

ALA COUNCIL

MINUTES

2020 ALA MIDWINTER MEETING

Philadelphia, PA

AMERICAN LIBRARY ASSOCIATION

VOLUME 55

**AMERICAN LIBRARY ASSOCIATION
2020 MIDWINTER MEETING & EXHIBITS
PHILADELPHIA, PA
SATURDAY, JANUARY 25
ALA COUNCIL/EXECUTIVE BOARD/MEMBERSHIP INFORMATION SESSION**

The customary information session was held in accordance with Policy A.4.2.5.2, which states that at least one joint session of the Membership and Council with the Executive Board shall be held for information only prior to other meetings of Council and Membership. The information session was convened at 3:00 pm on Saturday, January 25, 2020, at the Philadelphia Convention Center.

INTRODUCTIONS AND ANNOUNCEMENTS. ALA President Wanda Kay Brown chaired this session. She introduced ALA Parliamentarian Eli Mina; ALA President-Elect Julius C. Jefferson, Jr.; Mary W. Ghikas, ALA Executive Director and Secretary to Council; Sheryl Reyes, Director of the Office of ALA Governance; Marsha P. Burgess, Council Secretariat; Holly Robison, Projectionist; and Heather Theriaque, Captionist.

ALA PRESIDENT REPORT, ALA CD#21. Ms. Brown referred members to document for details but highlighted the following:

- Thanked Executive Board for its hard work since June
- Thanked the SCOE committee for its hard work on a very challenging and difficult undertaking
- Commended the Office of International Relations. Ms. Brown accompanied them on a trip to Sharjah, and she was impressed with the people we brought and the collaboration across the waters, a demonstration of ALA's commitment to professional development
- Thanked the ALA Office and its staff who have accomplished many great things

ALA PRESIDENT-ELECT'S REPORT, ALA CD#29. President-Elect Jefferson provided the following highlights:

- Much focus over the past six months has been on appointments, particularly with the Committee on Appointments and the Committee on Committees, which is outlined in the report
- Thanked Council for electing a great Committee on Committees, and the Division Presidents-Elect are doing an outstanding job advising
- Nominated a slate of candidates to run for Executive Board
- Visited a number of libraries across the country, such as in Georgia and Florida
- Presidential focus, much of which is guided by an Advisory Committee, will be on interest areas rather than initiatives
- Planning is underway for an ALA cross-country tour focused on advocacy and visiting underrepresented libraries across the country, starting in D.C. and travelling to California

EXECUTIVE DIRECTOR'S REPORT, ALA CD #23. Mary Ghikas, ALA Executive Director, provide the following updates:

- Noted that much of the report reflects the work of staff and other from across the Association
- Center for the Future of Libraries is doing some great work
- Martin Luther King Jr. Celebration is scheduled Monday morning
- Encouraged members to visit the exhibit floor and provide feedback on the privacy field guide
- The registration information for National Library Legislative Day is in the report
- The AASL CAEP standards for school library and preparation have been presented and approved
- The Choice has just announced its outstanding academic titles list
- Work is being done by ALCTS, LLAMA, and LITA to form a new division called Core

- February 15 is the deadline to apply for program proposals for the next YALSA symposium
- There are many new titles and new products coming from ALA Publishing, as well as Graphics.

ENDOWMENT TRUSTEES REPORT, CD#16. Pat Wand, Senior Endowment Trustee, reported the following:

- Introduced Endowment Trustees: Mario Gonzalez, Jim Neal, Robert Newlen, Brian Schottlaender, Janice Welburn, who work with the support of staff members Mary Ghikas, Denise Moritz, and Keith Brown
- Trustees are working to achieve their charge, which is to hold, invest, and distribute the endowment funds in the way to keep the organization financially healthy
- Market versus the Book Value of the endowment (the actual dollars that ALA deposits): Because of the sale of headquarters building, Book value has a growth value of \$5 million. At the end of the year, it was \$15 million versus the previous year, at \$11.8
- ALA funds are mid-range in world market performance
- ALA has a strong commitment to keeping a balanced portfolio
- A breakdown of funds is provided. It is advised by Merrill Lynch, and there 12 funds we invest in as ALA
- ALA endowment against the endowments reported by NACUBO (National Association of College and University Business Officers):
 - ALA is not a university, but this is the only kind of benchmark Trustees feel is a good comparator.
 - ALA doing very well with investments compared with counterparts in the university world
- A rough summary of the proceeds from the sale of our Headquarters building is included in the report
- Looking at increasing the portion of ALA endowment invested in ESG (environment, social, and governance investments). Trustees are also looking to decrease investments in fossil fuel, currently at 1.7% of endowment invested in energy sources, all types of energy
- Working to rebalance portfolio, hitting targets for investment balance in stocks, real estate, private equities, or alternative sources
- Implemented a plan to help small endowed accounts to keep them in the \$50,000 minimum threshold or above
- Brought in a consultant and spent a day and a half in retreat:
 - Compiled a new set of policies and procedures that will published on the ALA Treasurer's page
- Expanding Trustee Education:
 - Attended the Commonwealth Investment Stewardship Academy
 - Conducting outreach to members, including meeting with representatives from the Social Responsibilities Round Table and the Sustainable Round Table at this conference
 - Fielding questions from BARC about specific accounts and the cost of investing in various funds.
 - Assessing the costs of the Trustees' operations

NOMINATING COMMITTEE, CD #26-26.1. Matthew Cizek, Committee Member, acknowledged the members of the committee: Emmanuel Faulkner, Chair; Carol Edwards; Michelle Frisque; Jill Gengler; LeRoy LaFleur; Janice Lewis; Jacquie Samples, and himself. He also thanked Sheryl Reyes, who served as Staff Liaison. Mr. Cizek reported the following:

- The Presidential candidates slated by the Nominating Committee for the 2020 ALA election are:
 - Patty Wong, Director of Library Services at Santa Monica Public Library
 - Steven Yates, Assistant Director at the University of Alabama

- A list of nominated candidates for the position of ALA Councilor-at-Large is reflected in Council Document 26.1

Ms. Brown noted that ALA Bylaw Article 3, Section 3(b), provides that the ALA Nominating Committee shall also include on the official ballot other nominations filed with the Executive Director by petition of any 25 members of the Association for the position of councilor-at-large or 200 members for the position of president-elect, at least four months before the Annual Conference, provided written consent of these nominees shall be filed with the executive director of the Association. The petition deadline was December 4, 2019.

Ms. Ghikas reported that no petitions were filed for the position of President-elect.

The following positions were received for Councilor-at-Large:

- Nick Buron, Chief Librarian, Queens Public Library
- Matthew Cizek, Library Director, Penn State Behrend
- Rachael Clukey, Reference Librarian, Delaware County District Library
- Richard Huffine, Chief, Library and Public Information Services, Federal Deposit Insurance Corporation, FDIC
- Steve Matthews, Library Director Emeritus, Currier Library, Foxcroft School
- Lessa Kanani'opua Pelayo-Lozada, Adult Services Assistant Manager, Palos Verdes Library District
- John Sandstrom, Acquisitions Librarian, New Mexico State University

Ms. Brown noted that electronic balloting will begin on March 9, 2020. Polls will close on April 1, 2020, at 11:59 pm, Central Time. Results will be announced on April 8, 2020.

BUDGET ANALYSIS AND REVIEW (BARC) COMMITTEE, CD #33. Peter Hepburn, Chair, provided the following updates:

- Overview of the Budget Analysis and Review Committee: BARC's charge is to review the proposed budget as forwarded by the ALA Executive Board in the context of the ALA Strategic Plan, annual priorities, and budget assumptions; to review the financial performance of the Association and the budget impact of potential actions of ALA Council; to make budget recommendations to the ALA Executive Board, and to report to Council regarding budget analysis. BARC partners with the ALA Treasurer, the Finance and Audit Committee of the Executive Board, the Endowment Trustees, and Council. BARC is a Committee of Council but has direct relationships otherwise with other bodies.
- The work of BARC aligns with the ALA fiscal year, which runs from September 1-August 31.
- The report provides links to helpful pages about financial information at ALA
- Encouraged members to explore the Financial Learning Series, also listed in the report
- Annual Estimate of Income (the sum of the unexpended net assets for the entire Association and the budgeted revenues for the upcoming fiscal year):
 - The data from the fall BARC meeting in Chicago shows an increase to the annual estimate of income of just under \$4 million, mostly from an increase in net assets from \$36.3 million to \$39.6 million
 - Division and Round Table revenues were down slightly from projections, while grants and awards revenue from endowment were all ahead of projections
- Current FY Results for the First Quarter ending November 30, 2019:
 - Tracking close to budget with a variance of minus \$79,000 in net revenue
 - Included in the report are results as they apply to the general fund, the first quarter results from Divisions, and results from the Round Tables

- The report includes information on the investment plan for spending in three key areas: Information Technology, Advocacy, and Development. FY20, the current year, is the second year of that plan:
 - Total expenditure proposed at \$8.8 million
 - \$6.8 million allocated to IT
 - \$1.25 million to Advocacy
 - \$750,000 to Development
 - BARC members have worked to develop a framework for measuring the return on investment for the investment plan. ALA staff have provided feedback on the framework. BARC will report on that framework to the Executive Board later during Midwinter.

Councilor-at-Large Ann Ewbank asked for further clarification on the report forwarded the previous evening, EBD #12.39, which presented a sobering financial reality. Mr. Hepburn noted that document was forwarded to BARC yesterday and shared per ALA Treasurer's request, and he does not have further details at this time. Ms. Farrell or Ms. Ghikas may be able to speak to the document.

TREASURER'S REPORT, ALA CD #13. Maggie Farrell, ALA Treasurer, provided the following updates:

- Thanked ALA Staff Keith Brown and Denise Moritz for their support
- ALA's net assets are at \$39 million, including the long-term investments. This does not include the sale of the Headquarters building. That sale occurred in November of 2019 at \$6.75 million and \$5 million went into the endowment. This reflects a strong net asset balance
- FY 19 Results:
 - Investment plan for \$8.8 million into IT, Advocacy, and Development over a three-year period constitutes a planned deficit starting in FY19 through FY21
 - ALA also has an unplanned deficit, with expenses exceeding revenue for the fourth year in a row. For FY 19, ALA has deficit spending, and this is the result of reduced revenue from membership, publishing, conferences and other additional expenses.
 - Short-term Cash:
 - Reflects a short-term investments from a high of \$14 million down to just about \$2 million at the end of calendar year 2019. This is the reason why the Board, Finance and Audit, and BARC are very concerned
 - The Board had a detailed phone call in January talking about this issue, and asked Ms. Ghikas for additional detail, which is reflected in EBD #12.39.
 - Strategies to Address FY 21 and beyond:
 - With a strong balance sheet, ALA will continue to move forward with the strategic investments
 - Short-term strategies to address FY 20:
 - Utilize ALA's bank line of credit
 - As noted, \$5 million of headquarters sale will go into the endowment, which will begin to return funds that we can use for operating expenses
 - The priority of SCOE is member engagement, member services, and advocating for libraries and librarians across our nation, but fiscal analysis will also occur
 - Asking difficult questions of ALA staff to move forward with streamlining and identifying new ways to increase revenue

Erin Stalberg, ALCTS division councilor, asked what are the next steps are for in-depth conversation about these issues? Ms. Farrell noted that Executive Board discussed this in the meeting yesterday, and that she is asking ALA staff to look hard at FY20. The Executive Board will be talking about FY21 at their April meeting. Bill Sudduth, Member, asked if there is an explanation as to why round table expenses more than doubled after being fairly consistent the two previous years. Ms. Farrell noted that she will look into that and follow-up.

PHILANTHROPY ADVISORY GROUP (PAG), CD #34. Lenore England, Chair, reported the following:

- Introduced and thanked the members of PAG for their participation: John P. Culshaw, Barbara J. Ford, Ed Garcia, Joyce Garczynski, Mary Hastler, Rod Hersberger, Karlene Jennings, Christina McClelland, Robert Newlen, Blynn Olivieri, Lorelei Rutledge, and ALA Development Office Liaison, Director of the Development Office, Sheila O'Donnell
- PAG was founded in June 2019, with its first general meeting at ALA last year
- Held a retreat in November 2019 at ALA Headquarters:
 - Set up a framework of actionable projects and management strategies
 - Established and streamlined working groups:
 - 1876 and Legacy Society have ongoing regular meetings online, and PAG is looking to build a pool of ambassadors near-term
 - Stewardship:
 - Developing thank you protocols, coordinated donor recognition, ongoing funding, and advocacy strategies
 - Communications:
 - Establishing an institutional communication schedule about philanthropy
 - Plan to write an article for AL Direct to get the word out about PAG
 - Will advise on a public-facing online donation portal in the future
 - Policies, Procedures, and Protocol (PPP) Group:
 - Looking at what other PPP information is out there about other groups.
 - Bridge the philanthropy of the divisions and improvement to communications and solicitations
 - Nominating Committee
 - established to ensure succession in membership

Jennifer Boettcher, Councilor-at-Large, asked, since PAG is a new initiative, how will the revenues be reflected – operational or investment, and how are these opportunities/solicitations presented? Ms. England asked Ms. O'Donnell, ALA Development Director, to answer. Ms. O'Donnell noted that this is an ongoing discussion with Finance, BARC and the Executive Board and how that is reflected in budgeting and reporting.

Bob Wedgeworth, Life Member, asked how plans for estate gifts and major gifts initiatives will be handled to avoid conflict with member institutions and their fund-raising activities. Ms. England noted that PAG is very aware of this and taking a measured approach.

ANNOUNCEMENTS. Ms. Brown announced the new ALA Executive Director, Tracie D. Hall. Ms. Hall was among the first cohort of the Spectrum Scholars in 1998 and served as the director of the Office of Diversity from 2003 to 2006. She comes to ALA most recently from the Chicago-based Joyce Foundation. In addition to her MLIS from the Information School at the University of Washington, Ms. Hall holds an MA in International and Area Studies with an emphasis on Sub-Saharan Africa from Yale University and dual Bachelor's degrees in Law and Society and Black Studies from the University of California, Santa Barbara. Ms. Hall also has studied at the Universities of Nairobi and Dar es Salaam in East Africa.

Ms. Ghikas announced that as of end of business yesterday registration was at 7,697 compared to 8,785 in Seattle in 2019 and 7,699 in Denver in 2018, and exhibitor registration is at 2,573 in Philadelphia, with 2,658 for Seattle, and 2,605 for Denver.

Meeting adjourned.

**AMERICAN LIBRARY ASSOCIATION
2020 MIDWINTER MEETING & EXHIBITS
PHILADELPHIA, PA
SUNDAY, JANUARY 26
ALA COUNCIL I**

The first meeting of the ALA Council during the 2019 ALA Midwinter Meeting was convened at 8:00 am on Sunday, June 26, 2020, in the Philadelphia Convention Center.

INTRODUCTIONS AND ANNOUNCEMENTS. ALA President Wanda Brown chaired this session. Ms. Brown noted that the American Library Association would like to acknowledge the indigenous history of Philadelphia. We recognize the original custodians and keepers of the land as the Lenape people, also known as the Delaware people. We also recognize all of the indigenous people who have passed through this area and those who continue to call this area home. Finally, we recognize the deep and lasting political, cultural, scientific, and creative impacts of the indigenous people of Turtle Island.

Ms. Brown announced the new ALA Executive Director, Tracie D. Hall. Ms. Hall was among the first cohort of the Spectrum Scholars in 1998 and served as the director of the Office of Diversity from 2003 to 2006. She comes to ALA most recently from the Chicago-based Joyce Foundation. In addition to her MLIS from the Information School at the University of Washington, Ms. Hall holds an MA in International and Area Studies with an emphasis on Sub-Saharan Africa from Yale University and dual Bachelor's degrees in Law and Society and Black Studies from the University of California, Santa Barbara. Ms. Hall also has studied at the Universities of Nairobi and Dar es Salaam in East Africa.

Ms. Brown introduced the first recipient of the Lois Ann Gregory-Wood Fellowship, Tashia Munson.

THE ATTENDANCE AND VOTING RECORD is attached as **Exhibit #1**.

QUORUM. A quorum was established at the beginning of the meeting.

RULES FOR ALA COUNCIL MEETINGS, ALA CD #5. By **CONSENT**, the ALA Council adopted the Rules for ALA Council Meetings.

ESTABLISHING THE AGENDA, ALA CD #8.1. Small Round Table Councilor Aaron Dobbs called for the addition of a Treasurer's Report and discussion of recent financial documents to the Council Agenda. Ms. Brown noted that the agenda item will be added to Council III. By **CONSENT**, agenda was **ADOPTED**.

2019 ALA ANNUAL CONFERENCE MINUTES, ALA CD #2. The 2019 ALA Annual Conference Minutes were **ADOPTED** as distributed.

EXECUTIVE BOARD ACTIONS, ALA CD #15-15.1. Mary Ghikas, ALA Executive Director, referred councilors to the documents, particularly noting:

- The Executive Board voted to approve the charge of the Joint Working Group on E-books and Digital Content, which also relates to Implementation of Council Actions report
- The Board also approved the creation of a SCOE working group related to the future Accreditation process
- There is also a stream of actions related to real estate and budget, which will be discussed later

IMPLEMENTATION REPORT OF COUNCIL'S 2019 MIDWINTER MEETING ACTIONS, ALA CD #9.

Ms. Ghikas noted the report is lengthy due to the tremendous amount of work in D.C. There is also an action that refers to the Digital Content Working Group, outlining membership and charge, and that group did meet for the first time this morning

STEERING COMMITTEE ON ORGANIZATIONAL EFFECTIVENESS, CD #35. Lessa Kanani'opua Pelayo-Lozada, Chair, noted the document reflects the feedback from thousands of ALA members and reimagines an ALA for the 21st century, with flexibility and nimbleness in the future. She thanked the 23 SCOE members for their hard work, time, and dedication. She also thanked Past President Jim Neal for his initiative in kicking off this process, President Wanda Brown for her leadership and insight, and Past President Loida Garcia-Febo for supporting SCOE's work and giving time and space for important conversations last year.

Ms. Pelayo-Lozada provided the following updates:

At the Fall meeting, the Executive Board discussed Forward Together and, made the following decisions:

- Given the huge changes undergoing the Association this year, the Board decided that a vote in June 2020 would be too ambitious. There is a placeholder date in January 2021 for Constitution and Bylaws votes, but as noted in Eli Mina's preliminary report to the Constitution and Bylaws Committee at the end of the report, a time and resource heavy revision is likely needed
- The Executive Board made the following decisions:
 - The Constitution and Bylaws Committee and the Committee on Organization (COO) were tasked with reviewing Forward Together and reporting potential changes at the spring Executive Board meeting. This examination will also identify those changes that can happen immediately and those which require Bylaws changes
 - The work of SCOE/Forward Together will transition to a new team for Phase 2 in late spring 2020, after the reports from COO and Constitution and Bylaws. The composition of the work will be determined by those reports, as well as member feedback. The new team will gather information and pilot recommendations that do not require bylaws or policy changes

Some SCOE recommendations are already being tested, such as a virtual Chapter Leaders Forum that was held in the fall and a new assembly that will take place by Annual. Many groups are also making their own changes. All efforts are to ensure a 12-month period of engaged and thriving membership, who sees their place and value in ALA. The efforts will also ensure that Association will enable the following:

- Organization-wide planning
- Consistent strategic and effective member engagement
- Financially sustainability
- Sustainable long-term change
- Stakeholders to have confidence in decision-making when they are not in the room
- High-value support and impact for members
- Environmental sustainability in its activities
- Centering equity, diversity, and inclusion

Ms. Pelayo-Lozada invited members to participate in the Forward Together webinar on February 13 or watch the archived webinars. She also reiterated that Forward Together working groups will continue to keep membership apprised of updates.

Pennsylvania Chapter Council Barbara McGarry asked for a breakdown of Council expenses in order to make an informed decision on SCOE recommendations. Ms. Ghikas noted that this will be provided. Councilor-at-Large Emily Drabinski requested a breakdown of costs related to the SCOE process and Tecker International. Ms. Pelayo-Lozada noted that this will also be provided.

Councilor-at-Large Mario Gonzalez asked for an update on the Fiscal Analysis Subcommittee. Ms. Pelayo-Lozada noted that the report of that subcommittee, chaired by Susan Hildreth, is Appendix A of the Forward Together report. The initial analysis of that report was that they did not see any significant issues that would constrain further development and consideration of SCOE recommendations. Phase 2 will include a deep fiscal analysis to understand the fiscal steps to enact recommendations.

2020 ALA EXECUTIVE BOARD ELECTION, CD #11. Julius C. Jefferson Jr., Chair of the 2019-2020 ALA Council Committee on Committees, which includes Oscar Baeza, Ana Elissa de Campos Salles, Johana Orellana Cabrera, and Raymond Pun, presented the following nominees for the ALA Executive Board, for a three-year term from 2020-2023:

- Sara Dallas, Executive Director, Southern Adirondack Library
- Sandy Hirsch, Professor and Director, San Jose State University
- Susan Jennings, Dean of library Services, Chattanooga State Community College
- Larry Neal, Library Director, Clinton-Macomb Public Library
- Alexandra Rivera, Student Success and Community Engagement Librarian, University of Michigan Library
- Eric Suess, Director, Marshall Public Library

Ms. Brown asked if there were any nominations from the floor. Intellectual Freedom Round Table Councilor Martin Garnar nominated Ann Ewbank, Councilor-at-Large, Montana State University. Ms. Ewbank accepted the nomination.

Executive Board Member Eboni Henry nominated Latrice Booker, Councilor-at-Large, Dean of Library Services, Indiana University, Northwest Campus. Ms. Booker accepted the nomination.

Ms. Brown noted that the ALA Executive Board Candidates Forum will be held Monday, January 27, from 12:15 pm to 1:15 pm (or immediately following the close of Council II). A link to the virtual live stream will also be provided via email. At the conclusion of the Forum, the electronic ballot will open. All councilors will receive an email from ALA Governance Office with a unique URL link to access the electronic ballot. Instructions will be included in the email.

Ms. Brown also referred Councilors to CD #11.1, noting that the following ALA Councilors are serving as Election Tellers:

- kYmberly Keeton
- Romelia Salinas
- Andrew Wertheimer, Head Teller

ALA AWARDS COMMITTEE, CD #31. Buenaventura Basco, Chair reported that the committee brings for action its recommendation that the name of Melvil Dewey Medal be changed to the "ALA Medal of Excellence."

APPROVED renaming the Melvil Dewey Award to the ALA Medal of Excellence

ALA RESOLUTIONS COMMITTEE, CD #10.1. Bill Sudduth, acting Chair, noted that Chair Mike Marlin was unable to attend Conference but participated in the committee's meeting via Zoom yesterday. He also thanked other committee members for their work.

Mr. Sudduth reported that the committee has no action items but encouraged all councilors to utilize the Resolutions Committees hours at its table in the back of the room. He also thanked councilors who submit Resolutions ahead, as that helps the committee. He reminded councilors of the following resources: CD #3, which outlines the committee's office hours schedule; CD #6, which contains the guidelines for submitting a resolutions; and CD #10, How to Craft a Quality Resolution.

NEW BUSINESS

RESOLUTION ENSURING INTELLECTUAL FREEDOM AND THE RIGHT TO PEACEFULLY ASSEMBLE AT ALA CONFERENCES AND MEETINGS, CD #40. Ms. Wanda Brown called Councilor Tara Brady to the microphone. Ms. Brady read the following Resolved clause:

Resolved, that the American Library Association, on behalf of its members, requires that the ALA Council approve all internal restrictions to First Amendment rights at ALA Midwinter Meetings and ALA Annual Conferences.

Ms. Brady noted that it was likely a well-intentioned move to restrict protest at conferences to a dedicated space on the exhibit floor, that people would sign up for and get their topic approved and have their protest in what is, in effect, a free speech zone. There was enormous pushback online, and the decision lost the trust of many members. The resolution is an effort to make sure we are safeguarding these values that are so dear to so many in this profession.

Martin Garnar, IFRT councilor, submitted a motion to amend the resolved clause, striking "at ALA Midwinter Meetings and ALA Annual Conferences" and replace that with "all ALA events."

APPROVED Resolution Ensuring Intellectual Freedom and the Right to Peacefully Assemble at ALA Conferences and Meetings, CD #40, as amended.

ANNOUNCEMENTS. Ms. Ghikas noted that at end of business yesterday, the total registration was 7,968. This compares with 9,040 in Seattle and 7,894 in Denver. Regular registration is at 5,337 compared with 6,347 in Seattle and 5,242 in Denver. Exhibitor registration was 2,631 compared to 2,693 in Seattle and 2,652 in Denver.

Executive Board Member Karen Schneider requested registration numbers from the last conference in Philadelphia. Councilor Latrice Booker asked how the full-time registrants compares over the years. Ms. Ghikas noted Philadelphia number is 2,892 compared with 4,179 in Seattle and 3,514 in Denver.

Councilor Dora Ho announced that that Diversity Council is meeting right after the conclusion of this meeting.

Councilor Susan Jennings announced that Council Forum 2 will be held Franklin Room 3 and 4 in the Marriott at 5:30 pm today.

Executive Board Member Maria McCauley announced a "Save the Date" for the REFORMA National Conference in Portland, Oregon on March 4-7, 2021.

Julie Dietzel-Glair, Association for Library Service to Children Division Councilor, announced that the Youth Council Caucus will meet in this room today at 11:30 am.

Councilor Latrice Booker invited Councilors to the Black Caucus 50th Anniversary Reception today at 7:00 pm in the Philadelphia 201 Hotel, Liberty Ballroom. Also, the Black Caucus will hold its conference on August 5-9, 2020.

Rainbow Round Table Councilor Deb Sica invited councilors to the social and announcement of the Stonewall Adult Book Award winners announcement tonight at 6 pm at the Barbara Gittings Philly Free Library site. There is an after-party where the Sisters of Perpetual Indulgence will be having story time.

The meeting was adjourned.

**AMERICAN LIBRARY ASSOCIATION
2020 MIDWINTER MEETING & EXHIBITS
PHILADELPHIA, PA
MONDAY, JANUARY 27
ALA COUNCIL II**

The second meeting of the ALA Council during the 2020 ALA Midwinter Meeting was convened at 10:00 am on Monday, January 27, 2020, in the Philadelphia Convention Center.

AGENDA, CD #8.2, amended. Councilor Martin Garnar requested that in light of online discussion, a financial discussion be added to today's agenda. Ms. Brown noted that the item will be added if there is time. Ms. Brown noted that under the 24-hour rule, the following resolution is added to new business: Resolution in Opposition to Charging Prisoners to Read, CD #41.

By CONSENT, the amended agenda was **adopted.**

COMMITTEE ON ORGANIZATION (COO), ALA CD #27-27.1. Jim Neal, Chair, noted that the COO met twice virtually since the Annual Meeting and twice here at Midwinter. He referred Councilors to CD #27 for an outline of the committee's work, highlighted the following:

- Revised significantly the COO Action Request Form, with two purposes: one, to gather better information to support COO decisions and recommendations to Council and, two, to ask each unit of the Association to spend some time thinking about they support ALA's priorities for diversity, equity, and inclusion. The new action request form is included as an attachment to the report
- Noted that there has been longstanding requirement that every ALA committee needs to file a report on an on a semiannual basis, which does not happen. A subcommittee chaired by Kim Copenhaver took a fresh look at developing a new procedures and reporting form. Ms. Copenhaver provided the following updates:
 - The subcommittee was charged with two objectives: to determine if there was value in the

- reporting practice persisting in its current form, and if so, if there were changes that should be made to the report to accommodate the streams of change reflected in the Forward Together proposal
- Findings reflected that current compliance percentages were low, below 50%, for the last ten-year period, with inconsistencies in submission format and content, and a lack of member awareness of the reports, diminishing their value. The current submission requirement of a biannual post-conference report also does not capture the intermittent work taking place virtually in between conferences of many committees today
 - As a result, the subcommittee presented the following recommendations:
 - The biannual report will transition to an annual report submitted by ALA and Council committee chairs, synthesizing the work of the committee throughout the year, identifying current and continuing priorities, surfacing challenges and concerns, and identifying external stakeholders
 - Committee Chairs will be encouraged to use a template provided by COO to facilitate consistency in content and format, and that is provided in CD #27.1. The document will be shared by Chairs via ALA Connect and archived in the committee's Connect space to increase member awareness and transparency of ALA governance. COO will work aggressively with Chairs and Staff Liaisons to increase compliance
 - COO believes there is inherent value in retaining reporting requirements for ALA and Council-level committees, and with changes described above, the report can become a valuable communication tool

Michael Golrick, Division Councilor for the Association of Specialized, Government, and Cooperative Library Agencies and Chair of the Committee on Membership Meetings, asked if the report will be required in addition to meetings minutes provided. Mr. Neal noted that the report will be in addition to minutes.

Mr. Neal also reported the following:

- This committee and the Constitution and Bylaws Committee are working together to complete the work and provide updates, as outlined in the Forward Together report yesterday. The committees have met at Midwinter and outlined a process for completing their charges and reporting to the Executive Board in April
- In light of this additional COO work, the committee has sent a request for a moratorium on housekeeping changes, but Mr. Neal emphasized that the committee wants to hear about important organizational changes
- ALCTS, LITA and LLAMA are coming together to form a new division, Core: Leadership, Infrastructure, Futures. COO met with the leadership of that working group and outlined the voting process of the several divisions and prospective actions

Mr. Neal presented one action item. Attached to the COO report is a proposal received by COO and its subsequent recommendation that the Council Forum be an official subcommittee of the ALA Orientation Committee. The Orientation Committee would provide education about the parameters of the form, give sustainable facilitation, and provide oversight.

APPROVED the Committee on Organization's recommendation to make Council Forum an official subcommittee of the ALA Council Orientation Committee, CD #27

FREEDOM TO READ FOUNDATION, CD #22. Jim Neal, Freedom to Read Foundation (FTRF) Treasurer, noted that he is presenting on behalf of Emily Knox, FTRF President, who had to return home to her institution. He referred councilors to CD #22, highlighting the following:

- FTRF celebrated its 50th anniversary. The FTRF has an important role in serving as the First Amendment legal defense organization for libraries, librarians, and library users that is core to its mission, but it is expanding its work beyond litigation to areas of education and advocacy:
 - To understand and thoughtfully consider the intersection of intellectual freedom, free speech, social justice, and our commitment to equity, diversity, and inclusion
 - To look at our working relationship between the Foundation and the Office for Intellectual Freedom
 - To think differently about how FTRF recruits and retains members
- FTRF hopes to have a retreat later this spring to help evolve and strengthen its work
- Referred Councilors especially to items on page 3 about FTRF's work on identifying emerging issues
- FTRF oversees the Judith F. Krug Memorial Fund to help support a program of Banned Books Week grants. FTRF also works through the Krug Fund to support library and professional education
- Encouraged councilors and/or their organizations to become a member of FTRF at FreedomtoReadFoundation.org
- Thanked Deborah Caldwell-Stone and Yumeka Brown at ALA for their tremendous work, support, and leadership

TASK FORCE ON ONLINE DELIBERATION AND VOTING FOR ALA COUNCIL, CD #37. Edward Sanchez, Chair, noted that its report is in follow-up to the Task Force's previous report at the 2019 ALA Annual Conference. Mr. Sanchez noted the following:

- Online meeting software: The Task Force reviewed the software licensed by ALA for the purposes of collaboration, meetings, and voting, including Zoom, ALA Connect, SBS Real-time Event Voting, and Webex. The evaluation criteria included the ability to meet the legal, administrative, and technical requirements of conducting deliberation and voting in the ALA Council and other deliberative bodies. The results are addressed in recommendations, outlined below
- Constitution and Bylaws: At the 2019 Annual Conference, the Task Force sent proposed changes to the ALA Constitution and Bylaws Committee for consideration and approval. These changes were approved by the committee and sent to ALA Council, which approved them with one small editorial change. They will be placed on the membership ballot for approval this spring. A Constitution and Bylaws subgroup of the Task Force continued to review the ALA Constitution, Bylaws, and Policy Manual to determine the implications of deliberating and voting online. The Task Force has forwarded its final recommendations on changes, which are included in the report, to the ALA Constitution and Bylaws Committee for approval and subsequent approval by Council and the membership.
- Survey of ALA Council to measure support for online voting and participation:
 - A survey subcommittee administered a ten-question online survey to ALA Council this month. The survey currently has 137 responses, a response rate of 74%. Some key takeaways of the survey:
 - 84% of survey respondents indicated they are extremely or somewhat comfortable with Council taking binding votes during online meetings
 - 93% of the respondents indicated they would be likely to participate in Council meetings online if they were unable to attend Midwinter or Annual in person
 - Respondents largely agreed that enabling online participation would be good for the membership and the association
 - 93% indicated they are extremely or somewhat comfortable participating in online meetings, a 5% higher than their comfort level with face-to-face meetings
 - 76% agreed that Council should reduce its carbon footprint

- In summary, the survey suggests that a strong majority of ALA councilors are comfortable with, participating in online Council activity and increased Council participation overall
- The Taskforce made these final recommendations:
 - As guidelines are developed for future online meetings across the association, they should reside in the ALA Policy Manual rather than in the Bylaws to allow for more efficient changes as needed
 - The Task Force will continue to monitor and track improvements to SBS software relevant to synchronous voting and deliberation, and to continue piloting a combination of software products, particularly Webex or Zoom, that facilitate synchronous communication and deliberation in conjunction with specialized voting software offered by SBS
 - Preliminary research indicates that a strong majority of ALA councilors are comfortable with participating online in Council activity and increasing their participation in Council overall. This suggests a gap between the demands and expectations of the current governance structure in Council and the capacity and expectations of the members of the body. The Task Force, therefore, recommends sunseting itself and moving related activities and actions on these recommendations to Forward Together Phase 2. This final recommendation is submitted to Council as an action item for approval

Councilor-at-Large Lindsey Cronk asked if there was any sense that online solutions will result in cost savings. Mr. Sanchez noted that given the outlined costs of live council meetings, it will likely result in savings.

Councilor-at-Large LeRoy LaFleur asked about more information on the gaps between current governance structure and member expectations. Mr. Sanchez noted that there seems to be a general dissatisfaction overall with the amount of time that councilors actually spend engaged on the issues and the time limited to face to face meetings.

Erin Stalberg, ALCTS Division Councilor, asked if this work would take as long as the Forward Together work, which is an extended timeframe. Mr. Sanchez noted that there is an extended timeframe, but it would be difficult to plan for something for the current structure versus a potential future structure.

It was noted that the changes to the Constitution and Bylaws are already with that committee and will move forward if approved.

Mr. Sanchez noted that the work of the Taskforce is a tribute to the vitality of members. He commended the members of the Taskforce for their effort, leadership, and resilience.

Mr. Sanchez moved to accept the Task Force recommendation that work continue within SCOE/Forward Together Phase 2 in the area of online voting and deliberation in order to clarify and codify best practices across the organization.

APPROVED Task Force Recommendation, CD #37.

NEW BUSINESS

POLISH AMERICAN LIBRARY ASSOCIATION AFFILIATE REQUEST, CD #39. President-elect Julius C. Jefferson, Jr. read the following motion:

The ALA Executive Board moves that the Polish American Library Association be granted affiliate status with ALA in accordance with the ALA Policy A.10.2, based on confirmation by the ALA Constitution and Bylaws Committee, that having reviewed the application packet, no conflict exists between the ALA Bylaws and those of the applicant organization.

Illinois Chapter Councilor Jeannie Dilger noted that she wishes to support the Polish community but requested information on the financial implication of adding an affiliate to ALA. Ms. Ghikas noted that, like Chapters, the Affiliate organizations pay a small dues to ALA. More details can be provided, but Ms. Ghikas believes the only cost incurred is for a single lunch event.

Ms. Brown requested permission from Council to allow Danuta Nitecki, Dean of Libraries at Drexel University, to speak on behalf of the Polish American Library Association. Council **APPROVED**.

Ms. Nitecki noted that the Polish culture that has a long history of being inclusive and working with other cultures, as well as a very strong value of appreciation of freedom of information and preserving the heritage of a culture that has totally been scattered around the world. She hopes that Council will give this group a chance to have a place in ALA.

Ms. Brown requested permission from Council to allow Marianne Ryan, Dean of Libraries at Loyola Chicago and member of the Board of Directors of the Polish American Library Association (PALA), to speak. Council **APPROVED**.

Ms. Ryan referred Councilors to CD #39 and noted that she is available for any further questions.

Deb Sica, Rainbow Round Table Councilor, stated opposition to the request. She noted that the Rainbow Round Table discussed future implications of this and what it means for other groups that have fought for equal rights. This issue is important as ALA discusses EDI and representation, and the crux of social justice and intellectual freedom.

APPROVED Polish American Library Affiliate Request, CD #39.

RESOLUTION IN OPPOSITION TO CHARGING PRISONERS TO READ, CD #41. Michael Golrick, Chair of the Resolutions Committee, read the following resolved clause.

Resolved, that the American Library Association (ALA), on behalf of its members:

- 1. Condemns the existence of for-profit programs that charge incarcerated people for access to reading material, acknowledging such programs only serve to deepen existing inequities barring free access to information for all people.*
- 2. Strongly encourages all library workers, particularly those in states with for-profit prison reading programs, to contact their state legislatures to express their concern over the denial of access to information these programs pose to incarcerated people.*

Mr. Golrick noted this resolution comes out of a tweet this past fall as some of these programs began to get press. The technical skills and the literacy levels of many prisoners is much lower than that in the general population. One issue is the implications of giving prisoners tablets and expecting them to be able to use them often without training is one issue. A second issue is about the cost, which is the major issue, because several of the programs charge prisoners for reading material that would otherwise be free.

APPROVED Resolution in Opposition to Charging Prisoners to Read, CD #41.

MOTION TO SUSPEND THE IMPLEMENTATION OF 2019-2020 ALA COUNCIL DOCUMENT #40, AS AMENDED UNTIL THE END OF THE ALA FISCAL YEAR. Councilor Golrick motioned for the Suspension of Implementation, noting that after the resolution was originally passed, he considered that it has implications that need further review, specifically that the language makes ALA a management body over divisions.

Councilor-at-Large Emily Drabinski noted her support of keeping the Resolution as passed and to address any divisional issues as they arise. She noted this is an important opportunity to exert democratic control.

Councilor Johana Orellana-Cabrera moved to amend the Motion to Suspend and create a task force that includes members from the Social Responsibility Round Table and Intellectual Freedom Round Table to review the impact and make recommendations to Council by ALA Annual 2020, with a report in the spring of 2020 to Council. Social Responsibilities Round Table Councilor Tara Brady seconded.

Alesia McManus, RUSA Division Councilor, moved for an additional amendment to the membership of the task force to include Division Councilor representation since the Division Councilors do have a concern around the wording. Jennifer Boettcher, Councilor-at-Large, seconded.

DEFEATED Proposed Amendment to CD #40

Deliberation on the original Motion resumed for several minutes, and Councilor-at-Large April Hathcock moved to Call to Question. The motion was seconded from the floor. Ms. Brown called for a vote to end debate.

APPROVED Motion to End Debate on the Motion to Suspend Implementation of CD #40.

Ms. Brown called for a vote on the original Motion, CD #40

DEFEATED the Motion to Suspend Implementation of the 2019-2020 Council Document #40, as amended, until the end of the ALA fiscal year 2020.

Stephanie Chase, PLA Division Councilor, called for a Point of Information to clarify the bylaws implications of the original vote for divisions and units. Ms. Ghikas noted that there is one association, and units make decisions and implementation with the administrative and legal framework of that association.

FINANCIAL DISCUSSION: Small Round Tables Councilor Aaron Dobbs noted that the request for this agenda item was so that Councilors could present questions to the Treasurer and Executive Board now, prior to tomorrow's planned financial discussion.

A Q&A session was held regarding finances for the remainder of the sessions. **The transcript of this Q&A session is attached as Appendix A. Additionally, the questions from today and moving forward will be addressed by the Executive Board and BARC at the April meetings. Answers will be distributed in a document later this spring.**

ANNOUNCEMENTS. Ms. Ghikas reported that the advance registration was 2,892 for Philadelphia, and Seattle was 4,179 and Denver 3,514. She noted the biggest swing in numbers is the exhibits-only registration at 1,804 in Philadelphia, 1,569 in Seattle, and 1,133 in Denver. The exhibitor numbers are 2,650 in Philadelphia, 2,718 in Seattle, 2,682 in Denver.

Susan Jennings, Tennessee Chapter Councilor, announced that Council Forum 3 will be held between at 5:30 pm tonight in the same location, Marriott Franklin 3 and 4.

Ms. Brown reminded councilors that the Executive Board Candidates Forum will be held in this room shortly after the adjournment of this session

Michael Golrick, Division Councilor for the Association of Specialized, Government, and Cooperative Library Agencies, noted that an unaffiliated organization, ALAP, which will be having its last event in Chicago. Please reach out to Mr. Golrick for more information about the event.

Meeting adjourned.

**AMERICAN LIBRARY ASSOCIATION
2020 MIDWINTER MEETING & EXHIBITS
SEATTLE, WASHINGTON
TUESDAY, JANUARY 28
ALA COUNCIL III**

The third meeting of the ALA Council during the 2020 ALA Midwinter Meeting was convened at 8:30 am on Tuesday, January 28, 2020, in the Philadelphia Convention Center.

MEMORIALS, TRIBUTES, AND TESTIMONIALS. ALA Policy A.4.2.3 provides that memorials, tributes, and testimonials will be presented at the beginning of the last session of the ALA Council at Midwinter Meeting.

Ms. Brown read the following names of Memorial Resolutions:

- Ellen Greenblatt
- Willis Bernard "Bill" Lukenbill
- Dr. Hilda L. Jay
- Bill Ptacek
- Carolyn A. Markuson
- Learned T. (Dag) Bulman
- Jennifer Ford Paustenbaugh

The following Tribute Resolutions were received:

- Resolution Recognizing the Florida Library Association's 100th Anniversary
- Resolution Honoring Dita Kraus, "The Librarian of Auschwitz"

COUNCIL TELLERS COMMITTEE REPORT, CD #11.2. Andrew Wertheimer, Head Teller, reported the following election results:

- 180 ballots were requested, 154 ballots were returned, and zero were voided
- The following three candidates were elected to the three-year terms 2020-2023 to the ALA Executive Board:
 - Latrice Booker
 - Alexandra Rivera
 - Larry Neal

COMMITTEE ON LEGISLATION, CD #20-20.2. Robert Banks, Chair, provided the following updates on the work of the Committee on Legislation (COL):

- FY18 and FY19 federal budgets were wrapped up almost simultaneously, and despite national chaos, ALA increased IMLS funding by \$9 million for FY 18 and \$2 million in FY 19
- ALA worked to advocate for the nomination of Hugh Halpern as the Director of the Government Publishing Office, and on January 9, 2020, the U.S. Senate confirmed the nomination of ALA and PLA Member Crosby Kemper III as Director of the Institute of Museum and Library Services in 58 and 51 days, respectively. ALA accomplished this three times as fast as the average
- Thanked Kathi Kromer and all of the ALA staff in the Public Policy and Advocacy Office for stewarding resources judiciously, creatively, and powerfully for ALA
- Developed a successful partnership with the U.S. Census and recently received 59 library mini-grants to support library readiness
- The Washington Office reorganized and streamlined their work, with intentional effort was made to break down silos and align our national, state, and local advocacy efforts. This was very impactful in ALA's work on the Hill and across the country
- For a recap about recent developments in public policy and advocacy, please refer to the 2020 Midwinter Washington Office Report, CD #21 and the COL report
- COL has developed and approved a legislative agenda to strengthen and guide ALA advocacy's efforts, which is outlined in the COL report
- In the spirit of engaged citizenry, COL strongly recommends that members contact your senators and representatives, both federal and state, to express your opinion on library issues. COL also call on Council to join the ALA Action Center at ala.org/takeaction and to follow @ALALibrary for public policy and advocacy news in real-time
- National Library Legislative Day is being relaunched this year in 2020. The event is capped at 450 people, and registration is filling up fast, so please visit ala.org/nlld to learn more

INTERNATIONAL RELATIONS COMMITTEE, CD #18-18.1 Emily Drabinski, Chair, thanked members of the Committee, as well as Michael Dowling, ALA staff liaison, whose support has been invaluable. She provided the following updates:

- Work with International Federation of Library Associations (IFLA):
 - Helen Mandl, the Deputy Secretary of IFLA, joined ALA at Midwinter
 - Part of the International Committee of the Blue Shield is working to create a statement expressing grave concern on behalf of the international library community regarding the threats by President Trump to target Iranian cultural sites as prohibited by the Iranian Convention of 1954
 - Through a grant from the U.S.-Russia Foundation, ALA hosted a U.S.-Russia dialogue on the civic role of libraries in the 21st century. That included a discussion of the UN Sustainable Development Goals, to be addressed shortly
 - The Sharjah International Library Conference and ALA Guadalajara FREE PASS Program continued this year
 - Continued to give assistance to libraries in the Bahamas after Hurricane Dorian
 - In contact with the Australian Library and Information Association and waiting for direction from them to assist in recovery and rebuilding of libraries that may be impacted by the fires
- International Relations Round Table Chair reported to IRC on a number of their actions and initiatives, including:
 - Webinar series directed to meet its international members
 - Continued to sponsor Emerging Leaders, and for the fourth year in a row, one of the projects selected by the Emerging Leaders is an international-related effort

- The IRC notes and acknowledges the efforts to make the RDA Toolkit the global standard, and the revenue from subscribers in FY19 was \$511,713
- Revenue from all international sources for ALA exceeded \$2.4 million
- At this Midwinter Meeting, a Task Force on the Sustainable Development Goals for the U.S. was approved by the Executive Board. This task force will think about the ways that U.S. librarians can get involved in the UN Sustainable Development Goals

Past President Loida Garcia-Febo noted a point of clarification, a reminder that Puerto Rico is not an international concern. It is managed by the Chapters Office of ALA.

Ms. Drabinski noted that the committee has one action item, Resolution Celebrating the Centennial Anniversary of the American Library in Paris, CD #18.1. She read the following Resolved clause:

BE IT RESOLVED that the American Library Association and its eleven membership divisions and many offices congratulate the American Library in Paris and its staff on the 100th anniversary of its founding

APPROVED Resolution Celebrating the Centennial Anniversary of the American Library in Paris, CD #18.1.

INTELLECTUAL FREEDOM COMMITTEE (IFC), ALA CD 19-19.5. Julia Warga, Chair, shared, as a point personal privilege as the senior trustee of the Merritt Humanitarian Fund, that the Fund's 50th anniversary is this year. The LeRoy C. Merritt Humanitarian Fund was established in 1970 as a special trust in memory of Dr. LeRoy C. Merritt and is devoted to the support, maintenance, medical care, and welfare of librarians denied employment rights or discriminated against on the basis of gender, sexual orientation, race, creed, religion, age, disability, or place of national origin, or denied employment rights because of the defense of intellectual freedom. Two events will be held in the upcoming year, a Reception for a Cause at the Annual Conference in Chicago and a celebratory 50th Anniversary event at Midwinter in Indianapolis.

Ms. Warga reported the following updates for the IFC:

- This Midwinter, IFC accomplished the following:
 - Voted to approve the revised version of *Religion in American Libraries: Q&A*, which accompanies the *Religion in American Libraries: An Interpretation of the Library Bill of Rights*
 - Voted to approve a revised set of privacy guidelines for library vendors at this conference. The previous privacy guidelines focused on e-book and digital content vendors. The new guidelines encompass all vendors who provide online platforms or data management services to libraries
- In response to members' requests and concerns about surveillance, facial recognition technology, and digital resources and services, the IFC has formed two working groups to analyze and address these issues through the lens of library privacy and patron rights, with hopes of presenting an update at Annual Conference that will include new resources that will help libraries address the privacy issues raised by these technologies. The committee also anticipates approving a new Q&A to accompany the revised version of the Access to Digital Reports and Services, *An Interpretation of the Library Bill of Rights*, which was adopted by Council in 2019
- IFC is currently seeking liaisons to assist the Committee in crafting resources, providing feedback on documents, and helping to address intellectual freedom concerns. Liaisons are asked to share the particular perspective of their division or round table when working with the Committee, and we ask that they be prepared to share updates from their particular unit. Anyone interested should reach out to Ms. Warga

Ms. Warga presented the IFC's first action item: Motion to Adopt Access to Library Resources and Services Regardless of Sex, Gender Identity, Gender Expression, or Sexual Orientation: An interpretation of the Library Bill of Rights, CD #19.4

ADOPTED CD #19.4

Ms. Warga presented the second action item: Resolution on Forming a Working Group to Align Vendor Privacy Policies with ALA Policies and Ethics, CD #19.5. She noted this resolution is proposed in part in response to the LinkedIn privacy that highlights how library vendors' privacy practices and policies are actually inconsistent with ALA's stated values in regard to library users' privacy. Ms. Warga acknowledged the IFC Privacy Subcommittee's hard work to craft this document in a timely manner.

APPROVED CD #19.5

Ms. Warga thanked Committee members, the liaisons from around the Association, and the Office for Intellectual Freedom for their hard work and dedication, especially acknowledge Deborah Caldwell-Stone for her invaluable advice and staff liaison Ellie Diaz.

COMMITTEE ON LEGISLATION, INTERNATIONAL RELATIONS COMMITTEE, AND THE INTELLECTUAL FREEDOM COMMITTEE JOINT REPORT, CD #49. Ms. Warga noted that Resolution in Defense of the Free Speech of Supporters of the Movement for Palestinian Rights, 2018-2019 CD #49, was approved by a vote of 63-62 at the 2019 ALA Annual Conference Membership Meeting. The Resolution was referred to the three committees by ALA Council during the same conference. The chairs of each committee formed a task force that included representatives from the Social Responsibilities Round Table. The Task Force, co-led by former IFC member Eldon Ray James and current Privacy Subcommittee member Emily Drabinski, worked throughout the fall for a revised resolution. While the Task Force was not able to produce a consensus document, they produced a carefully detailed report. However, the documents did not have support of every member of the Task Force.

The International Relations Committee voted 6-3 to advise Council of the majority committee opinion that the resolution relates to domestic policy and is, therefore, not in the purview of the IRC. The Committee on Legislation and the Intellectual Freedom Committee voted not to support the resolution for the reasons stated in the written report.

Tara Brady, Social Responsibilities Round Table (SRRT) Councilor, noted that the SRRT stands behind the original resolution passed at the 2019 Annual Conference Membership Meeting.

Andrew Wertheimer, Chapter Councilor from Hawaii and member of the Task Force, noted that none of the committees that reviewed the document saw value in bringing a revised proposal and noted that the original resolution is problematic for a number of reasons.

Emily Drabinski, Councilor-at-Large, noted that the International Relations Committee brought no recommendation to Council as the resolution is about United States law and restrictions on free speech and intellectual freedom, rather than internal relations.

Stephanie Chase, PLA Division Councilor, noted that PLA and its Board are not in support of the resolution.

Council debated the Resolution, particularly concerning implications for advocacy efforts and legislative agenda of ALA.

Sandy Hirsch, International Relations Round Table Councilor, noted the resolution was referred to the three committees, which have indicated either that they do not take a position or do not support the resolution. In light of this, Ms. Hirsch called for a vote on the Resolution.

Councilor Michael Golrick called for a Point of Order regarding if this secondary motion can be made by a Councilor addressing the resolution. Mr. Mina noted that this secondary motion is in order.

Ms. Brown called for a vote on ending debate.

DEFEATED Motion to End Debate

Debate continued. Tara Brady, Social Responsibilities Round Table Councilor, moved to suspend the rules so that the mover of the original Membership Resolution, Tom Twiss, could speak. Ms. Brown asked for approval for Mr. Twiss to speak. Council **APPROVED**.

Tom Twiss, Member-at-Large and member of SRRT Action Council, noted that every civil liberties organization in the United States except ALA has expressed alarm about the massive wave of laws targeting the movement for Palestinian rights. In the SRRT report on the resolution, it was predicted that unless this challenge is stopped, we can expect even more of such legislation, which has already materialized. He noted that, beyond that, this legislation is a direct attack on ALA core values.

Debate continued on the original resolution, with particular focus on the nature of the language. At the close of debate, Ms. Brown called for a vote on the original resolution.

DEFEATED Resolution in Defense of the Free Speech of Supporters of the Movement for Palestinian Rights, 2018-2019 CD #49.

FY 2021 Programmatic Priorities, CD #13.1. ALA Treasure Maggie Farrell reported the following:

- ALA programmatic priorities will guide not only the FY 21 budget planning, which will be under way shortly, but it also informs the Board and BARC discussions about recent financial issues. The programmatic priorities are: Diversity; equity access to information and library services; education and lifelong learning; intellectual freedom; advocacy for libraries and the profession; literacy; organizational excellence and transforming libraries
- Strategic Directions represent the Association's primary areas of focus over a three- to five-year period: advocacy, information policy; professional & leadership development; equity, diversity, and inclusion.
- Looking at FY21 and beyond, ALA will look to leverage the strong net asset balance, moving forward with continued strategic investments, monitoring the impact of those investments, and continuing to refine the strategy as needed
- ALA's bank line of credit and other assets will also support ALA work
- In FY 21, ALA is implementing the sale of ALA Headquarters
- Ms. Farrell, the F&A Committee and BARC Committees will examine Forward Together through a financial lens, to provide financial details that will assist in the decision-making process
- This group is also working with ALA staff to examine operations for streamlining and cost reductions, as well as identifying new business development

Ms. Farrell presented the FY21 Programmatic Priorities in CD #13.1 for approval.

APPROVED CD #13.1

NEW BUSINESS

FINANCIAL DISCUSSION. Ms. Brown noted that the Executive Board convened yesterday, and she delivered the following report on behalf of the Board:

In the weeks leading up to this conference, information emerged that identified significant unplanned deficits in ALA's operational budget. The Executive Board thanks Council for its frank and honest conversations regarding our finances at yesterday's Council II meeting. Your cogent and urgent questions are helping us clarify and illuminate the role of the Executive Board as stewards of the Association. The Board will provide some answers today but will give you fuller details in the upcoming weeks as we can. However, more importantly, the Board commits to better communicating with Council.

The Board and Ms. Brown have committed to providing regular updates. They will use ALA Connect as a portal to collect all preliminary questions by Tuesday, February 25. **The questions from yesterday, today and moving forward will be addressed by the Executive Board and BARC at the April meetings. Answers will be distributed in a document later this spring.**

Another Financial Q&A session was convened. **The transcript of the financial discussion is attached as Appendix B.**

ANNOUNCEMENTS. Ms. Ghikas provided an announcement of registration numbers, currently at 8,099 compared with 9,211 in Seattle and 8,036 in Denver. Exhibits-only registration went up with 1,814 for Philadelphia; 1,580 in Seattle; and 1,164 in Denver.

Erin Stalberg, ALCTS Division Councilor, noted that the ALCTS Board voted yesterday not be present at Midwinter 2021. If Core passes, Core and the other two divisions will reaffirm or decide otherwise.

Ray Pun, Councilor-at-Large and member of the Chinese American Librarians Association, noted that we are celebrating the Year of the Rat and wished everyone a happy Lunar New Year and safe travels back.

Meeting adjourned.

APPENDIX A: Transcript of Financial Discussion Council II

>> MAGGIE FARRELL: Thank you. Maggie Farrell, treasurer.

I just want to make sure that you have some documents and a little bit of background, and thank you, all of you, for your various questions.

First I just want to know that the Treasurer's Report, if you haven't seen it or heard of it, is Council Document 13. That Treasurer's Report was shared in the Council Information Session, as well as the Joint PBA-BARC Division meeting yesterday afternoon.

So this afternoon, the Board will be holding a discussion on the various feedback and questions that we have heard during the conference so that that will prepare me to help lead a more informed discussion tomorrow about any questions that you might have. So I am interested to know what your questions are or rumors or what other thoughts are on your mind, so we are prepared for that tomorrow.

If, in the interest of time, we do not have time to get to your questions, you can email me directly or post it to the Council listserv or ask our small councilor Aaron.

(Laughter)

Thank you.

>> WANDA BROWN: Microphone 4.

>> JENNIFER BOETTCHER: Jennifer Boettcher, councilor-at-large.

For all those people who aren't aware of this -- because at Forum that were quite a few people who were not aware -- and tell me if I am wrong, but basically, ALA took all of the money from the reserves from all of the divisions and assumed that as the operating cost to cover things. Is that correct? Because the general fund is made up of all of the, you know, reserves and everything else. I know that. But it was used for not divisional budgets and divisional things that were going on; is that what happened? Just clarify this rumor.

>> WANDA BROWN: I will have to ask Maggie to come forward.

>> MAGGIE FARRELL: Maggie Farrell, treasurer. Thank you, Madam President.

All right. I am going to try to explain, and we also have our CFO, Denise Moritz, with us today.

So on -- I am trying to think of which way to begin. So everyone -- as you've heard us say, there is one ALA, one checking account, one way to pay bills, and so forth. So as -- ALA maintains cash, so sometimes we refer to it as the checking account. So if a division or a round table or any other entity within ALA, on their books, has a balance, that balance is their balance in their account. Okay? However, in order to pay all of the bills, you have one central account.

So I'll use the example of one of the round tables that asked this question yesterday. At the end of FY 19, they had a \$200,000 balance. And that balance will carry over for FY 20. So during the FY 20, they can go ahead and use that balance of \$200,000 in their FY 20 expenses. But when they have a bill that needs to be paid, it gets paid out of the checking account. If that makes sense. So those balances are still there; however -- and we talked about this in the Information Session -- the checking account doesn't have a lot of cash in it, so there's this process of rolling money over because dues don't always come in in exactly the same way. Conferences don't actually come in the same way. So no, the division/round table accounts were not raided; however, the cash that we need if everything -- if everybody spent all of their reserves, we couldn't afford to do that.

Was that helpful?

>> WANDA BROWN: Thank you. Microphone 3.

>> Lindsay Cronk, at large.

Sort of a question and sort of an observation as a person who spends a lot of time in budgets. I have been struggling around liquid assets, net assets, what's actually available, what's available right now. Maggie, I really appreciate your answer on the idea of the net asset balance still being in place, but my question is if we don't have the cash reserves to actually pay those, isn't it functionally true that that money isn't available?

>> WANDA BROWN: Mary, would you like to speak to that?

>> MARY GHIKAS: So I have actually been asked this question multiple times over the course of my ALA life. So if you look at some of the data that's in both the Treasurer's Report and in the Board document that has been pretty generally distributed, the last time that ALA -- there is, as I said, one checking account. Never has been more than one checking account. Always one checking account. One bank account. It's a unitary thing. It's not divided up into little subsegments except in accounting. On paper it's there.

So if you look at the ALA recent history, the last time the general fund had a positive year end was 2015. So if you look at the deficits, somewhere in both of those documents you have all of this data. So what you see is a pattern where we are negative a million here, we are negative two million here, 800,000 here. Last year with a combination of unplanned deficit and investment, it was 4 million, roughly. So the question I get asked year after year, so what happens? Do we just not pay bills? No, we pay all the bills. Does it matter whether it's a bill coming from the general fund, whether it's a bill coming from PLA, from ACRL, from ASCLA? We pay the bills. They are coming out of that single net asset balance. And I am not distinguishing. I am just -- we are paying the bills, and it's coming off that.

So if you look at that, there's an interestingly dramatic chart in Maggie's report that shows the decline in that net asset balance. And that's what you are seeing the impact of here.

Does that clarify?

>> WANDA BROWN: Thank you, Mary.

>> Thank you.

>> WANDA BROWN: Just to make the most of this time that we have, we would like as much as possible for you to get your question out there so that when the Executive Board meets this afternoon, we have those questions and can use those questions to guide our conversation. So we'll do questions, but no answers right now because we want to come together this afternoon and be prepared to give you the best answers possible without calling people on the spot, you know, who maybe haven't had a chance to prepare. So if you could start your comments with the question you would like for us to take back to the Executive Board and discuss this afternoon.

Microphone 3.

>> Hi. Meredith Wickham, Mississippi State chapter councilor.

I am brand-new on the Board. This is my first time I am standing up, which is a little nerve wracking.

(Applause)

Thank you. I am trying to read -- and I am a little bit of a perfectionist, so I read all the documents before Council, and I have had a conversation with Maggie, as our treasurer, and sat down with her, and I really appreciate her clarifying for me terminology such as the kind of by now infamous chart that shows the short-term investments, and I asked her does that basically represent what in public library parlance in my state we call the "cash on hand report." And I am concerned that I am not receiving the kind of reports that I would expect to give my stakeholders at board meetings or in terms of my boards of aldermen and supervisors when I report on my budget. And as someone involved in this body, brand new, I would really like to receive five years of a line-item budget versus actual that showed me what we are doing, like what the plan is, how we are making adjustments for these ongoing unplanned and planned deficits. It's just a little bit of a concern to me, like, that we just keep kind of running the train. It sounds like it's been running for a while. And I would really like some line-item data, actual versus budgeted, if that's available to this body. I think that would be helpful.

Curated charts about specific incidents can -- I know those stats can be used to tell a story, and I believe I want the story of the actual raw data, the numbers. So if that would be possible to get, maybe after Council, and we can look at it this spring, I would really appreciate it. Thank you.

>> WANDA BROWN: Thank you.

Microphone 3.

>> I am sorry. Eileen Palmer, New Jersey chapter councilor.

So my questions -- I have a lot of them, but I'll just try to hit the top ones.

In the report we were provided, there were references to savings that have happened due to staff reorganization, that sort of thing. There were no numbers attached to that. I would like to better understand exactly what savings are put into place.

I would also like to say, you know, as I think the previous speaker did, that we seem to be in the document and in some of the discussions I've heard not really delineating the difference between a cash issue and an asset issue. I don't know whether or not each division, for example, has a separate balance sheet. If they do, I would like to see the balance sheets, the most current balance sheets for each of the divisions. So I understand there may not be cash to pay a big bill if they wanted to do something different, but I'd like to understand what assets are theirs.

And then my other question is I'd like some clarity on what the plan was when the Executive Board agreed to make the \$8 million an investment. I am not questioning the need for that investment, but when they -- like when I make a decision to increase -- to make some big improvements in my organization, I have to identify where in my savings that money is coming from, and it's not clear to me where that -- you know, where that was coming from.

And then my last question is why the Executive Board chose to put the \$5 million into the Endowment Fund if we have such a cash crisis at this time. Thank you.

>> WANDA BROWN: Okay. Before I proceed to microphone 5, we are going to limit the length of time to two minutes just so we can try to get as many people who are on the floor the opportunity to kind of push through with what they want to say. Remember, we are looking for questions you want us to bring back.

Microphone 5.

>> Thank you. Nick Buron, councilor-at-large.

One of the things that came out in my interactions in the last 24 hours, I don't even think it really has come to the front the amount of frustration and downright anger at some of this. So my question still is that -- and I appreciate the attempted description of this -- but in the end, do the divisions, as it was stated before, do the divisions have, indeed, the discretionary cash on hand that they can do what they want? Or has it been used to pay bills -- I got that -- and that they will never see that again? And if that is the case, who made that decision, and why was it not -- is this the way that the divisions and the association were going to find out, through a report that we have to find out and then start talking to each other and then bring it to a special part of Council II, or could there have been another better way to really explain this?

>> WANDA BROWN: Thank you.

Microphone 5.

>> Natalie DeJohng, councilor-at-large. I am a brand-new councilor, so I may just not understand things that are going on. One very specific question: What caused that incredible IT overspend?

And two, I was under the impression that if significant financial decisions were to be made that round tables and divisions were supposed to be informed about that. So I would like to know what person or persons chose to not share that information, what the reasoning behind that was, and what assurances we can have moving forward that that lack of information and transparency will not continue. Because if my partner spent 87% of our checking account and didn't tell me, we would have a problem. I feel like that's kinds of what happened here. There is a very much lack of trust, and that is going to impact future membership because people are not going to join ALA if they cannot trust ALA to use their money wisely.

>> WANDA BROWN: Thank you.

Microphone 2.

>> Eric Suess, councilor-at-large.

I guess we can play around with how this all worked, but I guess I would like to echo what the last speakers have said. My issue is one of communication. I think the communication was poor, maybe horrid. The fact that the Executive Board was caught off guard, the fact that the divisions and other parts of ALA were caught entirely off guard at the meeting yesterday. I operate my library and the people that I deal with on a no-surprise basis. I don't believe anything like that should ever be a surprise, and I think that's what happened. And I am angry about it. And I think others are too. There was a lot of anger last night at Council Forum when we just found out that essentially people's reserve seemed to have dropped to zero. If that's not the case, we need to know. If it is, how long did it take to make that happen? How long has this been going on? When did they last have the money there, the timeframe, who made the decision, all that. None of that has been communicated to us, and it seems like we certainly should know, but Executive Board should absolutely know every piece of that, and as far as I know, they don't. And that is the source of at least my anger.

>> WANDA BROWN: Thank you.

Microphone 4.

>> Micki Dietrich, Nebraska chapter councilor. I would like to build on what my colleague from Mississippi said earlier about needing to see essentially the full financial books of the organization for five years. There are some data points that I am particularly interested in seeing. I want to know exactly what the overhead is for all of the ALA units and how much overhead, you know, they are giving back to the organization. That includes divisions and round tables, et cetera, and Publishing especially.

I'd like to see how much SCOE and some of the other initiatives were and exactly how that money was spent. I think there's a lot of distrust right now from Council to the body of ALA about what the money is being spent on, and I think that we need to see that for transparency and trust building.

>> WANDA BROWN: Thank you.

Microphone 3.

>> Mario Gonzalez, councilor-at-large and past treasurer.

One of the things that concerns me is that we continue to budget a deficit, and the actual deficit is larger than the budgeted deficit. I have seen the five-year financial report, and five years out we are still planning a deficit.

So my question to the Executive Board is to explain to us how we will get out of that, and when will that stop happening?

>> WANDA BROWN: Thank you.

Microphone 4.

>> JENNIFER BOETTCHER: Jennifer Boettcher, councilor-at-large. I have two questions. I was -- I am a member of a division that was going through a fiscal hardship, and we were told that we have to keep so much reserve balance in our reserve or we will no longer be considered an acting division. Since there is no money in anybody's reserve, are there still divisions?

And then my second question is can the Executive Board bring to the Council -- probably not by June or hopefully before June -- about what is the hardship -- what decisions does ALA have to make to bring our budget back and to get out of the deficit? I want specific recommendations, like eliminate Midwinter right now. Get rid of this office right now. I want that kind of clarity.

>> WANDA BROWN: Thank you.

Microphone 3.

>> Rivkah Sass, LLAMA councilor.

So I will admit I have a master's degree in library and information science, and I am not a finance person, but I run a library system with a \$50 million budget, and what my finance person would probably say here is I don't think we want to look at the line item budget; I think we want to look at five years of audits. And that will help us see where -- maybe where we took a turn. But he would also say sunshine is the best disinfectant, so I would urge us to act. But that includes things like merging the three divisions that are talking about joining together. And I won't use language that my mother might have used, but it relates to getting off the pot.

(Laughter)

We've got to make some serious changes. If we have deficits year after year, we have to make serious changes in the organization, and I would urge us to stop talking and start acting and help everyone understand that while change is hard, that change has to occur, and it's got to occur very quickly. If we are going to survive and advocate for what we do as an organization, which is

to provide information and access to everyone we serve, no matter what kind of library we are.

>> WANDA BROWN: Thank you.

Microphone 5.

>> Andrew Wertheimer, chapter councilor from Hawaii. I just want to echo the idea that we should really look not at maybe line item as a focus, but get information from exec on where the income streams are and, you know, what kind of more of a long-term what is realistic? What are the trends? We sometimes, for example, on membership details, we sometimes get charts. We ask for sometimes historical data. And we get numbers of members. But we have to realize that, for example, student numbers, lifelong members, nonrenewing members, I think we have to take a little bit of a deeper dive into some of the real data and focus on what are our big expenses and what is the economic future, and then try to make some of these decisions. If we have line item, it's really easy to get lost in the weeds. But a little bit more strategic thinking. Thank you.

>> WANDA BROWN: Okay. We'll take these last two, and that's it.

Microphone 5.

>> AARON DOBBS: Aaron Dobbs, small councilor. It is actually the round tables. So the question comes from the guy with the management degree. Page 10 of Executive Board Document 12.39, it says we are paying about \$165,000 on interest in financing, and then it turns around and tells us we should maximize our contributions into the Endowment Fund and get a loan to operate on the money amounts that we are putting into the Endowment Fund. The manager in me says while it's entirely possible that we will recoup more from the investment proceeds than we do from the interest, that really only works for really exceptional day traders, and borrowing money to spend money when you have money is not a best practice. Thanks.

>> WANDA BROWN: Microphone 2.

>> Johana Orellana-Cabrera, councilor-at-large. I guess my question would be can we also get an internal investigation of where this train went off the rails? Because I don't have a financial degree to really understand line item and looking at those things, but I definitely agree that we need to look at those five-year audits but also have an internal investigation that can kind of give us a narrative of how we ended up where we ended up. Because I mean, I have been very trusting, I have to say, I have been very trusting, and just to kind of follow up on the analogy that you gave us, like this is our checking account and we can't take a vacation right now during the Membership Meeting. Well, I feel like a wife. I just opened up a statement and found out that I can't even afford to buy bread right now for the house. And I feel like I have been so trusting in this relationship, but I also feel very misguided because I was so dependent on those very brief

snapshots of where we were financially that I was greatly ignorant of where we really were.

So I would really like to see an internal investigation that can give us that narrative. Thank you.

>> WANDA BROWN: Thank you.

And thank you for your input. At this time, I am going to call Mary Ghikas, ALA executive, secretary to ALA Council, for the announcements. Mary?

>> MARY GHIKAS: Sure. So let me give you a brief update on registration. We had a little bit of movement yesterday, but little bit is the operative word.

At the end of the business yesterday, total registration for Philadelphia was 8,078. This compares with 9,188 in Seattle and 7,993 two years ago in Denver. Of that registration, paid registration is 5,428 for Philadelphia, 6,470 for Seattle, and 5,311 for Denver.

Within the -- going back to the question Councilor Booker asked yesterday, within that pile of various varieties of paid registration, the biggest drop is actually in regular advanced registration, which was 2,892 in Philly, 4,179 in Seattle, and 3,514 in Denver. And the gain is in exhibits-only at 1,804 for Philadelphia, 1,569 in Seattle, and 1,133 in Denver. Thank you.

Questions?

>> WANDA BROWN: I am sorry. Microphone 4.

>> JENNIFER BOETTCHER: I am sorry. Jennifer Boettcher. I am not as clever as Aaron about announcing myself. But will we know by tomorrow's Council if this conference was a money maker or not? Because that's a question I am getting from my fellow ALA members, is this Midwinter going to be costing us money or making us money?

>> WANDA BROWN: I don't think we will know by then. Most conferences it takes some time for all the bills and everything to clear, so I don't think we will know tomorrow the answer.

>> MARY GHIKAS: If you look in the document we have, we are projecting -- we came into this projecting a half a million drop on a net basis. Now, does that mean there's no revenue coming to the Association? No. But it does mean that we are doing some pretty delicate balancing of revenues and expenses. So if you noticed, for instance, you have four mics here. Yeah, four. A year ago in Seattle, you had another at least two more. So we are making -- when you look at the kind of adjustments being made, it's in a lot of little, tiny things that add up to a lot of dollars.

APPENDIX B: Transcript of Financial Discussion Council III

MARY GHIKAS: Good morning.

I don't know if it's better with or without my glasses at this point in my life. It's kind of a toss-up.

So I am going to go through several questions that came up in the course of the discussion yesterday. The ones I am -- the process of kind of selecting which ones to answer relates to what information I have with me or what I have, what I can quote numbers from without them in front of me. And usually I prefer to have a piece of paper.

So a lot of what you asked for is in EBD 13.9, which was sent to you, I realize, very late. You will find a lot of information in that document. If you have trouble finding it, just shoot me an email, and I will send it directly to you.

Let me just reiterate and support what Wanda said, that this has been -- this, where we are today, has been coming for -- I can spot this a decade ago, and if you really look hard, longer ago than that. There was a question, though, about specifically what happened with the unplanned overrun in fiscal '19. That's in document 13.9, so let me share that with you. There were several things that kind of went off the rails in fiscal '19. None of them was individually catastrophic, but they add up to a lot of money. So ALA Publishing gross revenues missed their target by -- let me make sure I have the right set of numbers in front of me. So they were lower than budgeted gross revenue numbers. So top-line revenue numbers from ALA Publishing, which budgeted about 10.8 in round numbers -- which budgeted 11.4 in round numbers, and came in with 10.8. So again, not a gigantic discrepancy in terms of what the revenue projected and revenue earned, but enough to be painful. Some of that related to books that didn't get completed on time, so some of that revenue that was budgeted in '19 is now showing up in '20. We'll see how that -- what that does.

We had lower than budgeted interest income by a substantial amount. \$800,000 compared to a million-two budgeted. And that was probably, in retrospect, a real prime example of bad budgeting.

We had lower than budgeted net revenue from the -- what year was it? -- 2019 Midwinter Meeting in Seattle, and that was really mostly on the expense side, including a very substantial expenditure for Council AV.

AV is difficult. There were some unusual issues last year. The thing to keep in mind about AV budgeting is that it's very city specific. A lot of it relates to both where we are, and last year we were in hotel space, if you recall. And it relates to labor law and labor relations in the specific host city. You will notice there are fewer microphones on the floor and fewer electrical outlets because we pay for each electrical outlet.

We had lower-than-budgeted overhead from across the board. It came -- everybody managed to come in a little bit lower than budget, so that's publishing, it's conference, et cetera. So you add all of this stuff up, and you get to a big number. So that was really kind of the -- that was really what we were looking at coming out of fiscal '19. So that was what the picture looked like in about -- from my perspective, coming out of Annual Conference. We were pretty sure that was pretty close to where we were going to end up. Our fiscal year ends the end of August.

By the time we got to early fall, it was clear that there had also been -- and that's the next question I will talk about or one of the next ones I'll talk about -- that there had also been a substantial overspend on a capital budget in capital budget, specifically in IT. So capital -- when that happens, it hits you in two different ways. On a cash basis, while ALA usually amortizes, depreciates IT spend over a five -- it's a five-year depreciation period spread over six years. If that makes any sense. It works. So it hits you in two places. It hits you on cash because while you are going to depreciate from a budget perspective, you are going to depreciate the this expense, but the cash goes out the door the minute you buy something. It also hits you in a budget basis because the depreciation schedule then also has a big balloon that you've got to either get rid of or account for.

So that added to the complexity of this. It then became apparent that because of the timing of the sale and because of kind of a perfect storm of internal issues that had happened, a lot of them personal issues, that there were things that I had assumed were in the budget that weren't, but we had to put them there, which means you can't just add them on top. We can't do that. We don't have that. We don't have that luxury. So there had to be a hole created. So part of what we've been doing over the last -- looking at Denise -- two months feels like a very long time, but it's probably been two months, six weeks, something like that -- has been making a hole in the budget to accommodate a lot of these moving pieces. So that gets us out of the '19 budget into the '20 budget. We are about -- I just looked at the December financials. So we are coming up on being at the halfway point. January will put us at the halfway point roughly in the fiscal year.

One of the questions was about the sale and why we moved a very significant amount of money from the sale directly into the endowment. So I am visualizing a Council meeting. I am pretty sure it was New Orleans. And somebody on this side of the room stood up and said, you know, we are really worried. They stood up in one of the Council meetings and said we are really worried that ALA is going to sell the building, spend all the money -- which we could do in a very short time. You are absolutely correct about that. -- and then we'll have nothing. So we made this commitment early on in the process of looking at the real estate to think of

it as a transformation of an asset. We are taking a real estate asset and turning it into an endowment asset. And in the endowment it would then generate additional ongoing revenue for the Association's operations. We don't pull out money from the corpus, but we do use the gain. So having made that commitment, we consulted with both our investment investors and with the Endowment Trustees and kind of got a fix on what we thought every million dollars in additional money going into the corpus of the endowment might mean for us in terms of operating revenue. So that was the fundamental logic behind moving the majority of the revenue from the sale into the endowment. It will, on an annual basis, generate the amount of money moved in at the current -- if you look at the endowment performance over a long period of time, it will pretty reliably generate an additional quarter million a year in operating revenue. That's not enough money to solve our problems. It's enough to help. And the solution to our financial issues is going to be in a lot of quarter-million-dollar decisions. It's not -- there isn't any single magic bullet out there.

We then looked at the cost of the move. So part of the cost of the move is actually -- so you are looking at two different markets when you are looking at the real estate move. You are looking at the market for selling stuff and you are looking at the market for leasing stuff. And they don't behave exactly the same way. So a lot of the cost of the move was actually being covered by the landlord in terms of financial support for the build-out and so forth. But there were some -- but not 100%. So then the question is how much of what we are taking out of the sale do we need to actually use to cover all of those costs. And in talking with our bankers, it became very clear that they were both not only willing to loan money to cover that, but that the cost of that loan would be significantly less -- noticeably less -- than the cost of the money coming back from the endowment. So it made more sense to make that endowment transfer as large as possible -- and yeah, there's a loan interest to pay back, but it's a lot less than the interest rates currently are very low, so that number is than the amount coming back from the endowment. We expect it to remain significantly less than the cost coming back from the endowment for a significant period of time.

That was the logic behind this. We made that logic clear in the conversation with the Board. Any kind of transaction like a sale or an agreement, a commitment to take out a new loan goes to the Board. And it was approved on that basis. And I think it's a -- I continue to think it was the correct action to take.

Let me go back, then, to the question of IT spend because there were a lot of questions related to that. Let me find the notes I put together last night on this. So I don't skip points. All right. So IT has both an operating budget and a capital budget. They work differently, and they get reported on differently, and there's a different level of management-level information that

seems to flow on both of those situations. We are currently carrying depreciation from IT capital transactions going back to '15, and '15 will roll off our depreciation list, I think, this year and we'll keep moving forward. So when it became clear that there had been a substantial overspend, I spent some time, both with our finance staff and with our IT staff, and both of them have a piece of the puzzle here. When I looked at the capital spend over a period of several years, there had been a significant underspend in '16 and '17, followed by a significant overspend in '18 and '19. In sorting through where that went, the critical piece here -- and there were some little pieces, but the critical piece really relates to ALA's eCommerce system. Going back to that '16-'17 period, and I don't remember, I'd have to look up for you the exact year, but it's in that neighborhood that we've been -- we are struggling down this road -- ALA was dealing with an E-store that was effectively dying. Outages were not infrequent and dramatic; they were just day after day after day, and it was not a tolerable situation. So we began to look at alternative products. We also had a membership system that was on software that was effectively no longer being routinely supported.

We had to move some of these critical eCommerce systems. So we started looking for alternatives, and that's never an easy prospect with this association. It's not easy in any of your organizations, and it's really not easy in ALA. It's not easy in part because of things we always have to stick with and they are really important. We demand accessibility in software products, and some people just -- some associations do not. We also have a very complex structure. We have a very unusual membership dues structure. We have a nested membership structure. And these are typically things that come as a significant shock to every IT vendor we've worked with. And some have just opted to walk away and not work with us.

So after doing some significant searching, we contracted with a vendor. We started down the path of implementing first a dues and donations module and then the E-store. And then finally an eLearning component of the E-store. And it became clear somewhere in that 17ish sort of period that we had some real issues. We had a store that was mostly working. We had dues and donations that were mostly working, mostly but not quite a hundred percent is probably a pretty good description. And part of the issue wasn't one with the vendor, where we have staffing and retention issues, so things were just taking a lot longer and costing a lot more

So IT was told to do two things: Get this implemented, get it stabilized, and start drafting an RFP. We need to go out and do -- we need to go look again, but I can't -- there's millions of dollars -- they are not perfect systems, but millions of dollars are running through them, and we can't allow that to be disrupted. So take care of that, get it stabilized enough, start looking for alternatives. It probably means another external developer, which

may or may not cost us more than this one cost us. There is some truth to the "you get what you pay for." So that's where we were.

So yes, there was a significant IT overrun. That's where it is. In looking through this -- and we've done a fair amount of digging -- there were several issues. One was the mixed management messages. So what IT was hearing was you have to get this fixed. You have to get it fixed. That's what they reacted to. They were not independently tracking their capital spend. So they weren't keeping their own set of books. They were relying on the general management books. And it's hard to see. At some level, it's hard to see the IT spend there. So at least in the early part of this overspend period, it was being masked by the fact that they were underspent in the previous two years. So the depreciation levels didn't seem to be off their charts. Okay?

So what we've done, among other things, is to say you will keep your own set of books in IT. I don't care whether you have time or not, keep your own set of books. You need to know exactly where you are in your IT spend. Finance is looking at how they report on capital spend. Different associations handle this very differently. We've gotten a fair amount of information on how other people handle this. There are opportunities to do it differently. So we are addressing it that way. There have been some very painful internal discussions, and I am not going to talk about them. Just we are not ignoring those things. So that's where we are with this.

We have -- in looking, then, at the '21 budget -- because this all, then, rolls -- you have to look at now we've come out of '19, we are trying to stabilize '20, and that means making some significant holes in the '20 budget. So we've taken about -- so far this year about \$300,000 out of the IT budget. That doesn't mean there are things we are not going to do; we are just going to do them a little bit later than we had hoped to do them. It makes sense for a number of reasons, not the least of which is the move, which is going to suck up a lot of staff resource. So we've taken about \$300,000 out of the IT budget.

We are holding a lot of -- we are holding positions, which is what many of you would do in the same situation. We are no different in that respect. We are looking at positions. Right now I can account for about \$325,000, and we'll see where we end up after another few weeks of digging around.

So we are looking at a whole range of internal cuts for fiscal '20. We have to bring this -- we have to bring this down. And we also had to make sure that some of the adjustments were adjustments that would hit the depreciation schedule. So we can't add as much of the depreciation schedule as we might have originally done this year because we have to make a hole in the depreciation schedule for what the overspend in '18 and '19. I can't simply grow the depreciation schedule this way. We have to keep it -- it was growing, but we can't grow it faster than we intended to.

So that's where we are as we go in. I think this pattern will continue into '19. We are getting about -- when I look at the various businesses, so it's not that we don't get any growth from Publishing, but it's a point and a half. 2% would be really nice. That's replacement. That's replacement for normal depreciation. That's not something that enables you to grow an organization. Membership is not bad, but it's not growing the way we need it to grow.

So the solution in this very short-term is essentially an internal solution. It's going to be a very painful period within the general fund. We are going to hold a lot of things. We are going to delay a lot of things. We are going to -- it's not anything incredibly dramatic. It's 100,000 here, another hundred here, another hundred here. It's a lot of little things that add up to big things. And that's going to have to continue for the foreseeable future.

I also think we need to focus very, very hard collectively on membership growth because that is an area where there is a lot of potential, and it doesn't have the same kind of dynamics quite that you have with either Publishing or Conferences. So I think that we need to focus there. I think we need to focus on development, not only internally but externally. And I think those are both places that, in that kind of middle space, give us some things we can actually do and things we can do together.

The long-term solutions are really structural. It's changes in how we as an association choose to organize, how we focus, how we define priorities, how we define a there that we are going to get to, and how we measure the pace that we are keeping as we try to move forward to meet our -- to meet our mission. And that's -- as you begin to talk about changes in the broad organization environment, whether that's governance changes or membership model changes, that's going to have to be reflected internally. So we are going to have to continue the process of refining how we structure inside. I don't know any other way to put it to you. There's -- the footprint's going to have to change, and we are going to have to do it together. I can't do it independently of what you do in the member environment, and you can't achieve what you want to achieve unless I do the changes or Tracie does the changes internally. And we are committed to that, but we do have to do it together.

Does that answer some of your questions?

>> WANDA BROWN: Thank you, Mary.

Microphone 3.

>> JENNIFER BOETTCHER: Jennifer Boettcher, councilor-at-large.

I asked a question that was not answered about the divisions and how we had to, as a division, keep a reserve to be able to be called a division. And so we don't have any money in reserves now, so how are you handling that division need and that division identity?

>> MARY GHIKAS: Yeah, so there was a question about what should the divisions and round tables do in terms of fiscal '21. You need to develop your fiscal '21 budgets. The divisions here certainly were working on that. That needs to go forward. Same thing with the round tables. You need to do -- develop as we are struggling to prudent fiscal '21 budgets. And as we pay -- you know, as we process invoices and pay bills, it really doesn't -- we are paying bills for the general fund, we are paying bills for the divisions, we are paying bills for the round tables. If I get a stack of things to approve, to sign off on on my screen, it's going to include things from ALA offices, things from ALA divisions, things that really represent round tables.

What we are also saying -- and this is across the Association -- is where there's a need to make an extraordinary expenditure -- if you are looking at an investment that might mean pulling two, three hundred thousand or more at one point out of net assets, we need to have a conversation first, and that's really a timing and scheduling question. We need to be able to plan out our uses of cash.

Does that help?

>> WANDA BROWN: Microphone 3.

>> Hi. Julie Dietzel-Glair, Association for Library Services to Children councilor. First, I say thank you for coming to us with this information so quickly. I have two points, one of which is easy. Could we please give a written report of everything you have just given. It was rather hard to digest orally, maybe only for me.

>> Sure.

>> JULIE DIETZEL-GLAIR: The other one is I am feeling that some of the examples you gave seriously do not make sense to me, and I will give you a rather nitpicky example. You mentioned the unplanned AV expenses in Seattle. People who plan conferences are experts in planning conferences. Conference sites are chosen years in advance. So these planners should be capable of looking ahead at city-specific costs to assist with the budgeting. So it really makes me question how something like that could have happened. These people should -- the people who plan conferences should have known that in advance. So that makes me question basically all management decisions regarding finances and the companies that we work with. I am not asking for any Council oversight on this, but I am asking that we -- we should be able to trust the staff to make good decisions relating to something like that that should have been foreseen far in advance.

>> MARY GHIKAS: Right. That was my question last time, last year this time too. What happened here? So we have a new AV vendor this year. We were in the middle of a staff transition last year, which I think made it a little bit more difficult. So a new -- we've gone through, we've gotten through a staff transition in Conference Services. We have a new AV vendor this year. We've

made some changes here on the floor. We'll see what this year's reports look like. But that's a very logical question.

>> WANDA BROWN: Microphone 4.

>> Nick Buron, councilor-at-large.

Again, thank you very much for coming up here. It's a difficult discussion.

A couple of concerns.

>> MARY GHIKAS: Yes, sir.

>> NICK BURON: You were talking about in the plans for the future, you said we are halfway through fiscal year '20 already. You identified a couple of IT holes that were not going to be filled and some hiring positions. And then I think about that in six, seven months, we are going to be in fiscal year '21. What I am not hearing is a plan. I am hearing there's a hole, we are not going to fill maybe a couple of positions. That's not a plan.

>> MARY GHIKAS: Right.

>> NICK BURON: What I am also hearing is that you are telling the divisions and the round tables to do good budgeting, make some money, and that that money is going to then fill bad budgeting on big ALA, and that to me is also not a plan.

We just went over our programmatic priorities, and I think one of the number one priorities should be fiscal stability for our organization. Thank you.

>> WANDA BROWN: If I might respond just a second. I think I did cover some of that in my report when I said, you know, we are starting, we are collecting everything you are asking and you want us to really focus on up until that. We are going serious into this. Serious. And we will have that plan that you asked for. It's just I probably didn't spell out everything because we don't -- we don't have everything we need right now to come up with that plan. But I can assure you that with Tracie, Mary, and the Executive Board and BARC and everybody working together, we will come up with a plan. And we are going to share that. That's why I said we are going to use ALA Connect as a portal. We are going to be sharing this information because we are digging in just as deep as you want us to dig. We will probably dig deeper than you want us to dig, and come up with what I think will help satisfy you. We just don't have all the answers today. We don't want to put something out there and then have to take it back. So we just want to say yes, we hear you. Thank you for saying that because it reaffirms our commitment to do what we need to do.

>> NICK BURON: Thank you, Madam President.

>> WANDA BROWN: You are welcome.

Number 5.

>> Aloha. Andrew Wertheimer, chapter councilor from Hawaii. I just hope that staff and the Executive Board, when you do this big dive -- I think that's really great -- we'll try to find as much data points as possible. I remember when we had the last discussion of the dues increase, I was worried about the impact on

declining memberships, and we had ALA staff gave us some historical data on membership trends, but oftentimes what happens is they are not broken up in terms of categories, so for example, I know San Jose paid for a lot of student memberships. That made it seem as if our numbers were going higher. But actually, we know that there are a lot of trends that students, they are members, and then they do. So again, more rich data, more historical data, and really try to look strategically will really, I think, help us to focus on the revenue side on how we can build up this organization.

And then also the same kind of thing, what are the big costs? We, as Council, we are fiscally responsible too. You know, help us to be partners in the discussion. How can we try to make a leaner -- we don't want to be meaner -- but more focused -- (Laughter) -- organization. So anyway, thank you. Look forward to the report in February.

>> WANDA BROWN: Microphone 3.

>> Amber Williams, councilor-at-large.

I come from a public library background, and sometimes one of the strategies we take when we are trying to get our taxpayers to support us is we impart the value of their tax dollars. Like this is how much you pay in taxes, and this is the value of that. What is the fiscal value of my membership? As we look to get more members involved, as we look to recruit new members, if we can share with them, you know, more than it's a discount to the conference -- 57,000 people aren't here, so clearly what else are they getting for that money? And I think if we have a strategy in sharing that, that it would be good moving forward.

>> MARY GHIKAS: The ALA Membership Committee and ALA Membership staff have been working on some member value language. I think for me -- and I've really had two significant commitments in my life to libraries and to associations, and to me they are very similar kinds. They have great similarities in a lot of -- a synergy. To me, it's always been about -- it's about the work that's done in Washington. It's about the work that's done by advocates all over the Association. It's about the work that's done in OIF. It's all of those questions, the people day after day who call and say I've got a problem here. What do I do? That's really the value. The conference discounts are nice. The publishing discounts are nice. The real member value is in the work that's done by the Association members and staff to fulfill that mission related to equity of access and enhanced education. Literacy. That's where we have to -- I believe that's where we have to commit our dollars. So as we are looking at -- as we are looking internally at the changes, we are looking at -- we are trying to distinguish between -- there are some services and some service areas that are really critical, but they are not mission areas. So what's the most effective and efficient way for us to do that internal service? What's the most effective way for us to do all of the things that are essential to

make -- to help the mission parts of the association function effectively, but they, in fact, are not mission pieces.

So we are trying to make those distinctions. We are trying to look at the distinction between -- at effective ways of getting synergy across narrow departments. So for instance, the shift that was made over the past 12 months with Washington, where we reorganized in DC, we took an advocacy group that was based in Chicago, integrated that in DC, built a stronger, then, connection between that, the DC group and Chapter Relations, International Relations in DC. I think that's given us some real -- it's beginning to change the way we work with our chapters and other state associations and the AASL affiliates, the ACRL chapters in ways I think are positive. You can begin to see a change. It just takes time to kind of redirect the way you do things. But we need to look -- I look at the way that after the combination of the Office for Literacy and Outreach and the Office for Diversity several years ago now, what you are beginning to see -- and it's taken time -- is a very different way of coming at issues like literacy or coming at issues like literacy from a social justice perspective. And seeing literacy as a social justice information.

One of the things we've done internally as we focus on -- we've had turnover in both in the Office of Diversity and Literacy and Outreach and the Office for Intellectual Freedom, and one of the things we have focused on as we've gone through searches in both of those areas has been how do those two areas work together more effectively? So all of these things will change the way we are structured internally. It's just -- it isn't overnight.

>> WANDA BROWN: Thank you, Mary.

Microphone 4.

>> SUSAN JENNINGS: Susan Jennings, Tennessee chapter councilor. I don't expect answers to these questions right this minute, but I want this to be food for thought because I'd like to give others an opportunity.

>> WANDA BROWN: Certainly.

>> SUSAN JENNINGS: One thing I was thinking about is -- and I don't even know if it's a possibility, but have we looked at outsourcing our store rather than trying to fix our own store? There's plenty of avenues that we could have looked for maybe that could have answered that question.

>> MARY GHIKAS: Right, yeah.

>> SUSAN JENNINGS: The other thing is I understand about wanting to save money and to invest the money that we got from the sale of our property, and we want a healthy endowment, but it's like pouring water in the well. We have a pretty healthy endowment and our house is burning. So I am concerned about that decision.

And the third thing is for prime real estate, \$6.75 million seems awfully low, and I am not really sure where that is. I don't know if it's the age of the building and the renovations that needed -- would have needed to be made or what. So if I could just have

answers to those questions on the Council list is fine or whatever. Thank you.

>> WANDA BROWN: Thank you.

>> MARY GHIKAS: Yeah.

>> WANDA BROWN: Microphone 5.

>> Deb Sica, Rainbow Round Table. I just wanted to say thank you, Mary. That was really important for me to hear all of the complexities of it. It helped me understand a lot of what's going on. And running my own library's budget, I get all of those underpinnings around conference planning and unexpected union costs.

That said, I am just asking for a point of order. There's a lot of times when we have our own Rainbow executive board meeting and we don't have our financials because it hasn't been communicated to us. So while we are very fiscally responsible in our round table, I just want to make sure that there's point of order for communication -- not point of order -- but to communicate better so we have some information monthly or maybe some kind of interface where we can go and get our own reports instead of waiting for them. I think that will help us give a better understanding of the whole budget over the course of the year. So just asking for that. Thanks.

>> MARY GHIKAS: Thank you. We'll work on that.

>> WANDA BROWN: Microphone 5.

>> MARTIN GARNAR: Martin Garnar, Intellectual Freedom Round Table councilor.

Whenever we have holding positions open, that's something that I am doing right now in my own library because we are also in a budget situation, we have to talk about what we are not going to do. And even when we have vacancies that are planned, we are talking about what things can we give up so that we can do the things that we've been waiting to do?

And so again, it doesn't have to be right now, but what I would like to know is what would be the plan for, within those broad programmatic priorities, what are the things -- how are you going to prioritize the important work of the Association so that, number one, most importantly, we do not burn out our staff, especially since we will have fewer staff in the short-term and perhaps the long-term. What would that process look like? How will members be engaged? How will member leaders be engaged so that we can advance the things that are really important? And how will we let go of those things? So that's one question.

The other -- and I know that this has been answered in a couple of ways, but sometimes I just need something really clear. Our round table has been, for the last couple of years, budgeting at a deficit because we have had a reserve that we were trying to spend down because we felt it wasn't good for us to be sitting on our member money and we wanted to put it use. And so -- so that I understand this, if that reserve has been zeroed out, does that

mean that it's just not coming back? And that we need to redo our budget so that we are making ourselves whole? Or is this more like that we have a promissory note that we can collect on in 2058?

(Laughter)

>> MARY GHIKAS: I think we are -- I don't think -- we are years away from rebuilding the kind of short-term investment position we really need to have.

>> MARTIN GARNAR: Okay. So it's gone and we are just going to hope that it gets to grow back?

>> MARY GHIKAS: We are going to have a lot of conversations with each other.

>> MARTIN GARNAR: Okay. Thank you very much.

>> MARY GHIKAS: There's no other way to do this. Both in terms of, okay, so let's take a really core, core area like intellectual freedom. What does -- what are the critical pieces that we must protect and must advance, and where are we spending staff time and member time that maybe we can say, you know, that's not really -- it feels good, it's good in the moment, but it's not really getting us closer to our long-term goals. So we are going to have to talk about the money and we are going to have to talk about the priorities.

>> MARTIN GARNAR: Thank you. I appreciate that. I would much rather know -- and when I talk with my own financial people at the university, I just want to know what I have to deal with. If this is where we are, then we can start from that place. So I appreciate the frankness. Thank you, Mary.

>> MARY GHIKAS: You're welcome.

>> WANDA BROWN: For the remaining speakers on the floor, we want to be sure to capture as much as of your comments or your concerns as possible. So we probably won't try to give an answer to that specific question right now. We are just going to go forward with your comment, and I am going to go to microphone 3.

>> WANDA BROWN: Stephanie Chase, PLA division councilor. I want to thank all the councilors on the floor for your support and advocacy for your divisions and round tables. I think as Martin just brought up, PLA is among the group that has lost a significant amount of reserves. Very similarly, we had held on to that planning to invest it in different ways and felt that the amount that we had, although comfortable from ALA standards, was not necessarily comfortable from our own. I know you up there at front and on the Executive Board have heard from our fiscal officer probably loudly and frequently. We feel fortunate to have her voice. So I appreciate the clarity that we need to move forward budgeting as if that \$3.6 million is gone. I also just have two questions. I want to double-check just to see if we are looking at staff impacts, so holding vacancies and not filling vacancies is one thing, but are we looking at having to let go from staff?

And then if there's time and the LITA or LLAMA councilors are still in attendance, I would like to hear how the zeroing out of

reserves would impact those divisions. I know there are among those who are facing serious financial crises with the disappearances of their balances. Thank you.

>> WANDA BROWN: Number 5.

>> Paula Laurita, chapter councilor.

One of the comments I have heard frequently is ALA, it's one checkbook, and in a certain extent, that's true, but in another extent, that's not true. If I, as a member of PLA, have given a donation to PLA, that's a direct donation that cannot be spent in other areas. So I think we need to be cautious when we use that phrase "one checkbook."

>> MARY GHIKAS: We are keeping an eye on all donor-restricted funds.

>> PAULA LAURITA: Okay. It doesn't matter if it's \$10 or \$1 million, we have to be respectful and compliant with the law on directed donations. Thank you.

>> MARY GHIKAS: Uh-huh.

>> WANDA BROWN: Microphone 2.

>> Brenda Pruitt-Annisette, councilor-at-large.

In your presentation, Ms. Ghikas, which was very thorough, you mentioned RFPs, requests for proposals, and I realize that you also said that we overspent IT budget 87%. I see it in SCOE where we are looking for new IT services, like Web-based software. Are we developing RFPs that will allow us not to make this similar mistake going forward? And is it possible -- I know everyone on Council may not be familiar with reading over and looking at RFPs to catch loopholes or things that we need to tighten up. Can we see those RFPs before you put them on the street so that we can, again, bless those? Because it's very difficult for me to understand how we could overspend IT 87% yet we are still going out, getting more IT into the organization. I remember I think it was Michael Gorman who once said it's an insatiable appetite, the IT budget and how it pulls from your overall budgets. Maybe when we have our presentation for budget, we have someone from the IT side of the organization make that presentation to us so we can keep a handle on what's going on. Because it's not the members or the divisions. I think it was the office that made these errors. Maybe we need to be more thorough watching over what you are doing because I feel like we are sitting here and blessing things. We are not getting enough thorough information, and we really need that.

>> WANDA BROWN: Thank you.

>> MARY GHIKAS: Thank you. I would just point --

>> WANDA BROWN: Microphone --

>> MARY GHIKAS: Can I just say one thing? There is also a member committee that works with IT, so we'll make sure that they are fully looped in.

>> And present to this body -- present to the body.

>> WANDA BROWN: Microphone 5.

>> Natalie DeJonghe, councilor-at-large. I know somebody requested a report of this discussion later on, but I'd like to take that a step further and request that a full copy of the transcription be made available to members and councilors. A lot has gone on, and for some of us, I think it would be a lot easier to parse that if we had an actual copy of the discussion and not just a summary of it.

>> WANDA BROWN: Microphone 3.

>> I am Erin Stalberg, ALCTS division councilor. I want to touch on a few of the things that Stephanie Chase, PLA councilor, sort of asked and reiterate a few things that we have expressed in other forums with concerns about moving forward with Core, so this is ALCTS, LITA, and LLAMA merging together into Core.

The three divisions looked very carefully at their balance sheets in anticipation of the move to Core, and we are imagining that we had these reserves that we would be able to use as our own investment budget in order to be able to get Core off the ground. So as you all might imagine, we have concerns about the state there.

We also, to Stephanie's point about -- question about staffing, we had also imagined that we -- as we merge the divisions, that we were going to have the same number of staff. We were trying to increase -- we were trying to do that to increase member engagement. We were trying to allocate staff better. And we also had a position in there that may now be held that we had reserves to be able to support. So we have concerns about that, and then we have concerns also about the merger of the three staffs and whether we would be looking at layoffs in there. So Core was trying very hard to do something new and beneficial for the organization, and we feel at this conference that we've heard a lot of support for what Core is trying to do, and yeah, we -- given the financial situation, we have a lot of concerns about our ability to be successful. So I want to just put that out there.

>> WANDA BROWN: Thank you.

Microphone 5.

>> Hi. Erica Freudenbeger, member at large. I am curious to hear about the one big checkbook, how moving forward there will be safeguards in place so something like this doesn't happen again.

>> WANDA BROWN: Thank you.

Microphone 4.

>> Whitney Buccicone, councilor-at-large. One of the reports recently that came out mentioned we go under an audit every five years. I was wondering when the last audit was and if we can read that report. Thank you.

>> MARY GHIKAS: The Board just heard from the auditors yesterday. It's an annual audit.

>> WANDA BROWN: Microphone 4.

>> Emily Drabinski. I think people want to be involved in things when it matters to them, and listening to the discussions here,

there's not a lot here for someone who doesn't care a ton about budget to care about. You know? So I hope that we can continue to be sort of big and bold and President Brown, I wanted to thank you for your statement about Macmillan. I think those kind of things are what get real-life members engaged and excited about the Association.

A few other points. I am frustrated when I hear union labor costs in Seattle have something to do with this deficit. I wouldn't want to set that at the feet of fair labor practices, and I guess that was all I wanted to say. Thank you for your work.

>> MARY GHIKAS: Thank you.

>> WANDA BROWN: Microphone 3.

>> Jennifer Boettcher, councilor-at-large. I started and am ending this. But I am wondering if the concept of the operating agreement is out the window, and I think instead of looking at overhead percentages that we should actually, with this new "one checkbook" attitude or reality that we've already had. I think it would be better for BARC or somebody else -- and do we need to have a resolution about making -- coming up with a new way of expressing our financial statements for all the units, including offices, divisions, round tables, affiliations, and all of that? I think that we just have to say the operating agreement is something that's null and void, that contract, and that maybe we should be looking at a different way of expressing our financials.

>> WANDA BROWN: Thank you.

Microphone 2.

>> Amy Steinbauer, councilor-at-large. Forgive me if I missed this, but is there somewhere that's explicit about what was taken from each division and round table? That's something I have been hearing a lot about at this conference, but unless someone's mentioned it here, the number isn't always clear.

>> MARY GHIKAS: Yeah, someone yesterday asked for the net asset balances of each division, and I just don't have that information with me.

>> AMY STEINBAUER: Okay. Thanks.

>> WANDA BROWN: Just finishing my note. I tried to capture as much of what was said as possible.

Is there any other discussion?

Let me -- yes, number 4.

>> SUSAN JENNINGS: Susan Jennings, Tennessee chapter councilor. Just one more question. I was at the PBA/BARC -- I am a member of PBA -- and heard you talk about the one checkbook and moving money over, et cetera, that the bills had to be paid. And the question that I have for you is were the reserves all taken and put in the checkbook, or, you know, like we do at my job, you know, if we buy something from IT, they journal us for the exact cost. And I just wondered if all the reserves were put into the checkbook or just enough to cover the bills.

>> MARY GHIKAS: So ALA -- it has always been the case that ALA is one organization with one bank account. Always. Having said that, we do accounting internally, and in accounting, you track each individual piece of the association, whether it's a division, a round table, or an ALA office or business area. So yes, that's all -- we have beautiful accounting. So yeah, we know. We know.

>> WANDA BROWN: Microphone 5.

>> Hi. Katie Cerqua, member at large. I would like us when we are moving forward to hear about ways we can diversify our revenue streams because it seems like the traditional three routes are no longer going to sustain us into the future. I'd also like us to look at the round tables and chapters that are fiscally successful and see what we can take from their success to move us as the larger organization forward.

>> WANDA BROWN: Thank you.

You know, this kind of stewardship that we have expressed this morning and the way we have come together around these questions, it really gives me hope for our association.