that both values are important, and libraries must strike a delicate balance between the two in matters of policy and collections. We believe it is critical for libraries to elevate historically marginalized voices without eradicating or minimizing those that conflict with them.*