

## **Emerging Leaders 2019 Team Report Form**

**Project Team 'Letter':** I

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**Project Description:** Explore how to create more localized conversations and engagement opportunities for LITA members.

# LITA Close to Home: Developing Local Support Networks

2019 Emerging Leaders Project

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# Executive Summary

The following report represents a synthesis of the research and recommendations of the 2019 LITA Emerging Leaders team for the project *LITA Close to Home: Developing Local Support Networks*. As part of the project, the team conducted research into existing local groups, surveyed identified local group leaders, surveyed LITA membership, developed a set of best practices, and created a timeline for a local group pilot implementation.

For reference, all project documents, including team meeting notes, are available in the shared Google folder “2019 LITA Emerging Leaders”. This report also links to several appendices that are located in the shared folder.

# Model Research

## Summary

To initiate the LITA Close to Home project we began by conducting research on the existing structures used for local groups associated with library and technology focused organizations. Through this information gathering initiative we surveyed local group structures, their successes and failures, and their alignment with LITA's goals in starting local peer-networking groups. The analysed results were then used to outline current local group models and inform our final recommendations for LITA, which include best practices for initiating and running local groups.

## Methods

In order to gather information on currently existing models, we identified and investigated several existing local group structures associated with the following organizations: Association of College & Research Libraries (ACRL), Art Libraries Society of North American (ARLIS-NA), Association of Library Collections & Technical Services (ALCTS), Code4Lib, Carpentries, Ex Libris Users of North America (ELUNA), Georgia Library Association New Members Round Table (GLA NMRT), Young Adult Library Services Association (YALSA), and IT Service Management Forum (itSMF USA). For each organization, we identified one or multiple points of contact and sent each contact a link to a questionnaire. We created two questionnaires, one for the parent organization level, if it existed, and one for the local group level. Both questionnaires included questions about group initiation and history, governance, funding, leadership and buy-in, communication structures, common activities, and any equity, diversity, and inclusion (EDI) efforts. For reference, the questions and responses to each survey are provided in [Appendix A](#) and [Appendix B](#).

## Results

We received responses from some (but not all) of our identified points of contact. In addition to reported information, we were able to conduct our own research on each organization and its local group structure. Using the responses received, our individual research, and through discussions as a group, we identified three main models that currently exist regarding local group structures.

- Model 1: Groups who are part of the parent organization
- Model 2: Groups through affiliation
- Model 3: Informal groups

## Model 1: Groups who are part of the parent organization

This model is characterized by groups that exist as part of a larger organization. Examples of this model include GLA NMRT, YALSA, itSMF, ARLIS-NA, and ELUNA.

### GLA NMRT

The Georgia Library Association's New Members Round Table (GLA NMRT) is one of the organizations identified that considers local groups a part of their larger organization. GLA NMRT supports two local groups across the state: Atlanta Emerging Librarians<sup>1</sup> (AEL) for library school students and library professionals located around the Atlanta area and Coastal Georgia Library Collaborative<sup>2</sup> (CGLC) for library personnel located around the Coastal Georgia area. Additional groups in other regions of Georgia have been proposed over the years but have dissolved without cohesive and invested volunteers to lead their formation.

To provide perspective on this model, current and former GLA NMRT chairs and individuals who were involved in the formation of the two local groups were contacted. Both groups are funded through the GLA NMRT budget, which has to be approved by the GLA Executive Board, but are led independently by planning committees of self-nominated volunteers. With the exception of the first years of AEL, the Chair of the GLA NMRT serves only in an advisory role and is not heavily involved in the planning of events and activities, though this has been identified as an issue during years where planning committee leadership is struggling. GLA NMRT is attempting to mitigate these types of issues by establishing best practices and formal guidelines for local group planning. Ideally, this new strategy will allow the local group to retain autonomy while still providing a structural base of support.

Neither group has a formal membership structure or roster. They host events and invite anyone in the area interested to attend. Attendance at events can have variable results. One thing that should be noted is that planning committee members and attendees to local events are encouraged but not obligated to be members of the Georgia Library Association.

Communication to the GLA Executive Board specifically is routed through the GLA NMRT Chair, who often shares local group activities during quarterly meetings. Communication to local group participants is accomplished through group-specific methods but mainly include social media, the GLA website, and email lists. Events are often shared via an e-invite web application, in order to track potential attendance. Some examples of activities that have been successful are speaker presentations, library tours, job panels, professional development workshops, and informal social gatherings. Both groups commonly partner with libraries local to the area to host and provide space for events.

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<sup>1</sup> <https://gla.georgialibraries.org/divisions/new-members-round-table/atlanta-emerging-librarians/>

<sup>2</sup> <https://gla.georgialibraries.org/divisions/new-members-round-table/coastal-georgia-library-collaborative/>

## YALSA

The Young Adult Library Services Association includes a member google map<sup>3</sup> and guide to hosting local events<sup>4</sup>, among other things. They have a space on ALA Connect for YALSA members. While they do not financially support local meetings, they encourage them by providing materials to distribute. YALSA also participates in regional conferences. Members who want to represent YALSA at regional conferences have access to printed materials and sometimes presentation scripts to adapt.

## itSMF USA

IT Service Management Forum USA is a volunteer-led, vendor-neutral community dedicated to the promotion, adoption, and advancement of service management best practices and standards that help organizations run more effectively and efficiently to deliver bottom-line results. They focused on IT-related businesses. There are currently 17 local interest groups<sup>5</sup>, and most cover the area of a single city. Each interest group provides local information and meetings for members. It does not appear that members pay fees to the local organization.

## ARLIS-NA

The Art Libraries Society of North America provides a defined procedure for starting new regional chapters, as well as the chapter bylaws, which are both approved at board level. Each chapter has an executive board including a President, Vice President/President-Elect, Past President, Treasurer, and Secretary. The parent organization helps with on-boarding officers, hosting webinars, and providing checklists. Each chapter submits an annual report to the parent organization. There is a chapter liaison, who is one of our survey participants, that communicates between chapter officers and the ARLIS executive board. There is also a very detailed Chapter Success Book<sup>6</sup> available online that outlines chapter communication, activity, officers' duties, finances, meetings, and special projects.

Chapters are mainly funded by local membership dues and annual conference fees. The local chapter dues are in addition to the parent organization dues, but are typically nominal, and there is no discount associated with joining both. It is expected that a member of the local chapter must also be a member of the national organization, but it is not a formal requirement. One survey participant noted a problem faced in regards to funding is banking: "We've had problem rotating our treasurer position largely because the process to put our bank account into someone else's name is very laborious and challenging as a certain bank might not exist in some of the states we cover."

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<sup>3</sup> <https://www.google.com/maps/d/edit?mid=11hcdbf9MbO9oilzaDBE8bL2kEto&msa=0&ll=18.51119551049118%2C0&z=2>

<sup>4</sup> <http://www.ala.org/yalsa/sites/ala.org.yalsa/files/content/MeetUps.pdf>

<sup>5</sup> <https://www.itsmfusa.org/page/localinterestgroups>

<sup>6</sup> [https://www.arlisna.org/images/admindocs/chapter\\_success.pdf](https://www.arlisna.org/images/admindocs/chapter_success.pdf)

One survey respondent of the local groups noted that outside of the local conference, chapter activity is low. There is a newsletter that comes out, and a listserv, but it is usually only active around the time of the national and local conferences. They hypothesized that the biggest barrier to recruitment is geographical scope. The chapter covers a large area of the country, which can make it difficult to attend chapter meetings.

The activities that are most popular among local groups are business and scholarly meetings, study tours, and social activities. One local group respondent stated: "I found that I get a more rewarding experience engaging with a smaller group of people than I do at a parent's annual conference. It's a more intimate grouping and it can be helpful for new members to not get overwhelmed as much. It's a great starting point for students to enter at the chapter level and work up to the larger parent organization."

In regards to EDI there is a Diversity Committee within the parent organization that offers leadership and other training at the international conference. The local chapter respondent stated that there is a chapter travel award granted each year to help a member get to the annual conference who might otherwise not be able to attend, and that attempts are made to keep the cost of the chapter conference as low as possible so more people can attend and to encourage student participation.

## ELUNA

Ex Libris Users of North America's Regional User Groups (RUGs) are guided by a clearly-stated RUG policy<sup>7</sup>. A user group can apply to be officially sanctioned by the ELUNA Steering Committee. The group must cover a defined geographic territory and cannot overlap any existing RUG. There are currently 12 RUGS in the United States, but there may also be unofficial RUGs, regional groups that do not fully meet the RUG policy, which may receive some support from ELUNA. If a RUG is inactive for two years or longer, ELUNA will try to contact the last known leadership, but will eventually remove the RUG from the ELUNA website and possibly assign part or all of that territory to a new RUG. Once sanctioned, the RUG commits to:

- Have a designated contact person
- Provide information about its leadership, etc to ELUNA
- Invite representatives of the ELUNA Steering Committee to attend its meetings
- Invite Ex Libris staff to attend its meetings
- Make meeting presentations available to post on ELUNA's website
- Hold at least one meeting every two years

ELUNA members can attend meetings in whatever region they prefer, though there must be at least a certain number of members in an area before a RUG can be sanctioned. ELUNA and Ex Libris both provide financial support for meetings. RUGs may seek additional funding from other sources, though there are restrictions on these sources.

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<sup>7</sup> <https://el-una.org/rugs/rug-policy/>

The Ex Libris Bluegrass Users Group (eBug) is an example of an ELUNA RUG. eBug meets yearly and has their own bylaws<sup>8</sup> which define membership (automatic to any Ex Libris user in the region – no dues), officers, elections, terms of office, and the process for changing the bylaws.

## Model 2: Groups through affiliation

This model is characterized by independent organizations which are affiliated with the parent organization through some formal process. Examples of this model include ACRL and ALCTS.

### ACRL

The Association of College & Research Libraries uses the affiliation structure for local groups, whereby they affiliate with an already existing group to provide programming, social events, and professional development opportunities on a local level. They call their local groups chapters and have well-defined policies and procedures<sup>9</sup>. Though chapters are wholly independent organizations, ACRL still provides funding based on the number of ACRL members in the local organization as well as a governing body through the ACRL Chapters Council. Through the Chapters program, ACRL has a well established local group structure (the first local chapter was recognised in 1952 according to ACRL history<sup>10</sup>) and serves as a successful example of the affiliate structure.

As part of our research into ACRL, we contacted representatives from two chapters: the Georgia Chapter (Academic Library Division of the Georgia Library Association) and the Michigan Chapter (Michigan Academic Library Association). Communication locally is accomplished through listservs and the organization's website, and communication up to ACRL is primarily through the governing body called Chapters Council. As organizations independent from ACRL, governance is the responsibility of the chapter, but issues pertaining to their relationship with ACRL are routed through the Chapters Council.

Both chapters report being very active: common activities include hosting events during local conferences and webinars. Services offered by ACRL that can be localized hold tremendous value for the chapters when it comes to activities. Examples of localized services include:

- Viewing licenses for ACRL webinars, which the Georgia Chapter has used to coordinate with other local groups to make ACRL webinars available across the state
- Traveling workshops such as the ACRL RoadShow<sup>11</sup>, which has been well received by the Michigan Chapter

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<sup>8</sup> [https://digitalcommons.wku.edu/ebug\\_newsletter/about.html](https://digitalcommons.wku.edu/ebug_newsletter/about.html)

<sup>9</sup> <http://www.ala.org/acrl/resources/policies/chapter5>

<sup>10</sup> <http://www.ala.org/acrl/aboutacrl/history/history>

<sup>11</sup> <http://www.ala.org/acrl/conferences/roadshows>

## ALCTS

The Association of Library Collections & Technical Services uses the affiliation structure for local groups, whereby regional technical and collection services associations (or subsets of regional associations) may apply or be nominated to be an ALCTS affiliate. The goal of ALCTS affiliates is to create a connection between local groups and ALCTS in order to promote relevant ALCTS activities and encourage communication and information sharing between those interested in technical and collection services. ALCTS supports and connects affiliate local groups by creating an affiliate directory, providing ALA Connect space, and a listserv.

Governance of the ALCTS affiliates program is done through the ALCTS Council of Regional Groups which is made up of representatives from ALCTS affiliates, with a Committee Chair appointed by the ALCTS president each year. The governance of each ALCTS affiliate group remains within the local associations and no additional funding is provided from ALCTS to affiliates.

As part of our research into ALCTS, we contacted representatives from two ALCTS affiliates: the Technical Services Section of the Wisconsin Library Association and CATS - Collection Development & Technical Services Section of the Washington Library Association. Local communication is accomplished through listservs and newsletters of varying frequency. The most popular activities among affiliates is conference programming, though both local affiliates noted that their groups are not very active.

Feedback on the success of the ALCTS affiliate model was mixed. Some thought the affiliate structure didn't take an active enough approach to engage local groups, and others found it difficult to find, retain and engage active local group leaders. It was suggested that electing officers might be a solution to ensure people continue to be involved in local group leadership. Others appreciate the affiliate model because the structure doesn't duplicate effort or create competing local organizations with similar interests.

### Model 3: Informal groups

This model is characterized by informal or, as one respondent described, anarchist, structure and organization. Examples of this model include the Carpentries and Code4Lib.

#### Carpentries

The Carpentries<sup>12</sup> currently fall within the informal local group structure, but are working on providing guidelines and resources for the formation of future local groups. According to the Carpentries Community Engagement Lead, local groups are currently formed by community members who:

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<sup>12</sup> <https://carpentries.org/>

- are qualified Carpentries Instructors and support managing local workshops and building local communities on a volunteer basis
- discover they are geographically placed in/around the same area as other Carpentries instructors, trainers, mentors, lesson maintainers
- see a need to meet regularly to exchange ideas, hone skills, grow Carpentries initiatives locally, sometimes in addition to organizing workshops
- have the resources (time, space, shared interest) to meet regularly

Once a local group has self-established, they may be supported and governed through the Carpentries Regional Coordinator Program<sup>13</sup> and Regional Coordinators<sup>14</sup>, however some groups are self-governed. Because groups are self-established, and on occasion self-governed, participation in each local group varies based on the resources, availability, and initiative of members. The Carpentries encourages EDI in their local groups by sharing opportunities about programs and services with underserved communities and by partnering with diverse organizations to run workshops and instructor training. They also support EDI by requiring their Regional Coordinators to promote the Carpentries culture within their local groups, which mandates an “inclusive and supportive learning environment informed by best practices in pedagogical research” and by upholding the Carpentries Code of Conduct and reporting any violations.

Local groups will meet both virtually and/or in person, with popular activities including:

- Regional conferences
- Hackathons
- Localization/translation of Carpentries content
- Planning for Carpentries workshops or regional Carpentry Connect events
- Carpentries mentorship sessions

The Carpentries acknowledge room for improvement in their current local group model and are actively working on developing a guide for initiating, running, sustaining, and creating programming for local Carpentries communities to be launched December 2019.

## Code4Lib

Code4Lib operates under the informal structure. It began as a mailing list in the fall of 2003, and the first conference was held in 2006. The idea to have local chapters arose from “people independently deciding that it might be nice to meet in person more than once a year to talk about stuff they are working on...and to hang out and drink {beverage\_of\_choice} with fun & knowledgeable people.” One member response said of the governance structure: “This is a fairly anarchist group with no official president, chair, or financial officer.” Anyone may start a local group, and instructions to do so can be found on the Code4Lib local chapters website<sup>15</sup>.

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<sup>13</sup> <https://carpentries.org/regionalcoordinators/>

<sup>14</sup> [https://docs.carpentries.org/topic\\_folders/workshop\\_administration/expectations.html](https://docs.carpentries.org/topic_folders/workshop_administration/expectations.html)

<sup>15</sup> <https://code4lib.org/local/>

Due to the informal nature of Code4Lib there is a lot of variance in activity among local groups. The Cod4Lib wiki page lists links to 19 regional groups across the globe<sup>16</sup> but while some groups have active discussion boards and regular in-person meetups, other groups have broken links, dead URLs, and discussion boards that have not been active in years. Another hindrance is the inconsistency in communication. Regional groups may depend on wiki pages, Slack, IRC (internet relay chat), or Twitter. Some forms of communication require extra steps, for instance you need to request an invite code for IRC and Slack. It should be noted, however, that of the model organizations researched, Code4Lib and Carpentries are both organizations whose subject matter aligns closely with LITA (i.e. library technology), and they are both the more informal organizational models we studied.

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<sup>16</sup> [https://wiki.code4lib.org/Main\\_Page](https://wiki.code4lib.org/Main_Page)

# Membership Survey Summary and Analysis

## Summary

As part of the project, we surveyed LITA membership to ascertain the level of interest in local or regional meetup groups. We also solicited potential local leadership candidates and partner organizations. Out of a total of 148 responses to the survey, the vast majority indicated they are interested in local or regional groups, though both time and financial commitments could be potential barriers to participation. Overall, respondents indicated they are interested in local or regional groups that will support learning, networking, and professional development. Based on the location of respondents, we believe regional areas based in California and Illinois will be the best place to start a pilot implementation. A full analysis of the survey responses can be found in the report below.

## Methods

The LITA Emerging Leader project team drafted the *LITA Close to Home: Perceptions of Membership Survey* using SurveyMonkey. The survey included 14 questions, including one required question (“Would you be interested in participating in a local or regional meetup group for LITA members?”) and 13 optional questions. The survey was distributed by LITA’s Programming and Marketing Specialist, Mark Beatty, on the LITA social media platforms (Twitter and Facebook), the LITA-L listserv, and the LITA member eblast service generated by the ALA member database. The survey was open for about three weeks, from April 18 to May 10, 2019. See [Appendix C](#) for a full account of survey questions and responses.

## Analysis of Survey Responses

### Response Rate

We had a total of 148 responses to our survey, which equals approximately 8% of membership when referencing the April 2019 personal membership number of 1,919<sup>17</sup>. Based on survey comments, we believe that most respondents are current LITA members though some did mention not being current LITA members.

### Interest

Of the 148 responses to the survey, 78 percent indicated they were interested in participating in local or regional LITA groups, with 21 percent indicating they were not sure. Those who were not sure cited time commitment as the largest limiting factor, though financial commitment was

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<sup>17</sup> <https://docs.google.com/spreadsheets/d/13FTIx8DzERA4v4AukJj6WubGpM5tE2hCGUPtkRmwI9w/edit?usp=sharing>

also indicated as a factor. As far as meeting preference, 66 percent of respondents were open to meeting either in person or virtually. 39 respondents only wanted to meet in person while 7 respondents only wanted to meet virtually. A majority (73 percent) indicated they would prefer quarterly meetings over yearly or monthly meetings.

Of the total respondents, 37 (25 percent) were interested in taking on a leadership/governance role in a local group, with 13 additional respondents expressing potential interest in leadership roles. See [Appendix D](#) for a chart of leadership interest by location, including meeting type preference, contact information, and additional comments.

## Location

The location of respondents was distributed across the United States and Canada, but California (10.14 percent) and Illinois (8.7 percent) were represented the most. Based on our analysis of location, we believe that either of these regions could serve as a potential pilot location. Those respondents that indicated interest in leadership or governance were also highly represented in California and Illinois, but other states like Texas and Florida also appear to have invested leadership potential.

## Motivations

Learning, networking, and professional support were the top three opportunities respondents indicated they wish to gain out of a local or regional LITA group. The kinds of activities they would most like to participate in include peer-led workshops (87 percent), one-day conferences (79 percent), library/tech tours (75 percent), group webinars or viewings (64 percent), social events (61 percent), coding/hacking events (54 percent), and mentoring programs (50 percent).

## Potential Barriers

Time and financial commitments both arose as potential barriers to participation.

The majority of respondents (70 percent) specified that they would be willing to travel one to three hours each direction to attend LITA local group activities, while an additional 20.71 percent of respondents specified that they would only be willing to travel less than an hour to attend activities. A majority of respondents (64.29 percent) expressed that the cost of activities would have an effect on the distance they would be willing to travel to attend events.

When asked if the respondent or their employer would be willing to contribute dues or funds to support local LITA activities, 20.71 percent of respondents answered yes, 13.51 percent of respondents answered no, and the majority of respondents (65.71 percent) answered unsure. We received 64 comments regarding the willingness to contribute dues/funds, which highlighted the amount of funds and dues expected or required as a major influence. Some also cited the unpredictability of their employers budget as an influence. Aside from financial concerns, activity

applicability to the respondent's job duties or professional growth was also cited as a factor that would contribute to their or their employers willingness to contribute funds.

When asked if the respondent's employer would support their decision to participate in local or regional LITA activities 46 respondents (32.86 percent) specified that they would have both financial and time-off support to attend activities, 60 (42.86 percent) respondents specified that they would only have time-off support, while 4 respondents would have no support, and 30 respondents were unsure. For approximately 67 percent of respondents (those without time or financial support, those without financial support, and those who were unsure about support) financial support appears to be a barrier to attendance.

## Partnerships

When asked about potential local partners that LITA could collaborate with, Code4Lib and state library associations were the most commonly suggested. A full list of partners suggested by location can be found in [Appendix E](#).

# Recommendations and Best Practices

The following recommendations and best practices for successfully initiating and running local groups are based on:

- Research into existing organizations with local group structures
- Feedback received directly from leaders of local groups and the parent organizations they are associated with collected through our model research surveys
- Feedback received from the LITA community through our *LITA Close to Home: Perceptions of Membership Survey*

These recommendations and best practices most closely align with Model 1 (groups who are part of the parent organization) as outlined in our model research. However, the guidelines below also borrow from the successes of other models.

## Initiation

We agree that the best way to start with local groups for LITA is to start small by running a pilot or test group. Local group initiation should be based on the known needs of local community members (see the membership survey results). We also think that it is very important that Equity, Diversity, and Inclusion (EDI) efforts are considered at every level of planning, including but not limited to governance, funding, and event planning.

## Governance

Set up governing documents suited to your organization, such as local group charters and by-laws. Some of these documents can be developed in conjunction with local group leadership. A code of conduct that includes a statement on EDI is also strongly recommended.

We recommend that equitable roles be defined to encourage participation, collaboration, and accountability as local communities develop and grow. A potential committee structure could be President/Chair, Chair-Elect/Vice Chair, Secretary, Treasurer, and Program Organizer. It is very important that a succession strategy with overlapping service periods is established, so that group knowledge may be passed on to future leaders.

## Funding and Resources

When it comes to funding and resources, we recommend establishing some kind of funding structure to help support local activities while also encouraging local groups to make use of low or no cost resources. Low or no cost activities could include partnering with local libraries to host events or asking a vendor to provide food or swag in exchange for an opportunity to promote their product. Social gatherings and networking sessions can be hosted at a local

restaurant or public space with attendees either bringing food potluck style or paying for their own expenses.

If funds are necessary, they can be allocated to a local group at a flat or variable amount. As a variable example, ACRL provides funding for their Chapters based on the number of current ARCL members that are part of the Chapter. A funding structure like this ensures LITA funds will go towards the benefit of LITA membership but also encourages local groups to recruit more LITA members to secure additional funding. On top of this, we suggest that a flat amount of funds be made available to local groups from the beginning that will help support EDI initiatives, such as travel grants or speaker fees.

Related to funding, we also recommend that if the role of Treasurer is needed for the local group, ensure there is a strategy in place for when the position changes hands. Consider: can the name be easily transferred? is the particular bank widely available?

## Buy-In

We believe that identifying invested leadership is essential, especially when first starting out. Invested and empowered local leaders will benefit the development of a local group immensely as they will be the primary drivers of local success. The pilot or test implementation should be located in an area with high interest and preferably where leadership has already been identified. Our survey results highlighted the Midwest as an ideal location for a pilot given both the general interest and the number of willing leaders. See the survey results for additional information on interest by location.

To support attendance at local events, we recommend that you encourage but not require LITA membership to attend local events. This strategy could potentially lead to new LITA memberships but generally will broaden the scope and types of attendees. A number of survey respondents expressed interest in LITA local groups, but noted the cost of national LITA membership as a barrier.

It is important that the LITA board acknowledge that interest and participation may vary year to year and even group to group. What works one year or for one group may not necessarily serve the needs of another group. Having a succession strategy and good documentation in place will help leadership transition smoothly, and annual assessments can help ensure the needs of local groups continue to be met.

## Communication Structure

At the point that multiple local groups become active, we recommend that you create a position in LITA that is devoted to communication with those local groups. This could be something like ACRL's Chapter Liaison. This position will make sure that local groups have the support they need from LITA and will serve as a central point of contact. You should also set up some kind of

communication structure for local groups depending on their needs (i.e. space on ALA Connect, listserv, web hosting).

We also think that if a local group is inactive for two years or longer, there should be a procedure in place for group removal or reassignment. This could be similar to the process used by ELUNA: the parent organization will try to contact the last known leadership but will eventually remove the group from the website and possibly assign part or all of that territory to a new local group.

## Activities

It is important that you determine the needs of your local groups first and then build activities and programming to meet those needs. It is also important that you ensure local groups have the necessary resources and/or support to host these activities, such as viewing licenses for webinars or guides for planning local events. We recommend that you require at minimum one local activity or meeting be held every year, either in person or virtually. Based on survey results we believe that holding quarterly events would be the ideal number of events in a given year. However, this number may vary from one group to another based on interest and distance traveled by members. In addition, have local groups assess their events and save those assessments for future local group leadership. This ensures that new group leadership does not continue to make the same mistakes.

## Next Steps

Given the level of support for local groups among LITA members, the next step is to select a test area and plan a local event there. The 2019 LITA Emerging Leaders team has developed a set of recommendations and a flexible test group implementation timeline, which can be found in [Appendix F](#). These recommendations include a proposed location (Chicago), suggestions on structuring the test group and involving local leaders, defining expectations, and planning an initial event.

The 2019 LITA Emerging Leaders team would also like to thank LITA for the opportunity to work on this project. It has been a rewarding experience for all of us.