

**Public Library Association  
Board of Directors  
Midwinter Meeting**  
Boston, MA  
Saturday, January 9, 2016  
1:00 PM - 5:30 PM  
**Location:** Hyatt Regency Boston, Rockport Room

**Logistics**

Catering –Boxed lunches and beverages will be available at 12:45 p.m.

**Agenda**

1. Welcome and Introductions
2. **Action Item: Adoption of the Agenda**  
Additional items may be added to the agenda prior to the adoption of the agenda. Items also may be moved from the Consent Items to become a discussion item. While not agenda items, policies related to Board service and the PLA Strategic Plan have been posted to ALAConnect (<http://connect.ala.org/node/114854>) as reference materials. A board roster is also posted to ALAConnect. <http://connect.ala.org/node/241480>

*Please save the documents to your laptop or tablet. We requested wifi service but cannot guarantee wifi or electrical outlets in the meeting room for all users.*

**Consent Items**

**Document Number**

3. Draft 2016 Fall Board Actions	2016.22
4. ALA Emerging Leaders Update	2016.23
5. Committee Status Reports	2016.24
6. Continuing Education Report	2016.25
7. DigitalLearn.org Update	2016.26
8. Family Engagement Project Update	2016.27
9. Leadership Academy Update	2016.28
10. Membership Report	2016.29
11. Partners Program Update	2016.30
12. PLA 2016 Conference Update	2016.31
13. PLA Project Outcome-Performance Measurement TF	2016.32
14. Publications Report	2016.33
15. “Public Libraries” Magazine Report	2016.34
16. Technology Report	2016.35
17. <a href="#">What’s Happening Guide (ALA Midwinter 2016)</a>	<a href="#">2016.36 (onsite)</a>

**Action/Discussion/Decision Items**

18. Introductions of ALA Presidential and PLA Board Candidates no doc  
*(Invited to be introduced from ALA: Christine Hage, Lisa Hincliffe, and Jim Neal, ALA Presidential Candidates; Susan Hildreth and Patty Wong, ALA Treasurer Candidates. From PLA: Georgia Lomax and Pam Sandlian Smith, PLA Presidential*

*Candidates; Sonya Alcantara-Antoine, Kevin King, Richard Kong and Tracy Strobel, PLA Board candidates. Per PLA practice, candidates are only introduced and are not permitted to make presentations. Any candidates arriving past 1:15 pm will not be introduced. )*

19. PLA President’s Report, <i>Vailey Oehlke</i>	no doc
20. DigitalLearn.org demo, <i>Scott Allen and Jamie Hollier</i>	no doc
21. Report from Budget and Finance Cmt. Chair, <i>Clara Bohrer</i>	
a. FY16 Financial Analysis & Management Report, through Nov.	2016.37
b. FY16 Year-to-Date by Project Rpt, through Nov.	2016.38
c. Introduction to the FY2017 Budget Planning Process	2016.39
22. Gates Foundation Update, <i>Deborah Jacobs</i>	no doc
23. Legacy Grant Update, <i>Oehlke, Macikas, Hirsh, Allen</i>	2016.40
24. Project Outcome Demo, <i>Emily Plagman</i>	
25. ALA Executive Board Liaison Report, <i>Julius Jefferson</i>	2016.41 onsite
26. Zepheira presentation, <i>Vailey Oehlke, Eric Miller</i>	2016.42 onsite
BREAK	
27. Robert Wood Johnson Concept Paper, <i>Scott Allen, ACTION</i>	2016.43, 2016.43a
28. PLA Re-Positioning Update, <i>Kara O’Keefe, Barb Macikas</i>	2016.44
29. Creation of PLA Web Content Working Group, <i>Macikas, ACTION</i>	2016.45
30. IFLA Report, <i>Raymond Santiago</i>	no doc
31. IFLA-IREX Report, <i>Audra Caplan</i>	no doc
32. Review of the ALA Council Agenda. The purpose of this Agenda item is to seek input from the PLA Board prior to Council sessions so that the PLA councilor can adequately and accurately represent PLA’s point of view at Council Meetings, <i>Rivkah Sass</i>	no doc
33. ALA Digital Content Working Group (DCWG), <i>Carolyn Anthony</i>	2016.46
34. Washington Office, Library Challenge/One Card IMLS/White House launch and Workforce update – <i>Emily Sheketoff</i>	2016.47
35. Guidelines for Gender Neutral Restrooms, <i>Macikas, ACTION</i>	2016.48
36. New Business	

**Reference Documents:**

[PLA Strategic Plan](#)

[PLA Board of Directors Manual](#)

[PLA Conflict of Interest Policy](#)

**Public Library Association  
Board of Directors--Fall Meeting  
September 29, 2015, 8:30 am-12:30 pm  
Madrona Room, Sheraton Seattle Hotel  
Seattle, Washington  
DRAFT Board Actions**

*To be reviewed and approved at the 2016 Midwinter PLA Board of Directors Meeting*

**Present:** Vailey Oehlke, President; Felton Thomas, President Elect; Larry Neal, Past President; Directors at Large: Carolyn Anthony, Rhea Brown Lawson, Melanie Huggins (by phone), Gina Millsap, Manya Shorr; Jay Turner.

**PLA Councilor:** Rivkah Sass

**Approved Absences:** none

**PLA Staff:** Barb Macikas, Executive Director; Scott Allen, Program Manager; and Mary Hirsh, Project Manager

**Guests:** Deborah Jacobs, Director, Global Libraries, Bill & Melinda Gates Foundation

- 1. Welcome and Introductions, Vailey Oehlke**
- 2. By consent, approved** the adoption of the agenda as presented.
- 3. Consent agenda documents:**

<u>Consent agenda documents</u>	<u>Document Number</u>
a. Draft 2015 Annual Conference Board Actions	2016.1
b. Continuing Education Report	2016.2
c. Digitalearn.org Report	2016.3
d. Partners Report	2016.6
e. PLA 2016 Conference Report	2016.7
f. "Public Libraries" Magazine Report	2016.8
g. Publications Report	2016.9
h. Project Outcome Status	2016.10
i. PLA Re-Brand Update	2016.11
j. Technology Report	2016.12

**Action/Discussion/Decision Items**

- 4. PLA President's Report, Vailey Oehlke** (no document). Oehlke reported on presidential activities. She has gotten media calls about weeding, which has been a hot topic, as well as positive feedback on her

first President's column in *Public Libraries* magazine. Members agreed that the target length of future President's columns should be shorter, for the benefit of both the reader and author. Staff was commended for their work on the Gates Legacy grant proposal.

5. **ACTION. Membership Report, All** (document 2016.5). The impact of conference on membership was noted. PLA does see an increase in members from the local area of the conference during conference years, but many of them do not renew. This led to a discussion of member benefits and value, and various ideas were discussed (establishing mentorship programs, reducing or eliminating the cost of webinars for members, increasing opportunities for members to give input or get involved). PLA is increasing efforts to welcome new members, via direct contact from Membership Committee representatives, a new member reception at Midwinter, and a series of targeted emails. Issues impacting public librarians, which may in turn impact their need for PLA, were noted. These included generational norms as well as issues related to the job market, such as a lack of library jobs and promotion of mid-level library staff to leadership positions at younger ages. Ensuring that the PLA repositioning work helps PLA address these issues was stressed. It was moved and **approved** that a subgroup of board members continue this discussion, and Anthony, Millsap, Oehlke, and Shorr volunteered.
6. **PLA slate for 2016 elections, Carolyn Anthony** (document 2016.13). Candidates for President are Georgia Lomax, Director, Pierce County (Wash.) Public Library and Pam Sandlian-Smith, Director, Anythink Libraries, Rangeview, Colo. Candidates for Director-at-Large (four candidates for two seats on the board) are Sonya Alcantara- Antoine, Virginia Beach (Va.) Public Library; Kevin King, Kalamazoo (Mich.) Public Library; Richard Kong, Skokie (Ill.) Public Library; and Tracy Strobel, Cuyahoga County (Ohio) Public Library.
7. **FY 2015 Year End Financial Analysis/FY 2016 overview** (document 2016.14) **and FY 2016 Year-to-Date by Project Report, Barb Macikas** (document 2016.15). PLA ended FY 2015 short about \$50,000 in revenue due to lack of Partner contributions and fewer webinars offered. However, PLA also reduced expenses from those budgeted by about \$250,000. FY 2016 was budgeted conservatively, therefore the net projected for FY 2016 is lower than recent conference years. Macikas will send the financial orientation document to the full board and schedule a call with new board members Lawson Millsap.
8. **Collective Impact Discussion, Deborah Jacobs, all** (document 2016.16). Jacobs explained that the Gates Global Libraries (GL) initiative is prioritizing collective impact (CI) as part of its wind down, using its convening power. CI is a methodology, not simply collaboration, and requires clearly defining priorities and other issues (scope, roles, needs, skills).

Discussion focused on CI at the library level versus PLA level, reasons for urgency behind the move to CI, how CI differs from previous collaborations, and next steps for PLA and its partners. The urgency for public libraries themselves to become outward facing calls for the field to move to CI. At the community level, using CI is an effective strategy to engage other partners and show the value of

libraries. At the library support organization level, therefore, PLA and its partners should be modeling CI and encouraging understanding of CI among members and library systems. CI at the library support level may also help present a common agenda that can successfully engage the funding community, which will be important after the Global Libraries program has ended. In terms of next steps, GL is convening key library organizations to continue discussions started at Next Library 2015. CI is also being considered for integration into the draft Legacy proposals, which currently include a “connectivity-alignment-coproduction” pathway with partner organizations. Engaging non-library stakeholders such as the National League of Cities and the International City/County Management Association (ICMA) will be critical, but first steps will include aligning library support organizations. This is important to move toward agreement, consider past examples of joint projects, and identify barriers to collaboration.

9. **ICMA Conference Debrief**, *all* (no document). Board members agreed meeting at the ICMA Conference should continue. Board members also suggested that PLA should work toward more explicit participation in the ICMA meeting, through leadership meetings and presentations, for instance on how public libraries can make city managers’ work easier. Expanding collaboration with ICMA members outside the conference was proposed, including working more closely with state ICMA chapters. Among the types of members and groups represented by ICMA, public libraries may share the most similarities with transit authorities, parks and certain other entities due to similarities such as governing board similarities, open access, a mission to serve the entire community, etc. Sass highlighted a session on measures of civic health which was particularly relevant to public libraries and might be considered for a future PLA event.
10. **Aspen Discussion and Debrief**, *Gina Millsap* (document 2016.17). Members briefly discussed the lunch meeting with Amy Garmer of The Aspen Institute, held the day prior. In addition, Millsap shared the presentation from her library’s community meetings, which have been successful. She elaborated on specific challenges, such as how presenting the “library as platform” requires explanation. Similarities between these Aspen dialogs and steps to solicit community input in the *Planning for Results* tool were noted, and given that *Planning for Results* is around 20 years old, this activity may be “replacing” it for some libraries. While the efforts to hold community dialogs based on the Aspen report are pilots now, they may be promoted and sustained through work of the Legacy grant, which references the Aspen report repeatedly in proposing activity designed to orient libraries to their community needs.
11. **Gates Foundation, Legacy Grant Status**, *Vailey Oehlke, Barb Macikas* (document 2016.18). Progress in drafting the Legacy grant proposal was reviewed. Since the last board meeting, a new set of activities designed to increase PLA’s organizational capacity has been added. PLA has meetings with the Gates Foundation and Legacy Partners tentatively scheduled for October and December 2015 and expects to receive feedback and additional timeline information at those events.
12. **ACTION. Summer Food Programs**, *Scott Allen, Mary Hirsh* (document 2016.19). Staff prepared a short report on public library involvement in the U.S. Department of Agriculture (USDA)’s summer

food programs, noting that approximately 10% of public libraries participate and that PLA could help promote and encourage additional involvement. Many board members noted that their libraries are involved. Sass noted that her local United Way has funded an expansion of the program in her libraries, and Thomas noted his library system does not limit its food program to summer. Participation is an excellent way to show that public libraries can be a lifeline for basic human needs and can respond to crisis situations for community members. Challenges, however, were noted, in terms of using volunteers, sustaining the programs, and more.

Public libraries embrace the opportunity to participate in the summer food program because it meets the educational goals of libraries (children suffering from hunger struggle to learn); it meets the goal that libraries address priority community needs; it positions the library in the community as providing more than just books; it can be operationalized given USDA resources and library abilities; and it is a platform for engaging other community partners. The potential for PLA to rally around an issue such as this and promote it as a public library priority or “campaign” over a sustained period was suggested. If planned appropriately, this could help engage members, show member value, and tie into and therefore extend the impact of activity like PLA Conference. It was moved and **approved** that planning should be initiated for how PLA could identify, plan for, and promote a coordinated priority for public libraries.

13. **ALA Advocacy Implementation Plan, all** (document 2016.20). The report from PLA Legislation and Advocacy Committee chair Jan Sanders was reviewed, and PLA’s efforts to more closely align with the ALA Advocacy Implementation Plan were noted.
14. **ACTION. PLA Boot Camp Program.** The final Bootcamp program was held recently. Although PLA will no longer offer the Boot Camp program specifically, the need for PLA to offer some management resources was recognized. PLA owns the Boot Camp content but has not planned any future activity. It was moved and **approved** that PLA staff should develop plans for library management courses or other resources and present them to the board at a future meeting.
15. **Future Board Meetings and Scheduling.** It was reported that ALA may hold a joint division meeting in the fall of 2016 in Chicago, offering an opportunity for the PLA board to meet with other divisions. PLA may also chose to send only the President-elect, as some smaller divisions do. ALA efforts to have the incoming leadership of the ALA units collaborate were briefly noted. The next board meeting will be held from 1pm to 5:30pm on Saturday, January 9 at the ALA Midwinter Meeting in Boston, MA.

The meeting was adjourned at 11:50am.

**TO:** PLA Board of Directors  
**RE:** PLA Participation in 2016 ALA Emerging Leaders Program  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Information

**ACTION REQUESTED BY:**

Scott Allen, Program Manager, and Steven Hofmann, Manager, Web Communications

**DRAFT OF MOTION:**

N/A

This report provides an update on PLA's participation in the 2016 Emerging Leaders (EL) program. PLA is sponsoring two Emerging Leaders. In addition, PLA has proposed two projects for Emerging Leaders, and both were selected and will move forward.

**BACKGROUND**

The ALA EL program is a leadership development program through which up to 50 newer library workers participate in problem-solving work groups, network, learn about ALA, and serve the profession. Sponsors (ALA units, divisions, etc.) provide \$1,000 to sponsor each EL. ALA offices and others also propose projects for groups of ELs to work on, and each project must include a member guide and staff liaison. After ELs are selected and choose projects, the EL program kicks off with a day-long session during the ALA Midwinter Meeting, where ELs convene in teams based on their chosen projects, with their member guides, and begin planning. Subsequently, ELs use online learning, networking and member guide input to advance their projects, which culminate in poster presentations at the ALA Annual Conference.

**PLA SPONSORSHIP**

As in the past, PLA committed \$2,000 to sponsor two ELs. These funds will support the following two ELs to attend the Midwinter Meeting in Boston, MA and the Annual Conference in Orlando, FL:

- Erin Hollingsworth, public services librarian, Tuzzy Consortium Library, Barrow, Alaska
- Katrina Ortega, senior librarian, New York Public Library, New York, New York

**PLA PROJECTS**

PLA submitted two potential EL projects, and each was selected by a sufficient number of ELs to move forward. The projects and their EL "teams" are listed below. Both projects may be completed in phases, where future teams of ELs pick up where these teams leave off.

**1. PLA Online "Professional Tools" Curation and Future Forecasting (EL Project I)**

PLA hosts a "Professional Tools" resource on its website (<http://www.ala.org/pla/tools>) that includes links to a variety of resources for librarians and their patrons related to administration and management, digital literacy, financial literacy, e-books, advocacy, and more. We believe there's much unrecognized potential in this section, but PLA staff lacks the expertise to properly curate it. This project seeks a team of ELs to take an in-depth look at emerging trends that will impact libraries and the tools in this section of the PLA website. We want the team to evaluate the section's organization as well as the existing resources, and then produce recommendations for revision and reorganization of the section

and criteria for the ongoing review of existing resources as well as suggestions for potential new resources. We believe the entire process can be accomplished virtually, with no need for face-to-face interaction.

The work will entail 1) identifying and adopting an environmental scanning process, 2) ascertaining current and future “Professional Tools” needs for libraries, 3) reviewing the existing collection, 4) delivering recommendations for the current structure and curation of the website and a roadmap for further development and review, and 5) producing criteria for ongoing review of existing and potential new resources in the “Professional Tools” section.

**Member Guide:**

Tara Lannen-Stanton  
Queens Library, 89-11 Merrick Blvd, Jamaica, NY 11432  
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718-990-5102

**Emerging Leader Team:**

Natalie Bazan, [natalie.a.bazan@gmail.com](mailto:natalie.a.bazan@gmail.com)  
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**Staff Liaison:** Steven Hofmann, Manager, Web Communications

**2. Assessing MLIS Preparation for Emerging Public Library Leaders (EL Project H)**

*Re-Envisioning the MLS: Findings, Issues, and Considerations* from the College of Information Studies at the University of Maryland College Park notes that “the last several years have been marked by a number of societal challenges and changes that include the evolving nature of our economy; the workforce skills needed to succeed in a shifting job market; advances in technology; the changing nature of information; transformations in education and learning approaches; and rapid demographic shifts occurring in our communities. As we consider the future of our information organizations such as libraries, archives, and museums, we need to simultaneously focus on the future of the Master of Library Science (MLS) degree (and its variants) and how we prepare information professionals for their careers.” The evolution of the public library into a multifaceted asset providing diverse services and resources that help individuals and communities succeed in education, digital access, economic prosperity and more is well documented through recent publications such as *Rising to the Challenge: Re-Envisioning Public Libraries* from the Aspen Institute and *BiblioTech: Why Libraries Matter More Than Ever in the Age of Google* by John Palfrey. Furthermore, the PLA 2014 Strategic Plan calls for PLA to influence library school curricula that supports public librarians.

Are library school curricula evolving as well in order to prepare MLIS graduates to lead public libraries? The Emerging Leader (EL) Team will study the above reports and others and identify common themes (for instance, community engagement, and measuring outcomes). The 2016 EL Team will then develop the project plan for PLA to address this issue over the next several years.

The goals of the proposed project are to 1) provide PLA with background information and a strategy to impact the preprofessional preparation of public library staff through MLIS programs and 2) enlighten the public library field with initial findings from a review of MLIS curricula and stakeholder input.

The EL team may begin with their own impressions and assumptions about MLIS programs' success, shortcomings, and opportunities for change. Key background documents will be identified and read. The ELs will brainstorm skill areas and competencies required of 21st century public library leaders and cross reference them with common core curricula of MLIS programs. It is also possible the ELs will identify stakeholders for input into the investigation (such as MLIS program directors and faculty, recent MLIS graduates, library directors, library hiring staff) and develop tools to both informally and formally solicit their input. The ELs may also consider how non-library undergraduate, masters degree, certificate and continuing education programs may provide relevant training for future public library leaders and meet gaps in MLIS curricula, and propose future areas for study/research to the PLA Board.

The project plan recommends that the ELs propose products for development, and if possible draft one such product for review and distribution through PLA mechanisms. Ideas include:

- a guide for prospective MLIS students about traditional MLIS education vis public library work;
- a list of questions prospective public librarians might ask of MLIS faculty;
- recommendations for ancillary education or internships that MLIS students interested in public library work might pursue to complement the formal curriculum;
- steps that library directors or hiring managers might take to assess preparation of students; and/or
- case examples from recent MLIS graduates contrasting their public library jobs with skills and experiences from graduate degree programs.

**Member Guide:**

Kerry Weinstein

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**Emerging Leader Team:**

Anna Mattonen, [annamattonen@gmail.com](mailto:annamattonen@gmail.com)

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**Staff Liaison:** Scott G. Allen, MS, Program Manager



**TO:** PLA Board of Directors

**FROM:** Barbara Macikas, Executive Director

**RE:** **Reports from PLA committees, advisory groups and task forces**

**DATE:** December 21, 2015

Following discussions in 2014 regarding PLA committee work, staff implemented a process to collect status reports from our committees and working groups. We have revised the reporting process so that the committee/work group reports will become part of the Board consent agenda at each ALA Annual Conference and Midwinter Meeting. This will ensure that the Board has an opportunity to review the work of the committees. It is also hoped that this will increase the number of committee reports we receive as the previous process did not result in consistent reporting.

PLA will also post these reports to the respective committee's site on ALA Connect so it will be available for the committee's reference as well. We asked chairs to provide a report that is high level and provides a brief overview and indicated it does not need to be nor is it intended to be an exhaustive list of activities. Instructions and form are [here](#). Certain committees are excused from this process. These include award juries as well as the PLA Budget and Finance Committee.

The following represent the reports we have received as of today's date.

## 1. Membership Advisory Group, Chair, Richard Kong

Staff liaison (if applicable): Kara O'Keefe

Date submitted: September 2015, This report represents work done March-October.

**Please provide key accomplishments since last report to the Board:** Membership Advisory Group members continued to send personalized welcome emails to new PLA members each month. Although we haven't received a response from everyone, the responses we have received indicate that new members appreciate the personal touch. In some cases, new members have responded by asking for advice on getting more involved with PLA, which may result in increased overall member engagement.

The group also produced the ""Talking Points for Professional Association Benefits"" document that was shared with the Board during ALA Annual.

The group also supported the PLA-sponsored Emerging Leaders group, and invited them to attend the group meeting at Annual and share its findings from a survey focused on early career librarians.

Finally, the group discussed the possibility of hosting another Happy Hour event at Midwinter 2016 and a PLA 101 session at future conferences.

**Please list key accomplishments planned for the balance of the year:** We will continue to extend personal welcome notes to every new PLA member each month. We will also work with PLA staff to organize a PLA Happy Hour and/or a PLA 101 informational session for upcoming conferences if this is approved by the PLA Board and staff. Finally, the group has had some preliminary discussions about ways of engaging PLA members on a more local/regional level. It's not clear where this discussion might lead us, but we will be sure to present any recommendations to the Board and PLA staff.

**Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?:** Not at this time.

**Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:** The group supports many aspects of the PLA Strategic Plan, such as equipping public librarians for greater advocacy and leadership, by finding ways to increase member engagement. It also directly supports Obj. 3 under "Organizational Excellence" by providing PLA staff insights into new trends and models that may have an impact on PLA membership. It should be noted that two advisory group members will participate in the upcoming positioning/branding initiative.

**Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?:** We have discussed the idea of having an infographic that clearly communicates ways PLA members can get involved (similar to one used by YALSA). It's understood that this may come after PLA's upcoming positioning/branding initiative.

**Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?:** Working with the PLA Conference Committee on creating PLA 101 informational sessions or networking opportunities such as Happy Hours during the PLA Conference may be beneficial.

**Have there been any issues related to meeting participation/attendance for any of the group's members? Yes/No (if yes, PLA will contact you for more information):** No

## 2. PLDS Statistical Report Advisory Committee, Chair, Kristin Whitehair

Staff liaison (if applicable): Kathleen Hughes

Date submitted: July 2015, This report represents work done March-October.

**Please provide key accomplishments since last report to the Board:** Reviewed early findings of the 2014 PLDS survey.

Identified special topic question subject and drafted preliminary questions.

**Please list key accomplishments planned for the balance of the year:** Finalize special topic questions.

**Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?:** Not at this time.

**Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:** The PLDS survey provides timely information to be used in advocacy for the library community, both for libraries as whole and by individual libraries.

**Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?:** No.

**Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?:**  
Coordination with the PMTF/Project Outcome is highly valuable.

**Have there been any issues related to meeting participation/attendance for any of the group's members? Yes/No (if yes, PLA will contact you for more information):** No

## 3. Public Libraries Advisory Committee, Chair: Monique le Conge Ziesenhenn

Staff liaison (if applicable): Kathleen Hughes

Date submitted: September 2015, This report represents work done March-October.

**Please provide key accomplishments since last report to the Board:**

1. Reviewed Public Libraries recommendations made at Midwinter:
  - Add more resources for recommended reading to feature articles: discussed value, an additional criteria for award?; helps the reader do more, i.e. movies, reading, people
  - Implemented new back page – What Readers are Raving About This Month: completed & nice!
  - New title for Verso columns 'Trending' : completed.
  - Advertising marketing promotions – targeted advertising promos to PLA conference vendors, library schools, vendors who contact editor: people more excited about ads online rather than print; discussed ALA magazines, library schools advertising, collaborating, i.e. a volume discount for American Libraries & Public Libraries

Ad revenue: PLA conference year contributing factor

2. Feature article award contest: suggested reviewing criteria, how to get more good articles
3. Reader survey: in Public Libraries and PL Online; reviewed content & questions
4. Jan/Feb theme issue: discussed potential topics, i.e. marketing/branding, diversity, recruiting/retention, reader's advisory? Group suggested "diversity" as the topic.

**Please list key accomplishments planned for the balance of the year:**

1. Conclude reader survey
2. Review criteria for award; make recommendations regarding changes to take effect for 2016/17

**Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?:** Not at this time.

**Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:**

Goal: Leadership & Transformation

Objective (3): Increase opportunities to share best practices and next practices in public libraries with a focus on librarians as community leaders who play a critical role in addressing community priorities.

Opportunities for new authors, contributors will be highlighted. As PLOnline seems to be nearly preferred, work to find new ways to interact with members and others.

Not only does the annual award highlight best practices, it encourages the research and professional writing which is needed in public libraries. Encouraging good research is a valuable and underrepresented goal that Public Libraries journal and this committee champion.

**Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?:** No.

**Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?:**

Potentially, working with the ALA Committee on Research and Statistics to update needed areas of research for public libraries and to be sure members know that committee's agenda overall.

**Have there been any issues related to meeting participation/attendance for any of the group's members? Yes/No (if yes, PLA will contact you for more information):** No

December 11, 2015

To: PLA Board of Directors

From: Angela Maycock  
Manager of Professional Development

Re: Update on Educational Activities

A report on the programming at the PLA 2016 Conference is included in the Conference Manager's report (document 2016.31)

**PLA @ ALA Annual Conference**

Attached to this report is a list of the approved preconference (1) and programs (17) that PLA will present in Orlando. The ALA Annual Conference website is still under construction; the PLA @ ALA web page will be active once the ALA site is ready.

**Online Learning**

Webinars presented since our last update to the Board in Fall 2015:

<u>Date</u>	<u>Title</u>	<u>Registration</u>
October 2	Weeding Smart	57 individuals / 10 groups
October 27	Don't Let the Bed Bugs Bite	58 individuals / 29 groups
November 18	Podcasting for Libraries	28 individuals / 1 group

We also hosted three free webinars for Project Outcome:

<u>Date</u>	<u>Title</u>	<u>Registration</u>
October 8	Project Outcome Survey Results: Effective Communication Strategies	102 individuals
October 15	Project Outcome: State-Level Access Updates	79 individuals
November 12	New Project Outcome Features: Impact Survey for Public Technology & Access Measurement	59 individuals

In the month of December, PLA will be hosting two free webinars. As a thank-you to our members, PLA will be offering its members an exclusive webinar titled Attack of the "Best" Lists. This webinar will feature Becky Spratford, a Reader's Advisory expert, who will teach attendees of the webinar how to use "best" lists to help patrons find their next great read and identify under-the-radar "best" books and readalikes. PLA will also be hosting another Project Outcome webinar titled Project Outcome: An Integral Part of the Planning Process on Dec. 10.

## PLA@ALA 2016 Annual Conference Programming

### PRECONFERENCES

PLA plans to offer one preconference at ALA Annual in Orlando:

**Title:** Project Outcome Enrollment Workshop

**Organizer:** Emily Plagman, Public Library Association

**Description:** Field experts and library leaders from PLA's Project Outcome Task Force kick off this preconference by describing their experience in pilot-testing seven core performance measure. Attendees will learn how to deploy outcome measures in their libraries, collect and use resulting data, and leverage the project's support network to ensure successful adoption.

### PROGRAMS

The PLA at ALA Annual Conference Program Subcommittee approved the following 17 programs for presentation in Orlando:

**1. Title:** Serving New Immigrants through Partnerships and Federal Resources

**Description:** More than 55% of immigrants use the public library at least once a week, and libraries across the country are finding many ways to serve them. Whether easing the path to citizenship or offering English language learning outlets, partnerships are key to this programming. Since 2013, the Institute of Museum and Library Services (IMLS) has formally partnered with the U.S. Citizenship and Immigration Services (USCIS) to bring federal resources to libraries serving these populations. Find out what successful implementation looks like in a range of libraries, and learn about resources that you can start using today.

**Speakers:** Teri DeVoe - Program Officer, U.S. Institute of Museum and Library Services (Primary Author), Nathan Stiefel, Sandra Toro, Gregg B. Gronlund, Karisa Tashjian, Nora J. Bird

**2. Title:** Public Librarians Serving those on the Autism Spectrum: Practical Solutions Resulting from Online Training

**Description:** Project PALS, an IMLS funded collaboration between autism experts and librarians, created four online training modules to teach librarians about how to best provide services for patrons with autism spectrum disorder (ASD). These trainings are now available on Webjunction, and initial data reveals how librarians who have taken the modules plan to implement recommendations into their libraries to best serve members of this population. Presenters will discuss practical solutions for public libraries to implement in their own locations, as well as the most popular suggestions for implementation as chosen by librarians and library staff who have taken the full trainings.

**Speakers:** Nancy Everhart (Primary Author), Amelia Anderson - Doctoral Candidate, Florida State University, Cay Hohmeister

**3. Title:** Not Your Grandma's Bridge Group: Community Partnerships and Programs for Older Adults

**Description:** By 2020, the older adult population will have grown 74%. Will your library be ready? The concept of recreation and leisure activities for seniors is changing. Libraries must be ready to provide dynamic educational and creative programming, but we're not alone. Learn how to leverage community partnerships to provide programs for older adults, including those who are reluctant to visit age-specific venues, such as senior centers. Discussion will include the pros and cons of in-house vs. partner-

provided programming, tips for developing and sustaining partnerships, and specific of programs that have worked in a metropolitan library system.

**Speakers:** Stacey Lewis ( Primary Author ), Susan Bushnell

**4. Title:** The Power of Performance: Project Outcome

**Description:** Just like Dancing with the Stars, if the public doesn't like your performance they vote – usually with their feet. If you are interested in understanding your community by using a simple and straight forward measurement process, come hear from colleagues that have been trained and implemented the process, and what differences it has made in planning services, improving programming, and enhancing their connection with their communities.

**Speakers:** Emily Plagman - Project Manager, Public Library Association/American Library Association (Primary Author )

**5. Title:** Increasing Early Literacy Skills through Creative Outdoor Spaces

**Description:** This session will focus on creating outdoor spaces at public libraries, and the impact this can have on early literacy skills. While my co-presenter and I have been fortunate enough to have a designated outdoor space at our library, but we know this type of space isn't always possible. We've spent the last 5 years adding early literacy elements such as music structures, water and sand tables, a story walk, outdoor learning tubs and a raised bed garden. We'd like to share our best practices, as well as our shared experience with other branches in a multi-library system.

**Speakers:** Elizabeth A. Guarino - Branch Manager, Kent District Library ( Primary Author ), Julie Ralston

**6. Title:** Uncommonly Good: Public Librarians and School Librarians Working Together for Common Core

**Description:** What do public librarians and school librarians have in common? We all want to serve our patrons as well as contribute to literacy and higher reading rates within our communities. Since the adoption of Common Core Standards in many states, users have called on librarians for assistance with information, resources and knowledge relating to these standards. Public librarians and school librarians can effectively collaborate to help each other reach their goals of user satisfaction and increased reading. Join this session to discover the fundamentals of Common Core and how we can help.

**Speakers:** Deborah J. Parrott - Assistant Professor, East Tennessee State University ( Primary Author ), Renee' C. Lyons

**7. Title:** Timberland Writes Together: Public Libraries Publishing

**Description:** The changing publishing landscape opens opportunities for librarians to take on a new role as community publishers. Learn how Timberland Regional Library engage with local communities to publish a short story anthology with work from local authors and artists, which then became the focus of the district's big community read initiative. This session will cover the process and considerations in pursuing a publishing program from initial concept, approval and funding to development, production and distribution. Attendees will come away with information to evaluate and implement a community publishing program.

**Speakers:** Ryan M. Williams - Circulation Services Coordinator, Timberland Regional Library ( Primary Author )

**8. Title:** MeckWorks : 'Job Ready' Certification through the Public Library

**Description:** MeckWorks is a partnership between the Charlotte Mecklenburg Library, Mecklenburg County Child Support Enforcement, Department of Social Services and Veterans Services that moves unemployed customers to "Job Ready" certification and employment. Many of the customers of these

agencies are unable to find employment due to extenuating circumstances such as prior history of incarceration or limited work experience. This session will outline the partnerships, the roles of each agency, the "job ready" curriculum developed by the library and the outcomes of the program.

**Speakers:** Dana M. Eure - Associate Director of Lifelong Learning, Charlotte Mecklenburg Library (Primary Author ), Dennis LaCaria

**9. Title:** Mental Health Challenges in the Library: An Opportunity for Impact

**Description:** America's public libraries serve as the public institution where everyone is welcome. Due to the breakdown of the mental health and substance abuse safety net in recent decades, our patrons include individuals who are using our libraries as both a resource and a refuge. This session will explore that history and provide practical tools for librarians in how to best assist patrons dealing with behavioral health issues. Our speaker is a librarian who served as the Chief of Staff of Mental Health and Substance Abuse Services for the State of Texas from 2002-2015.

**Speakers:** Mimi Martinez. McKay - Library Consultant, Recovery Resources Consulting (Primary Author)

**10. Title:** Digging deeper - can patrons use our resources, and are basic digital literacy classes enough?

**Description:** We know our resources are easy to use and our patron training is relevant...don't we? International assessment data show the US population scores below the international average in problem solving in technology-rich environments. At risk of disrupting the status quo, a public library collaborates with an urban university on a project funded by the Institute of Museum and Library Services to assess patrons' skills. Results will help inform how library services and digital content are presented and will help ensure patron training content includes meaningful skills. Come learn how our research might reflect the needs of your patrons.

**Speakers:** Amy E. Honisett - Multnomah County Library (Primary Author ), Cindy Gibbon

**11. Title:** 3D Printing: Programs and Partnerships

**Description:** Is your library interested in 3D printing but is not quite sure where to begin? Do you own a 3D printer but feel it has lost its novelty after a few prints? Then join us as we discuss ways to creatively use 3D print technology. We will discuss different types of programs as well as partnerships, 3D printing resources, and obstacles to avoid. Programs include 3D design and animation, cosplay design, robotics, and much more! Learn how to take that 3D printer off the shelf to become an important tool in your public programming.

**Speakers:** Michael Cherry - Teen and Youth Librarian, Evansville Vanderburgh Public Library (Primary Author ), Charles Sutton

**12. Title:** From the Ground Up: Building a Community-Based Project Competition for Staff at All Levels

**Description:** Take on your community's needs by investing in front-line staff. Funded by an IMLS Sparks! Ignition grant, BPL created a platform for staff of any level to pitch a dream program that is assessed and voted on by stakeholders from community based organizations, co-workers, and library card holders. Winning proposals are funded with micro-grants and guided through program development, implementation, and evaluation by a team of internal and external project mentors. Join us for a discussion on how to create a similar model that bolsters staff morale and fosters a culture of innovation, all while supporting the community.

**Speakers:** Nicholas Lee. Higgins - Director, Outreach Services, Brooklyn Public Library (Primary Author ), Kerwin Pilgrim, Lisa Chow, Diana Plunkett

**13. Title:** Using Digital Content to Engage your Community

**Description:** The Cleveland Public Library offers individuals, institutions and families help with digitizing, preserving and showing-off their collections at the Cleveland Digital Public Library (CDPL.) Opened in February of 2015, the 4000 square foot facility offers a wide range of services including a learning commons classroom, a Digital Gallery, Touch Wall and Preservation Lab. Join CDPL staff members as they walk you through the design, construction, opening and current progress of this innovative community engagement program and digital technology center.

**Speakers:** Robin S. Wood - Assistant Director of Public Services, Cleveland Public Library ( Primary Author ), Chatham Ewing

**14. Title:** Victorious Battle! Public Library's Educational Value delivered through Original Librarian created Book Battle Program

**Description:** The librarian created Book Battle program was used in China, Taiwan and Florida to deliver measurable educational value to public library services. The North Miami Beach Library embarked on a summer reading program that included Book Battle as part of their #StopTheSummerSlide campaign. Participants competed with other students at an international level with measurable results. Attendees will learn about the development, enactment, motivation and support received from parents/students, through video testimonials. This program became the highlight of the Library's 2015 educational services. Participants received recognition before the City Council and skills were gained not lost!

**Speakers:** Edenia M. Hernandez - Library Director, North Miami Beach Public Library ( Primary Author ), Samuel Chu, Hong Huang

**15. Title:** Play Today, Prosper Tomorrow! Designing, Developing and Delivering an Early Literacy Play Room in a Public Library

**Description:** Meaningful play enables babies and toddlers to make sense of their world; develop their social and emotional selves; and express their thoughts and feelings in a safe, nurturing manner. Research supports that interactive and innovative play between babies/toddlers and their caregivers results in children who are enriched and ultimately better prepared learners than their lesser or non-engaged counterparts. Early learning and literacy playrooms can help to foster creative and imaginative thinking for children 0-5 and serve as a fun and engaging way to encounter and solve real world, age-appropriate problems while developing emergent literacy and language skills.

**Speakers:** Rena M. Baker - Branch Manager, Cleveland Public Library/Woodland Branch ( Primary Author ), Joanne Federman, Tatiana Wells, Nichole Shabazz

**16. Title:** Lessons from Learning Spaces: What Are Patrons Really Learning?

**Description:** Libraries are shifting the intentionality of their hands-on programming to focus on learning as an explicit goal. But how do we know that patrons are learning when engaged in informal activities, not just doing, and how do we communicate this learning to taxpayers, granting organizations, and patrons themselves, who increasingly seek evidence of success? What are granting organizations looking for in proposals as effective evidence of learning? In this panel discussion, IMLS funded researchers working in school and public libraries will distill their experiences analyzing informal learning into practical strategies that librarians can implement on the ground.

**Speakers:** Kristin Fontichiaro - Clinical Assistant Professor, University of Michigan School of Information ( Primary Author ), Mega Subramamian, Katie Davis, Rebekah Willett, Tim Carrigan, Jack Martin

**17. Title:** Being Intentional about Your Culture

**Description:** As library leaders, we often focus on developing detailed strategic plans and implementing the latest innovative ideas. But how often do we intentionally build shared attitudes, values, and beliefs to guide our organizations? This program will explore how library leaders can take steps to both create and sustain an intentional culture or set of values.

**Speakers:** Richard Kong, Skokie Public Library ( Primary Author ), Natalie Nation, Aaron Schmidt, Susan Brown

**TO:** PLA Board of Directors  
**RE:** DigitalLearn.org  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Report

**ACTION REQUESTED BY:**

Scott Allen, Project Manager and Lian Drago, Program Officer

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

PLA hosts and promotes DigitalLearn.org (DL) at <http://digitallearn.org/> to improve digital literacy skills. The “Learn” section has been populated with 14 modules ranging from 6 to 22 minutes each on topics such as *Navigating a Web Site*, *Creating Resumes*, and *Online Job Searching*. Two of the 14 modules have been translated into Spanish. The “Teach” section is a community of practice for digital literacy trainers and organizations and includes general, local, and special interest groups. The site is accessible online for use by the general public and also used in libraries for digital literacy training. The site was developed by Anneal, Inc. (Jamie Hollier) with instructional design and development services provided by Kixal and CK Software respectively.

The site was developed with an IMLS grant of \$465,475 from September 2012 to August 2014. A proposal for continued funding from IMLS in the amount of \$365,200 to cover was rejected in March 2015. However, the ALA Office of Diversity, Literacy and Outreach Services (ODLOS) identified \$210,000 in funds to redirect toward DigitalLearn.org during FY16, and PLA is negotiating a contract with the Chicago Public Library (CPL) Foundation to secure an additional \$140,000, also to be spent in FY16.

**USAGE AND FEEDBACK:**

Since January 2015, there have been 14,399 class completions; this includes 4,574 completed since the last report to the PLA Board at the Fall 2015 meeting (almost double the number between the previous two reports). The most popular classes continue to be *Getting Started on a Computer*, *Using a PC*, *Intro to Email*, *Basic Search* and *Navigating a Website*. According to our feedback survey results, 72.62% of the respondents said they used DigitalLearn.org to learn how to use a computer. 80% of the learners also stated that they learned a new skill through the site.

The “Teach” Community of Practice, which launched in June 2013, has grown very slowly, and unique posts in the Teach section over the last three months grew by fewer than 20, indicating a need to make the site more useful in terms of inspiring conversations and helping trainers with their questions related to technology training. Trainers continue to submit favorable

comments about the site, however, and many state that DigitalLearn.org helped them support learners by providing access to digital literacy curricula and class materials.

**PROJECT STATUS:**

- **Personalization:** PLA and CPL have completed development of the branded point of entry to the DL courses for CPL including a user (learner) interface to create accounts, take needs assessments, and create and manage learning plans. This also includes an administrative interface for CPL staff, where they can manage content, create new content, and access user reports. CPL will test and roll out the new features from January through March 2016. This will be demonstrated to the PLA Board during its 2016 Midwinter meeting. PLA hopes other library systems will be interested in setting up their own DL sites. Staff is seeking input from PLA Board members and others on marketing, technical capability of library staff to mount the new sites, and appropriate costs should PLA need to charge for technical and consulting services to help libraries create their sites.
- **Core Content Improvements and Expansion:** PLA expects to complete 8-10 new modules of content (approximately 2.5 hours of content) between February and August of 2016. A Spanish version of the site will be mounted in January 2016, initially featuring only navigation screens and 2 courses in Spanish. Translation of other modules (existing and new) into Spanish will occur throughout the spring and early summer.
- **User Engagement:** PLA identified 18 DigitalLearn.org users to provide input on course development and guidance on how to enhance the “Teach” section to become a more robust and useful community of practice. Some of these users are being convened for input at the ALA 2016 Midwinter Meeting. In addition, CPL will convene a national meeting on digital literacy skills and employment support in April 2016, and PLA is expected to participate.

**TO:** PLA Board of Directors  
**RE:** Family Engagement  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Information

**ACTION REQUESTED BY:**

Scott Allen, Program Manager

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

The PLA Board established the Family Engagement Task Force at the spring 2015 meeting. The Task Force is co-chaired by Clara Bohrer, chair of the PLA advisory committee to our IMLS early literacy research grant, Kathleen Reif, past chair of the Every Child Ready to Read (ECRR) committee.

In early 2015, PLA met with the Harvard Family Research Project (HFRP) and subsequently advised them on our potential role in a proposal to the David and Lucile Packard Foundation. The proposal, entitled *Libraries for the 21st Century: It's a Family Thing*, was approved by Packard in October 2015. The November 2015-June 2016 project has three primary activities:

- *Documenting existing practices and opportunities in family engagement.* This will be accomplished through a survey of public librarians, site visits by HFRP to specific libraries, and suggestions from Task Force members and other identified PLA members.
- *Creation of a learning community.* PLA members interested in participating in the learning community will interact for 3-4 months in the spring of 2016 in order to learn from each other while also providing ideas and resources to HFRP.
- *Creation of a toolkit or "ideabook" about family engagement in public libraries.* Information and examples from the activity above will be compiled into a product and supplemented with brief, relevant research about family engagement. This product will be distributed by PLA and may form the basis for future products such as additional publications and educational activities.

PLA will receive \$10,000 from the grant and is responsible for advising on the development of the baseline survey; distributing the survey to PLA members; providing input on the observational protocol that HFRP will use on its library site visits; recruiting learning community members and supporting their participation in the learning community; providing guidance on specific topics and family engagement themes that align with PLA's strategic plan and library practices; and reviewing drafts of the family engagement toolkit.

**STATUS:**

As of December 2015, PLA staff had given feedback on the baseline survey. It should be finalized and distributed in January 2016. Task Force members were asked to join the learning community if interested and to make recommendations for staff at other libraries to join. The Task Force will meet at the ALA Midwinter Meeting and help HFRP make additional plans for the learning community.

In addition, an educational session on family engagement has been scheduled at the 2016 PLA National Conference in Denver, CO. Staff from HFRP will present the program.

**ABOUT FAMILY ENGAGEMENT:**

“Family engagement” refers to the beliefs, attitudes and activities of families to support their children’s learning, whether at home, at school or in the community. Research confirms the importance of family engagement for children’s development and learning. Children exhibit healthy development and academic success when families foster warm and nurturing parent-child relationships, take responsibility for children’s learning, and encourage children to focus on effort and learn from failure. However, because out-of-school learning settings are growing and changing so rapidly, it is no longer appropriate or fruitful to focus family engagement solely on what happens in school or in the home.

Libraries are part of the family engagement ecosystem but libraries currently may not be engaged in best practices related to family engagement and are not always seen as an institution that should be at the table as family engagement networks are developed, even when public libraries are identified by external researchers as clear resources. PLA’s groundbreaking early literacy initiative Every Child Ready to Read (ECRR), has helped educate individuals and the broader community about the importance of early literacy and the lifelong impact it can have. Research demonstrated that the program has had a major impact on how early literacy programs are conducted in libraries. Additional research is expected to demonstrate the impact the program has had on parent/caregiver behavior. ECRR provides an excellent example of how libraries promote and create family engagement around early literacy.

Just as PLA took the lead in early literacy through the ECRR initiative, PLA can lead in preparing public libraries to think about family engagement across the variety of services offered and for families with children through high school age. An added benefit to developing a strong family engagement framework within libraries is that these families may become advocates both for their children and for the library.

Building the capacity of public libraries to promote family engagement aligns with national recommendations from the U.S. Department of Education’s [Family and Community Engagement Framework](#) and ALA’s [National Policy Agenda for Libraries](#) as well as critical visionary documents such as the [Aspen Institute Report](#).

**TO:** PLA Board of Directors  
**RE:** Leadership Academy  
**DATE:** December 16, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Information

**ACTION REQUESTED BY:**

Lian Drago, Program Officer, Melissa Faubel Johnson, Conference Manager, Angela Maycock, Program Manager, Professional Development

**DRAFT OF MOTION:**

N/A

**BACKGROUND:**

The PLA Leadership Academy is a career-changing event for public librarians, designed to empower participants with the knowledge necessary to be innovative and successful leaders of change. Its focus is on developing skills to work with municipal officials to enhance the position of the library within the community and improve the effectiveness of library activities and programs. It consists of:

- An Immersive In-Person Event
- Unique City/County Management Perspective
- Professional Coach Program
- Project-Based Engagement

As a result of participating in the PLA Leadership Academy, applicants will:

- Understand the nature of effective leadership in public libraries and the context in which that leadership will be needed in the coming years;
- Build personal leadership awareness and effectiveness;
- Understand the opportunities for and challenges of civic engagement, including skills for effective community partnerships;
- Form a long term, sustainable mentoring network with colleagues and other experienced leaders; and
- Know how to apply the above in the context of their particular library and community.

**STATUS:**

The 2015 Leadership Academy took place March 23-27, 2015 in Charleston, S.C. Thirty-two fellows were chosen for attendance.

Two informational documents are attached for Board review:

1. An overview of the progress made by PLA's 2015 Leadership Academy fellows on their individual projects, which are designed to exemplify the academy curriculum, integrating library and city goals while influencing larger library initiatives; and
2. A summary of this cohort's major takeaways from their experience.

The next PLA Leadership Academy will be held in Spring 2017.

For more information, visit [www.ala.org/pla/education/leadershipacademy](http://www.ala.org/pla/education/leadershipacademy).

# 2015 PLA Leadership Academy Project Updates — Fall 2015

## **Anastasia Diamond Ortiz – Knowledge Manager, Cleveland Public Library**

Since the PLA Leadership Academy I have seen many changes in personal attitudes and abilities. My view of leadership has changed from being about achievement to being more focused on what everyone brings to the table. That has positively impacted relationships internally by allowing me to see the value in everyone's contribution.

## **Angela Semifero – Library Director, Marshall District Library**

My Leadership Project is the development of a County-Wide Learning Coalition in Southwest Michigan. This Coalition will eventually create a resource map of materials, services, programs and spaces across the area that promote family interaction, kindergarten readiness, literacy support and basic learning support for all ages. The County-Wide Learning Coalition will also work to create and maintain a centralized information database and work across municipal lines to develop programs to serve our communities. At this time, public and academic librarians in my county have met twice to discuss resources and collaboration opportunities.

## **Anita Jennings– Supervising Librarian, Pearl Bailey Library**

My leadership project was to develop specific outcomes and specific measures for our Strategic Plan. I have completed the project and we review our strategic plan and outcome measures annually to ensure that we are staying focused and engaging with the community in a meaningful way

## **Audrey Betcher– Director, Rochester Public Library**

My project centers on community engagement. After coming back from the Leadership Training, I talked to people in the community. I learned that a Talent Retention committee on an Economic Development Initiative was working on this. I was able to join the committee. We've put a subcommittee together of community members and library staff to implement software that allows people to check in at the library (and eventually other locations) and connect with each other. The software was developed in the Netherlands. We will implement it with some of the Asset Based Community Development principles. We are moving into the testing and implementation phase.

## **Chris Warren– Library Director, Auburn Public Library**

We now host a book group for teens that meets at our local high school, rather than just at the library, which has been met with great success. Also, our most recent Summer Reading Program, for the first time ever, was hosted in conjunction and cooperation with our local schools, resulting in more than twice as many participants as the previous summer. Looking ahead, we're taking a similar approach with our annual community reading program, with the hope of attracting a nationally-recognized, award-winning author who will host a professional development program for middle school teachers and a public program for our community at large. None of these even remotely resemble the program that I set out to create (although the subject does come up from time to time).



### **Elizabeth Schoettle– Director, Beech Grove Public Library**

My project will be the merger of the Beech Grove Public Library with the Indianapolis Public Library. The progress has been extremely slow on this. In June the Beech Grove Public Library held an open house for the citizens of Beech Grove to learn why the library board was considering a merger. About 50 people showed up to the open house and as expected there was a vocal minority opposed to it but the majority of the citizens support a merger. The library board heard from citizens of Beech Grove who do not use the library because it does not offer anything they want and they use the Indianapolis library instead. Guidelines for merging two public libraries are set in state law. The first official step of the process is for both libraries to vote on a resolution to form a planning committee. This was done by both library boards in August. The committee is made up of six people, two library board members from each library and the director or their appointee. The planning committee has had two meetings. Right now we are working on the details on cost of a merger for things like catalog and patron migration, technology upgrades, HR costs and facility improvements/upgrades. Funding for the costs of the merger may come in the form of an excess levy request which would be done in 2016 for 2017 funding year. Excess levy requests are done during the budgeting process which is done in the fall before the funding year and the timing of this could delay the merger. The Beech Grove Public Library Board would like the merger to be done by the end of the year. I think a more realistic goal would be the second quarter of 2016.

### **Elsworth Rockefeller – Manager of Adult and Teen Services, Oak Park Public Library**

The Oak Park Public Library will plan and host training sessions on political savvy (which will be marketed as “partnership building”), serving economically diverse customers, and cultural competency. There was an unexpected issue when the trainer I selected (a library professional from a large system on the east coast) had to change the dates he was available; this training is now scheduled for early next year. I have established good contacts with other village and township departments, and we have had a few conversations about coordinating training and continuing education plans, so I feel good about where we are in the process. My library just hosted a half-day workshop on privilege, which was open to other village and township staff and the larger community, and there was a very enthusiastic group of non-library participants. I think this is a positive sign for future open trainings.

### **Emily Nanney– Children's Services Coordinator, Charlotte Mecklenburg Library**

My leadership project is to implement weekly programming year-round in Children's Services for Charlotte Mecklenburg Library which includes literacy rich storytimes as well as educational school-age programs for birth to age 11. In this way, children and families will be literate and ready to transition to Teen Services starting at age 12. To date, three library locations in Charlotte Mecklenburg Library are participating in the pilot to get feedback from their communities. Another part of my project involves 19 of 20 library locations in Charlotte Mecklenburg Library participating in weekly year-round programming and implementing this since August. In August, all locations provided at least one Family Storytime each week and school-age programs through the end of summer reading which concluded on August 22. During December, all locations will be providing at least one Family Storytime each week throughout the month. In addition, during winter break for Charlotte Mecklenburg Schools each library location should be providing educational school-age programs. In past years, months of August, December, and May have been light programming months so weekly year-round programming is helping to increase program numbers and circulation of materials.



### **Jo Giudice – Director of Libraries, Dallas Public Library**

**Project Idea:** Define community engagement and challenge branch managers to get outside of their library buildings regularly to find out what the community wants in programming at the library.

**Outcomes:** The focus and type of programs offered at over 60% of our branches was altered based on getting to know who lives in the community and by listening to what our customers want from us. This was as simple as changing a weekend storytime from Saturday afternoon to Sunday afternoon in a predominantly Jewish neighborhood, to adding more programs for the over 60 age group where in the past we had been primarily focused on literacy programs. This has changed how the branch manager view their jobs and had proven that just reading Census data is not enough; you need to get out and be a vital part of the community you serve.

### **Joy Kim- Branch Manager, Pierce County Library System**

In my new role, I am bringing together a number of functions that have previously been scattered in other departments or lacked consistent leadership. For example, we have not had strong centralized coordination of staff community engagement, and expectations for engagement have not been clearly communicated to frontline staff. My first three months have been focused on understanding and mapping our current activities and the community landscape. Now I am working with the rest of the Customer Experience Team to develop the true community engagement guidelines and expectations for staff as we plan for 2016. PCLS is a county system that serves many small towns and cities as well as unincorporated areas. To truly engage the community, frontline branch leaders (managers and professional librarians) need to be engaging their local community even as our administration is engaging county-wide leadership. I'm excited be helping to lead and coordinate that work from my new role—I believe it will truly make a difference as we kick off our strategic planning process and (someday!) plan levy and capital bond campaigns.

### **Julie Forkner- Director, E. G. Fisher Public Library**

As far as my individual project is concerned, my plan to conduct a community-wide survey has stalled, largely because the reorganization of the library board, something I see that as a priority for the library, has taken a good deal of my time. Additionally, although full-time staff is taking on more responsibilities, the wave of library work continues to crash all over my desk. Redistributing work is an ongoing task. With a small staff, even one or two staff absences make a huge impact on running the library. A bigger challenge, however, is in creating a team to help distribute the survey. While I can certainly poll the library users that come into the library, send out a Survey Monkey survey to those on our email lists, and solicit feedback via social media, those approaches only reach people who are already dedicated library users. Using all five libraries in the county to help distribute the survey would ensure a much more involved data set. However, since each of the libraries in the county are independent of each other, most past attempts at cooperation have been seen as competitive or trespassing on another library's territory. The lack of co-operation between the libraries, perhaps as a function of their respective cities' wishes, is a huge obstacle to library service in this county. It is this conflict between various city managers and librarians that I find to be the greatest challenge to providing library service. Boiled down to a single question the challenge is this: in a conservative community that values independence and self-governance how do I create partnerships? How does one "get out of the library" when the local government structure has been intentionally created to keep functions separate?



### **Julie Robinson- Refugee and Immigrant Services Outreach Manager, Kansas City Public Library**

My PLA Leadership Academy project is to open an International Welcome Center (IWC) in our Central Library. In September 2014 Kansas City Public Library created the Refugee and Immigrant Services Outreach Manager position to work as a liaison with refugee resettlement agencies, the Kansas City Public School System, and ethnic community groups. The library's service area houses more than 23,000 immigrants as of the 2010 Census. In addition, the KC School District has over 40 languages spoken by their students. The IWC is a pilot program which, upon its success, will extend into one or more of the branches. The IWC houses all non-English fiction and non-fiction materials. Study tables are in the area for tutoring session and there are 2 meeting rooms and a computer lab next to the area. Citizenship, language classes, computer/technology classes and hazardous household chemical safety workshops will be offered.

At this point, I have:

- located and received approval for the location of the IWC;
- designed the floor plan (waiting for approval);
- worked with Collection Development regarding the opening day collection;
- spoken with Public Affairs regarding the handouts and signage;
- submitted grants for funding;
- created partnerships with 3 refugee resettlement agencies; and
- worked on writing volunteer job descriptions.

### **Katie Hill- Library Director, Orange County Public Library**

Our project was to launch a re-vamped outward facing adult reading program. Our program is currently running and is slated from Sept. 1 to Oct. 17, 2015. Our goal was multi-part:

1. Become community partners with local attractions and possibly businesses.
2. Offer a program that required active participation and not just reading books
3. Offer programming for adults for the first time thematically and temporally connected to the reading program.

We did accomplish getting some community partners although their support was less extensive than we hoped for. We got some discounts from the local historical sites (Exchange Hotel Civil War Medical Museum, James Madison Museum and Montpelier). What was probably more valuable is that we went out of our buildings and met with these people and reminded them of our existence. We obtained brochures from them and displayed them and offered to do so on a continuing basis. They gave us tips on performers and offered to do programs for us. The local groups Friends of the Wilderness Battlefield and Civil War Study group basically planned 2 of our important events. We got several prizes donated by local businesses and that support came fairly easily, which was surprising.

**Kelley Siegrist-Senior Librarian, Librarian III/ Branch Head, Farmington Community Library - Farmington Branch**

My project has to do with making connections with community organizations to assess the needs and provide resources and services to the homeless in our community. At this point, I am still establishing connections in the community. In fact, I recently found out there is a homeless forum group that is meeting every other month. The forum includes area clergy, the public schools, city councilman, etc. I have made the initial contact with this group and will be attending their next meeting. One of the many things I took away from the Academy was that the library isn't always seen as a player in the game and it's up to us to help make the connection that we are a player. That's where I am at right now: trying to establish the connections and from there we can determine the types of resources and services to provide.

**Libby Holtmann - Manager, W. O. Haggard Library**

My goal is to work with the library management team to create a strategic community engagement plan. The library wants to transform our perceived image – of a quiet place with books-- to the library as a focal point for community building, as well as personal and educational enrichment by working with community leaders/partners, non-profits, schools entities and businesses. In May, I had the opportunity to attend a Public Innovators Lab through the Harwood Institute on community engagement. This training enhanced my understanding of public engagement and echoed similar themes that Jody shared with us in Charleston. Four of us attended this training, and we have begun going through the process with Managers and Librarian Supervisors to teach them some of the tools and to create interest in community engagement. For an internal class, I created a brief presentation that the Director of Libraries attended on how we can begin to do an internal assessment of the library staff to fully understand our assets prior to going out into the community. Taking these two themes of internal assessment and community outreach/ conversations will take considerable time, patience and buy-in from the management team. I am scheduled to discuss this at the September team meeting. I hope that we will begin having the internal conversations and as we train more staff on the Harwood approach and start doing some small targeted community conversations. An offshoot project that we are working on is identifying community events where we can be a presence and promote library services/resources. We hope this helps us build new relationships and additional exposure for the library. So, my project is still a work in progress.

**Martha Hutzell- Director, Dallas Public Library**

In April 2015, upon returning from Charleston, I proposed my project idea to my Director and Deputy Director. Both approved so I moved forward. I then met with my Deputy Director and my Director of IT to go over some details and questions. That meeting was followed by a meeting with the Executive Director of Rappahannock Goodwill Industries, along with two other RGI staff. I received a tour of the RGI Headquarters, saw the under construction Community Resource Center, where the satellite library will be located, inside the Community Learning Center. RGI is currently in the middle of a fundraising effort toward the project completion. The satellite library branch would comprise 25% of the allotted space for the learning center. The next step is to meet with the newly appointed County Administrator (a regular patron of mine from an old branch!) to obtain county buyin, support and essentially approval for this change in their community. The CRRL feels at all costs that we do not want to proceed without the support of our local elected officials from that jurisdiction. Once buyin is guaranteed the library can move forward with what we may already have access to that can be moved to that location, how we



might staff it, or seek volunteers, keep in touch with RGI staff on the fundraising project and assess the project's progress.

**Mary Anne Bowman- Branch Manager, Central Rappahannock Regional Library, England Run Branch**

One of our goals is to, "Create services which will instill a love of learning for all ages and which are responsive to customer demands and community needs." I would like to develop a program that will allow children with fines on their library cards, through no fault of their own, to check out library materials. I met with the Judy Center to talk about my idea and they agreed it is a good idea.

Worked with the Young Adult librarian to begin a Little Free Library within the Teen area of the Lexington Park Library. She ordered a few books on special topics (drug abuse, mental health, LGBTQ) and is also using donations and Advanced Reader Copies of Young Adult books to start her collection. She labeled the books and is keeping track of circulation. It is an honor collection and so far 98 books have checked out and 35 have returned. So far it is going well.

We piloted the Little Free Library at the Lexington Park branch and since it is going well the next step is to duplicate it at the other two branches. I'm hoping that will happen this Fall/Winter.

I still need to establish a team to work on the Rocket Reads. The Rocket Reads might be a bag of books that children can check out without a library card or they might just be individual books like the Little Free Library we have in the Teen section. This still needs to be determined.

Another idea that has come up since I attended the PLA Leadership Academy is to have Children's items be fine free. Or have a different patron profile that would allow kids under 18 to checkout without worrying about fines. We are in a transitional period (more on that later), so this idea is on hold at the moment.

**Rachel Fewell- Collection Services Manager, Denver Public Library**

My project has been the Libhub Initiative. The goal of the initiative is exposing library data to the Web by converting MARC records to a Web-readable format, BIBFRAME. During the PLA Leadership Academy, Denver Public Library's data was being converted by a team of developers. My hope was that the data would be converted and in a usable format for community members to use for their own needs -- groups working with Denver residents experiencing homelessness, domestic violence victims, etc. Unfortunately, my imagination and my plans were well ahead of the data conversion project. Our data was published at the end of April, but I did not fully understand the work that had to happen to index the data on Google and the linked data efforts that had to happen with other libraries to make the data accessible. My efforts shifted quickly from working with the Denver community to use converted library data to working with the library community to get on board with this initiative. More libraries involved will lead to more visible and linked library content on the Web.

**Rebecca Lubin - Head of Branches, Albany Public Library**

My project for the 2015 PLA Leadership Academy included finding ways that Albany Public Library could become more pro-active in serving the growing immigrant and refugee population in Albany, NY. As part of this I sought out and attended meetings of various groups that work with these populations. I made a lot of wonderful contacts, many of whom are very interested in work-





ing with the library. Based on these meetings and some research about what types of services other libraries around the county offer, I was able to focus on three projects that I would like the library to pursue. First – The library will help organize and participate in a program next year called “Come to the Table” a collaboration among many not-for-profit immigrant and refugee organizations to work together to increase knowledge about the many services available in Albany County. Second – The library would work with members of the community to host a “Human Library” where people could meet and have information discussions with people from different backgrounds to gain a better understanding of the diversity of Albany. Third – A long term goal is to set up Welcome Centers at library branches that would provide information about local services available to newcomers. While these centers would focus on services for immigrants and refugees, including citizenship and government resources, the information would be available to everyone and would include a wide variety of information of interest to many people.

**Trina Rushing - Assistant Director, Henderson County Public Library**

Until August 2015, library cards, and thereby any services requiring authentication with a library card, were only available to individuals who could provide proof of permanent residency. This disqualified residents who were living in a shelter, a motel, or even staying with family or friends from getting a library card and having the ability to access related services. My leadership project was to break down these barriers by developing a means to provide library cards to these individuals so that they too would have access to the same level of service as the rest of the county residents. In April 2015, preliminary work began on this project with conversations with County administration, County Commissioners, and Library Board of Trustees to gain approval to proceed with the project. Once approved, this project was discussed with the local school system and member agencies of the Homeless Coalition of Henderson County. With their help we developed policies and procedures that would present the least amount of barriers while ensuring that we remained good stewards of library materials. This new service was officially launched in August 2015 and 6 low barrier cards were issued during the first month. Prior to PLA Leadership Academy this project had been discussed several times among library administration, but no progress was made to move forward with it. This was partly due to the lack of knowledge about how to get started, what the true needs of this population were, or who to contact within the community. The training and conversations throughout PLA Academy, as well as follow-up conference calls with my cohort group provided me with the knowledge, skills, and confidence to work with all of the necessary agencies and individuals to make this service a reality.

# 2015 PLA Leadership Academy Feedback

## — Fall 2015

### Major Takeaways:

#### Confidence in themselves

“Overall I would say the experience did give me more confidence to tackle things I knew I should do, but just felt were too much.”

#### Coach was Very Helpful

“I did find having coaches like Ron Carlee (people outside the library-world) involved was really great. They can provide a different and non-library perspective.”

“Liz has been a very supportive and responsive coach, and she has done a really great job facilitating the ongoing conversations my cohort has had (keeping conference calls on track is hard to do, and Liz really kept us focused!).”

“My coach was there to remind me to ask myself and colleagues what success looks like, the importance of listening to community needs, and lessons learned during the leadership academy. Phone calls with my small group and coach helped me stay accountable, encouraged, and on task.”

“My team and my coach have been incredibly resourceful and helpful in developing my project and in my professional leadership. One of my cohort members has included me on a PLA committee based on some of my strengths identified during the Academy. It’s been inspirational to see Felton win the PLA presidency.”

#### Great Connections with Cohort

“I truly appreciated learning more about the leadership success and struggles of those in my small group. I am in awe of each of them for different reasons. It's inspirational to know that these great people are working in public libraries across the country. I am very hopeful for the profession. “

“Though all of the members of “Team Liz” were from very different backgrounds and had diverse experiences that defined us, we found common ground in our passion for the work that we do. Each member of our group has assisted the others with project ideas and has supported one another in other professional endeavors. I trust that we will be there to mentor each other throughout our careers.”

“Working as a team with this group has helped me stay accountable for work on my project, but has also given me another group of people that I can reach out to with other work-related questions, challenges, and success stories. Not surprisingly, each of us took different things from the training, so as a group we have been able to effectively support each other in moving forward.”



“It has been a great experience to work with the cohort group and my coach to learn from and share ideas with each other. This group is composed of impartial colleagues who didn’t know the specific library system, community, or staff we were working with. I have great contacts for life that I can ask questions of, be inspired by, and receive encouragement and advice from moving forward.”

“Working with my cohort and coach has been an awesome experience. All of the conversations (group and one-on-one) have been positive and productive. They were supportive including offering suggestions when my project was stalled for a while. They rejoiced with me when I received a PLA committee invitation. I was able to meet with one of the cohort members at ALA in San Francisco and catch up on projects and life.”

“The connections I made with the 31 other participants in the academy are long-lasting and deep. I feel that I could contact them at any time and we would pick up just as if we haven’t been separated by time and distance these past months.”

“I feel that having attended the Academy has made me a stronger, more authentic leader.”

“My small group from the academy has been having quarterly phone calls all year. They have been great to help us stay in touch with each other and to provide support for our projects. My group got to hear the entire saga of what happened with 1State 1Story, as it came to be known.”

### **Reinvigorated Work**

“At 15 years into the job I needed a way to reinvigorate my passion for the work, and this was helpful in that regard.”

“I came back to work with a real drive to push myself and others in the agency to ramp up our effectiveness and utilize our resources in a way that tests the boundaries of what we have done in the past.”

### **Improved Understanding of Self and Leadership**

“Probably the most helpful thing was confirmation that I didn’t have to morph into a different type of person but could lead as my introverted and sometimes fearful self.”

“My view of leadership has changed from being about achievement to being more focused on what everyone brings to the table. That has positively impacted relationships internally by allowing me to see the value in everyone's contribution.”

“First, taking the Strengthsfinder test and engaging in group discussions with the other attendees helped me to embrace the idea that I do not have to be everything to everyone; that leading from my areas of strength will help others in my organization to be able to utilize their strengths.”

“I have always considered myself an optimist, but I now acknowledge that, if not communicated effectively, optimism can be construed as “positive but out-of-touch.” More frequently than not, I still take an optimistic perspective, even amid chaotic or trying cir-



cumstances. However, I now try to temper this optimism with the idea that people need certain resources in order to be successful, and I find myself ending many, if not most, conversations by saying, “What do you need from me?”

“I feel like this opportunity has been a career changing experience that showed me how each of us determines the type of leader we want to be. It is a priority to focus on our strengths and think about them when working on teams, groups, and new initiatives. Also a top priority is to listen to the needs of the community and be willing to speak up and try new things.”

“For me this process took on a very personal growth aspect and has changed the way I view myself as a leader. I had an internal struggle that I was not even fully aware of before the Leadership gathering started. The very first night I blurted out that I felt like a ‘fraud’ at work and had no idea what the heck I was doing half the time. My confidence to others appeared strong but internally I was questioning myself.”

“First, let me just say that the whole experience of the PLA Leadership Academy was amazing. I have a better understanding of myself – what holds me back, what I need to do to carry out my ideas, what additional strengths I need to complete my team, etc. These were things I knew but the experience connected all the dots and made me think about it from a different perspective.”

“I am more confident in my role as a supervisor and someone who helps set policy in my organization. Before I became a librarian, I worked as a city planner, so I have always had good relationships with community members and organizations. Now I often find myself seeking out different groups in the community to collaborate with on library projects. I’ve invited myself and just shown up at more meetings.”

### **Improved Relationships with Others**

“I see others in the leadership team as more complex individuals than I once did. I am trying every day to better understand how others approach a problem.”

### **Asset Based Community Development Model**

“Another aspect of the Academy that had a profound impact on my way of thinking was the concept of Asset Based Community Developing. The idea of looking at community issues from a place of abundance rather than a place of scarcity has really stuck with me.”

“The discussions around Asset-Based Community Development and community engagement, both during the Academy and during individual discussions with my cohort group and coach, were extremely valuable as we embarked on this project. Historically, our library had not been intentional about engaging the community so we had minimal knowledge on the types of agencies already providing services to the homeless population and the needs of these individuals.”





Date: December 9, 2015  
To: PLA Board of Directors  
From: Kara O'Keefe, Manager, Membership Marketing  
Re: Membership Report

### **Overview**

As of October 2015, PLA membership was 8,115, which reflects a 7.99% decrease from October 2014 numbers (non-conference year). This is evidence of the lasting effect of PLA Conference on membership.

In fall 2015, PLA Conference registration opened and membership has been steadily growing. In September/October 2015 PLA gained 298 new members compared to only 139 in 2014 (non-conference year) and 215 in 2013 (conference year).

As of October 2015, ALA membership was 58,682, a 5.8% increase from October 2014 (55,449).

### **PLA Membership Numbers by Type**

- Personal: 7,719
  - Regular: 5,895
  - Student: 372
  - Non-salaried: 346
  - Trustee: 359
  - Support Staff: 155
  - Retired: 131
  - International: 95
  - Other: 366
- Organization: 375
- Corporate: 21

### **Division Membership Comparison (As of October 2015)**

These numbers reflect the total membership for each division. Percentage reflects percentage increase or decrease from October 2014.

AASL	7,058 (-2.27%)	LITA	2,756 (-4.54%)
ACRL	11,125 (-0.01%)	LLAMA	3,689 (-0.11%)
ALCTS	3,588 (-1.18%)	RUSA	3,368 (-3.85%)
ALSC	4,033 (+0.93%)	UNITED	4,511 (+284.24%)
ASCLA	806 (+6.47%)	YALSA	5,167 (-0.86%)

### **Membership Considerations**

In considering the cycle of membership from conference to non-conference years, it seems that primary efforts should be on retaining members and reducing the number of dropped memberships. Here are some potential reasons for dropped memberships with possible communication activities to address them:

**Cost of membership:** This has been the ongoing, primary reason for dropping. While we unfortunately cannot reduce the amount of membership dues, we can help members find a way to ease the financial burden.

- Continue to promote the installment pay option. Many members are unaware of the option to break their payments into two installments. PLA renewal reminders and dropped messaging now encourage members to take advantage of this if the cost of membership is a deterrent. Information regarding installments has now been added to our website as well.
- Find better ways to communicate the value of membership. PLA may wish to develop a calculation of benefits and their monetary value to include on the website and in member communications.

**Relevance of membership:** We continue to collect new member surveys, which indicate that the top two reasons for joining are “staying up-to-date on the latest issues and trends affecting the profession” and “professional development opportunities.”

- Continue to enhance e-news content with more valuable and useful information
- Promote [publiclibrariesonline.org](http://publiclibrariesonline.org) as a key product of PLA
- Expand professional development offerings, especially to different member groups – support staff, students
- Find ways to pull member data that allows for more targeted communications
- Consider adding a mentor program for members to reach out, ask questions, and engage

**Feeling Valued:** While feedback to ALA indicates that many members feel overwhelmed by the variety of communications, it’s also important that they feel recognized and valued by the organizations. Some of these ideas could overlap with “relevance of membership.”

- Send an email update to members post board meetings with key discussions
- Continue email communication to new members from a member of the membership advisory group. This effort has been highly successful in engaging new members with a personal PLA connection over the past year.
- Host PLA social gatherings at conferences including the PLA Member Welcome Breakfast at Annual and member receptions at Midwinter and PLA Conference.
- Communicate the range of ways to get involved with PLA to foster member engagement. This has been a key theme when reviewing member responses to the membership advisory group’s new member outreach emails. PLA is currently working to improve communicating ways to get involved through automated email campaigns and an updated webpage.

- Consider hosting regional gatherings for PLA members to connect closer to home.

### **Current PLA Connections**

PLA reaches out to members and nonmembers alike in a variety of media to deliver benefits or introduce/reinforce the value of PLA membership.

- Facebook (11,589 page likes)
- Twitter (11,955 followers)
- Instagram (new)
- Monthly E-News
- *Public Libraries*
- [www.publiclibrariesonline.org](http://www.publiclibrariesonline.org)
- [www.pla.org](http://www.pla.org)
- New member e-mail campaigns within week of joining, renewing, reinstating
  - Welcome letters designed to show appreciation and highlight valuable benefits and membership. Also includes survey.
- Dropped member e-mails with “why did you drop” survey
- Thank you e-mails to renewed and reinstated members
- Reminder e-mails to members due for renew
- Assorted e-mail blasts (weekly)
  - Webinars
  - Other professional development
  - New publications
- National Meetings – PLA Conference, ALA Annual Conference, ALA Midwinter



**TO:** PLA Board of Directors  
**RE:** PLA Partners Program  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Information

**ACTION REQUESTED BY:**

Scott Allen, Program Manager

**DRAFT OF MOTION:**

N/A

Efforts to meet FY16 budget goals (\$100,000) are underway. The Partner Prospectus for the PLA 2016 Conference is being promoted by PLA's contractor, Corcoran. It includes some new sponsorship options (virtual conference bag, conference app, new banner/sign locations).

As of mid-December 2015, PLA has raised \$22,500 from 20 companies as follows:

- 7 companies sponsoring awards/travel grants (\$4,500 directly to PLA for administrative fees plus \$21,500 in funds and product to award recipients)
- 3 companies providing speakers and 5 companies supporting the Audio Publishers Association Dinner at the PLA 2016 Conference (in-kind, no direct contribution to PLA)
- 4 companies providing grants to sponsor events, attendees services or general activities of the PLA 2016 Conference (\$17,000)
- 1 company providing a general Partner donation (\$1,000)

PLA staff met in November 2015 to review challenges in the current Partners program and discuss options for renaming and revising the program starting in FY17. A proposal will be developed for the PLA Board for an upcoming meeting.



Date: December 15, 2015

To: PLA Board of Directors

From: Melissa Faubel Johnson, Conference Manager  
Kathleen Hughes, Publications Manager  
Angela Maycock, Manager, Professional Development

Re: PLA 2016 – April 5 – 9, 2016 – Denver, CO

Plans for PLA 2016 in Denver, CO, are progressing on schedule.

### **Exhibits**

As of December 14, 2015, 617 booths are sold to 258 companies. This compares to 600 booths sold to 264 companies as of December 2013. A sales blast is going out this week to all database prospects, and our exhibit sales team is reviewing the Midwinter and other library conference lists for new leads.

### **Registration**

As of December 15, 2015, 1,629 attendees are registered for the basic conference. This compares to 941 registrants at this time for the 2014 conference. It is important to note that numbers are currently higher due to the fact that attendees must register before they can book housing (new this year). The early bird deadline is January 22, 2016, and we look forward to a more accurate comparison to past conferences at that time.

### **Preconferences**

Community Publishing at Your Public Library – 2

Designed for Experience: Reimagining Spaces and Services – 52

Emerging Adults in Our Libraries: Who are They and How Do We Find Them? – 31

Every Child Ready to Read: The Spirit of Collaboration – 18

Keeping Peace in the Library: Best Practices for Providing Service to Patrons

Experiencing Homelessness – 20

Powerful Summers: Library-Community-School Partnerships – 26

Practical Community Engagement – 39

Project Outcome Enrollment Workshop: Simple Tools to Measure our True Impact on the People We Serve

So You Want to Be a Director? – 20

Stepping Up to Extraordinary: Using Core Values to Inform Public Library Leadership

Teach Adults Anything and Do It Right – 17

Think, Do, Show: Practical Techniques for Analyzing, Using, and Visualizing Data to Improve Practice and Demonstrate Impact – 57

### **Meal Events**

Adult Author Lunch Speaker TBA (Thursday) - 129

Children's Author Lunch with Sherman Alexie – 137

Audio Publishers Association Dinner with Tavia Gilbert, George Guidall, Johnny Heller & Ruth Reichl – 143

Adult Author Lunch with Arianna Huffington – 253

We Need Diverse Books Young Adult Author Lunch – 70

### **Housing**

The PLA 2016 housing block is currently 52% sold, which compares to 54% sold at this time for the 2014 conference.

### **Educational Programming @ PLA 2016 conference**

PLA 2016 offers attendees 12 preconferences to choose from, with 5 full-day events on Tuesday and 7 half-day events on Tuesday and Wednesday. This reflects one change since the fall 2015 Board report, which was to move PLA's Project Outcome preconference from a full-day event on Tuesday to a half-day event on Wednesday. The change was made to avoid conflict/competition with another data-focused full-day preconference, sponsored by the Colorado Association of Libraries. We are monitoring preconference registration closely and will make final determinations on any preconference(s) that may need to be canceled due to low registration in early February, after Early Bird registration has closed. Detailed information about all 12 preconferences is available on the PLA Conference website at [www.placonference.org/preconferences/](http://www.placonference.org/preconferences/).

A complete listing of educational programs, including assigned dates and times, can be found online at [www.placonference.org/programs/](http://www.placonference.org/programs/). Room assignments will be added once they have been made. PLA 2016 will offer a total of 110 programs, with a majority hosted in rooms with theater setup, and a smaller number taking place in rooms with setup to facilitate discussion and interaction among attendees.

We have an exciting line-up of speakers, featured in our general sessions:

*Opening Session with Anderson Cooper – Wednesday, April 6, 2:30-4pm*

*Big Ideas with Verna Myers – Thursday, April 7, 8:15-9:15am*

*Big Ideas with Sherry Turkle – Friday, April 8, 8:15-9:15am*

*Big Ideas with Speaker TBA – Saturday, April 9, 8-9am*

*Closing Session with Tig Notaro – Saturday, April 9, 12-1pm*

### **Partnership with ALA OITP on Conference Video**

Over the past decade, ALA has opportunistically developed and collected video that helps to tell the story of libraries and their impact in people's lives. These stories include [author videos](#), [Libraries Matter video](#), and blogged stories in [Real Stories](#) and [Living Stories](#). There is a growing body of storytelling on which PLA and ALA can build to share how libraries enable individual empowerment and community progress.

ALA President Sari Feldman and PLA President-elect Felton Thomas have partnered to develop a series of high-quality short videos (less than 1 minute each) from which highlights will make up a longer video (roughly two minutes) to tell the story of how libraries transform communities in the digital age. The primary audience is government decisionmakers at all levels (e.g., mayors, governors, members of Congress) and influencers (e.g., funders and NGO partners). The goal is to tell a powerful story about the impact of libraries in our communities, preferably in a way that might be unexpected from libraries. The videos will be shot at Sari and Felton's libraries at Cuyahoga County and Cleveland Public libraries. Not only do these libraries offer excellence and diversity, but Ohio also is a key state for 2016 presidential conversations. Focusing on one geographic area to start also provides some economy of travel and logistics. PLA staff are working with the ALA Office for Information Technology Policy (OITP) to have the videos completed by PLA's 2016 conference and one of them will be screened at PLA. It will be branded for PLA. PLA is funding the production of the videos.

### **PLA Virtual Conference**

The PLA Virtual Conference (held in tandem with the PLA 2016 Conference) will be held on Thursday, April 7 and Friday, April 8, 2016. The Virtual Conference features panel discussions, poster sessions, interactive workshops, and chats with colleagues, all in real-time. Each day will consist of five live programs and a lunchtime author interview. Registration for the Virtual Conference is available to groups or individuals and opens in January.



Date: January 9, 2016

To: PLA Board of Directors

From: Emily Plagman, Project Manager

RE: Project Outcome Update

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Project Outcome has been “live” for just over six months and enrollment numbers continue to exceed original estimates – as of December 1<sup>st</sup>, nearly 750 Project Outcome participants – ranging from U.S. and Canadian public library, state, researchers and other non-public library users – have registered for free online. Over 200 public libraries are currently using the Project Outcome (including almost all of the board member’s libraries) survey tools and measuring the outcomes of at least one program or service within their library.

Additional ongoing staff activities include:

- Action-oriented webinars: In order to support the use of Project Outcome results in decision-making, PLA staff have organized a series of the following action-oriented webinars:
  - Project Outcome Survey Results: Maximizing Their Meaning; 9/10/15 @ 1:00 PM CT
  - Project Outcome Survey Results: Effective Communication Strategies; 10/8/15 @ 1:00 PM CT
  - Project Outcome Survey Results: An Integral Part of the Planning Process; 12/10/15 @ 1:00 PM CT
  - The Value of Outcome Measurement for Library Programs: An Overview of Project Outcome; 1/21/16 @ 1:00 PM CT
- Conferences & enrollment: Staff attended at least 7 different conferences in 2015, reaching a vast range of audiences from small and rural librarians to data coordinators.

Upcoming conferences include:

- Computers in Libraries (3/8-10)
  - PLA 2016 (4/5-9)
  - Texas Library Association (4/19-22)
  - ALA Annual 2016 (6/23-28)
  - ICMA (9/25-28)
  - Research Institute for Public Libraries (9/30-10/3)
  - Association for Rural and Small Libraries (10/27-29)
- Peer-shares: PLA tested two peer share calls in late 2015 – one with a group of libraries who tested the Summer Reading questions – and another with Texas Project Outcome libraries. Each call had between 10-12 participants with a range of experience with using outcomes. PLA offered a simple, 4-point agenda, and moderated the discussions. In each call, every library offered an insight into outcome measurement and found the exchanges to be valuable. PLA staff found

this to be a high value, easy-to-implement model, although limited in its scalability. This model will expand to all survey topics and follow certain webinars, as appropriate.

- State-level interest: In October, PLA held a state-level webinar, introducing staff to the online access a stateuser has, including access to aggregate data & views of the libraries participating in their state. Staff have started sending monthly emails to each state providing enrollment numbers as well as additional text and content support if they want to communicate about Project Outcome to their libraries. 11 states have expressed interest in promoting PO in advance of additional training we plan to make available in fall of 2016.
- Next phase of survey questions: The Project Outcome Task Force is meeting at Midwinter to finalize the advanced measures they expect to test in early 2016. They are intended to be more flexible and test actual adoption rates (as reported by the patrons). *If you would like to enlist your library in testing the new questions, please email Emily Plagman at [eplagman@ala.org](mailto:eplagman@ala.org) by January 31st.*

Date: 12/14/15  
To: PLA Board of Directors  
From: Kathleen Hughes, Manager, Publications  
Re: PLA Publications Program

### **Sales**

PLA Publications revenues are behind budget. Revenues as of the November report are at \$161; we budgeted \$9,425. At this time last year, sales were at \$255. While this lag in sales revenue can be attributed to our backlist growing older and slow sales, it is also primarily a timing issue. November, December, and January sales are not included in this report. In addition, we are expecting royalties this year, though they have not been recorded as of today's date.

We are anticipating releasing three publications in the "Quick Reads" series this year. The first, "The Bed Bug Book for Public Libraries" will be available at Midwinter. Next is a "Quick Reads" Weeding Manual, and following that a Quick Reads Guide To Providing Service to Jails and Prison (not the final title). We expect the release of these books to get us at or near the targeted budget for sales, by the end of the fiscal year.

The sales figures above are for PLA publications only and do not include ECRR figures, or the PLAmetrics (PLDS subscription database) which are listed separately, below.

### **Expenses**

We are below budget on expenses. The budgeted figure is \$10,173; we are actually at \$1,799. Our expenses will increase this year as we meet the expenses required of the "Quick Reads" series. In addition, we have started a podcast series "FYI: The Public Libraries Podcast," (<http://publiclibrariesonline.org/2015/11/listen-to-the-debut-show-in-our-new-program-fyi-the-public-libraries-podcast/>) and the start-up equipment expenses will come from the publications budget, but those are not reflected as of today's date. See more information about the Podcast Series below.

### **Other PLA Publishing Activities**

#### **Public Library Data Service Statistical Report (PLAmetrics)**

As of the 2011 report, PLA ceased printing a paper PLDS report. The database, now known as PLAmetrics ([www.plametrics.org](http://www.plametrics.org)) is available via subscription. A subscription (\$250) provides unlimited web access to data and reports from the Public Library Data Service Survey for one year (12 months). At this point in FY 2016, **there are 133 active subscriptions**. For comparison purposes here are the subscription numbers from previous years:

2015 – 160 subscriptions (PLAmetrics via Counting Opinions)  
2014 – 171 subscriptions (PLAmetrics via Counting Opinions)  
2013 – 167 subscriptions (PLAmetrics via Counting Opinions)  
2013 – 169 subscriptions (PLAmetrics via Counting Opinions)  
2012 – 173 subscriptions (PLAmetrics via Counting Opinions)  
2011-138 subscriptions (PLAmetrics via Counting Opinions)

2010 – 69 subscriptions (PLAmetrics via Counting Opinions)  
2009 – 78 subscriptions (PLDS subscription database via the University of Illinois)  
2008 – 83 subscriptions (PLDS subscription database via the University of Illinois)  
2007 – 70 subscriptions (PLDS subscription database via the University of Illinois)

In FY13, under the previous agreement with CO, PLDS/PLAmetrics lost \$27,600. At the 2013 Annual Conference, the PLDS committee recommended to the PLA Board of Directors, that PLA discontinue the PLDS survey and PLAmetrics-- and the Board accepted their recommendation. Upon notification that PLA would cease production of PLDS/PLAmetrics, Counting Opinions offered PLA a five-year licensing agreement (January 1, 2014-January 1, 2019), wherein they would manage the survey, take over all aspects of the project, and pay PLA royalties based on sales. In this agreement PLA continues to own the data. Counting Opinions asserted that their marketing resources exceeded PLA's and that their marketing and training efforts would increase sales and use of PLAmetrics. Given that the proposal would limit financial risk, decrease staff time and keep the resource available to libraries, while also providing a potential platform for the new performance measurement work just beginning, PLA accepted the agreement. As of this date, we have received \$1,641 in royalties to date.

#### *The Future of the PLDS Report*

Despite less financial risk under the new agreement, we are faced with the evidence of increasingly lower usage. Therefore, PLA has asked the PLDS Advisory Committee to undertake a strategic review of the PLDS and to create a plan for its future. They are working on that effort during the 2015 Midwinter Meeting. Denise Davis, who is chair of the PLDS Committee is also chair of the PLA Performance Measurement Task Force, which developed and advises on Project Outcome. The role of PLDS should be considered in the context of Project Outcome and other data initiatives and having Denise's insights will be especially important.

#### **Every Child Ready to Read (ECRR) 2<sup>nd</sup> Edition (2011-001)**

Sales of the ECRR kit and auxiliary products have been very strong. Since its release in June, 2011, we have sold 4,246 kits. At this point last year we had sold 4,048 kits. PLA is unable to access the ALA e-commerce system as of the writing of this report; as a result, sales figures reflect sales as of fall 2015.

Outside of the kits we have sold additional products:

English Brochures - Packets of 100: 4,081; last year at this time 2,668 packets  
English Bookmarks – Packets of 100: 3,074; last year at this time 1,222 packets  
English Posters: 4,846; last year at this time 2,094  
Spanish Brochures: 1,057; last year at this time 337 packets  
Spanish Bookmarks: 1,069; last year at this time 200 packets  
Spanish Posters: 1,574; last year at this time 285  
ECRR Toolkit for Spanish-Speaking Patrons: 96; 51 last year at this time

Sales revenues for Every Child Ready to Read are currently a bit below projections at \$4,589; we budgeted \$7,898. Again this is a timing issue and sales will likely meet the budgeted figure as reports are updated. Expenses are on target, as of this report, we have not spent any of our \$728

expenses budget. In new ECRR product news, we are working on a new module, ECRR for Childcare Providers, which we hope to make available by 2016 Annual Conference.

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

PLA has entered the relatively uncrowded (as of now) library podcast field, with its new podcast series, FYI: The *Public Libraries* Podcast. We hope to use this format to continue connecting the library world with great PLA content and to engage with our audience in a new way.

- The first episode was released on November 18, 2015, and featured new library director Douglas Crane of the (Palm Beach (Florida) County Library, who also tells his story in the Nov/Dec issue of PL. Prior to and during his first year of serving as a library director, Crane embarked on a project to interview long-time public library directors to learn more about the job and to try and determine what makes a great library director. In the podcast, Crane shares what he learned. As of this writing, 445 listeners had accessed this podcast.

So far, feedback has been great and we are seeing comments like:

“I hope that this becomes a regular thing” and “Great interview! Much sound advice. Many thanks for launching this new series.”

- The second episode, released on December 18, featured Valerie Gross discussing the Libraries =Education movement. We did not have statistics for this podcast as of this writing.

We plan to use the podcast to not only explore articles from the print magazine, but to also share other interesting and relevant stories with the public library world. We are aiming to release a new podcast each month and are working on firming up the schedule for upcoming months. You can listen to the first two podcasts at [www.publiclibrariesonline.org/category/media](http://www.publiclibrariesonline.org/category/media).



Date: 12/14/15

To: PLA Board of Directors

From: Kathleen Hughes, Manager, Publications & Editor, "Public Libraries"

Re: *Public Libraries*

### **Public Libraries**

As of the October report, no ad sales have been recorded against a budget of \$685. Ads have been sold, they have just not been collected/recorded as of this report. At this time last year advertising sales were at \$750.00 This is mostly a timing issue – as we collect advertising revenues for the Sept/Oct and Nov/Dec issues we will move closer to and/or exceed the budgeted figure.

For 2016, we are working on hiring a new advertising manager and also implementing a new, holistic advertising plan, wherein the chosen advertising manager can sell all possible varieties of PLA ads and is empowered to create packages and sell sponsorships. We also plan to create a website or web pages that not only 'sell' PLA advertising opportunities, but also make it easier for potential advertisers to understand the possible advertising opportunities available via PLA.

Our subscription base has decreased a bit; we currently have 555 subscriptions; at this time last year we had 573 subscriptions. Revenues are slightly behind; budgeted to be \$6,706; the actual figure is \$6,378. A subscription drive planned for 2016 should improve subscription numbers and help us to meet our targeted subscription revenue.

In terms of expenses, at this point in the year, we are budgeted to be at \$10,744; the actual expenses total is \$16,477, making us approximately \$5,733 behind budget. It looks like this may be a timing issue, with early billing on some expenses. However, we are actively keeping expenses down by limiting the number of pages in the print version of the magazine, using royalty-free stock images in both print and online, and scaling back the use of outside designers and illustrators.

### **Publiclibrariesonline.org**

The online companion site to "Public Libraries" continues to thrive. Like the print iteration, PLOnline ([www.publiclibrariesonline.org](http://www.publiclibrariesonline.org)) focuses on issues and topics that matter to public libraries and public librarianship. Updated daily, the site features selections from the print magazine as well as unique content from our team of writers. Posts are comment-enabled so readers can share ideas on the often thought-provoking topics, as well as share their own stories or experiences. We are happy to report that the site and the site's social media have been very busy – here is a look at individual views per month statistics over the past few years:

Months and Years

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2013	8,306	9,967	15,241	15,880	19,706	19,742	22,570	18,456	20,082	23,001	21,420	18,910	213,281
2014	21,939	24,690	25,299	25,476	23,179	22,327	24,247	23,377	28,519	31,749	31,281	27,726	309,809
2015	35,938	35,565	45,377	36,692	34,900	42,732	37,772	35,316	40,724	39,957	53,334	21,411	459,718

Average per Day

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Overall
2013	346	356	492	529	636	658	728	595	669	742	714	610	596
2014	708	882	816	849	748	744	782	754	951	1,024	1,043	894	849
2015	1,159	1,270	1,464	1,223	1,126	1,424	1,218	1,139	1,357	1,289	1,778	1,450	1,318

Recent Weeks

- November, 2015, was a big month with several popular posts resulting in an uptick in individual views. The two most popular posts in November were:
  1. Refugees Supported by Public Libraries in Europe (posted Nov 2015) – 2,778 pageviews
  2. No, Sir, Our Interactions Have Been Purely of a Reference Nature (posted Nov 2015) – 2,624 page views
 Also in November, we did a lot of marketing around our first podcast release (podcasts are housed at [publiclibrariesonline.org](http://publiclibrariesonline.org)); which likely increased page views for that month.
- The PL Online Facebook page has 4,285 likes (2,551 at this time last year); our Twitter account has 1,968 followers (1,308 at this time last year) and our Instagram account (started in October, 2015) has 115 followers.

With input from the *PL* Advisory committee, we hope to continue to develop the print journal, the online site, and the corresponding social networks. PLOne has begun to attract the attention of advertisers and we have run several ads since January 1, 2013.

Date: December 11, 2015  
To: PLA Board of Directors  
From: Steven Hofmann, Manager, Web Communications  
Re: Technology Report

## PLA On-Demand Webinars

The archived recordings of PLA's webinars went on sale as on-demand webinars (<http://www.ala.org/pla/onlinelearning/webinars/ondemand>) via the ALA Store on February 13, 2012.

FY16 gross sales September 1, the first day of the fiscal year, through November 30, 2015, were \$1,589.00. Life-to-date gross sales of these products through the end of FY 15 were \$28,089.30. Reporting has changed under ALA Publishing's new ALA Store vendor, and detailed reports for both FY16 and Life-to-date (i.e. FY12–FY16) are attached.

## PLA Web Analytics

In addition to the website analytics below, a comparison of PLA's primary analytics with those of the other ALA divisions is attached. Although comparisons with other divisions do not necessarily have an "apples to apples" correlation, they may still offer some internal context. A comparison of analytics for the PLA site and Public Libraries Online with the same period last year is also attached.

Because these website analytics consistently show the PLA website lagging behind other ALA divisions (even some divisions smaller than PLA) in primary measures like number of users, number of sessions, and number of pageviews, PLA staff has researched website strategies used by other divisions and is proposing PLA follow a similar course (see document 2016.45).

## PLA Website

FY16 statistics September 1, the first day of the fiscal year, through November 30, 2015, reported by Google Analytics for the PLA website:

- 22,348 users
- 39,608 sessions, with 42.6% by new visitors and 57.4% by returning visitors and an average session duration of 2 minutes, 21 seconds
- 80,381 pageviews, for an average of 2.03 pages per session
- 87.30% of sessions were from the U.S., 2.94% from Canada, and the remaining from countries including India, the U.K., Australia, the Philippines, Kenya, Pakistan, Malaysia, and China
- Top 10 pages by pageviews were:
  - Homepage – 18,630 pageviews
  - Conferences & Continuing Education – 7,020 pageviews
  - Membership – 2,343 pageviews
  - Awards – 2,223 pageviews
  - On-Demand Webinars – 2,051 pageviews

- Performance Measurement – 2,048 pageviews
- Careers in Public Librarianship (Professional Tools) – 1,805 pageviews
- Public Libraries Magazine (*not* Public Libraries Online) – 1,758 pageviews
- How to Apply for PLA Awards – 1,507 pageviews
- About PLA – 1,496 pageviews
- Primary source of traffic on the site was organic (i.e. free) search results (66.38% of sessions), followed by users entering URLs directly in their browsers or using bookmarks (19.71%), then links from other sites (10.50%), links from social media (1.96%), links from e-mail communications (.91%), and other (.00%)
- Top 10 sources of traffic by sessions were:
  - Google (organic) – 23,261 sessions
  - entering URLs or bookmarks – 7,805 sessions
  - Bing (organic) – 1,554 sessions
  - Yahoo (organic) – 1,344 sessions
  - placonference.org – 315 sessions
  - Public Libraries Online – 292 sessions
  - Facebook – 270 sessions
  - Project Outcome e-mail communications – 245 sessions
  - Google (paid) – 215 sessions
  - Experient (PLA 2016 registration vendor) – 189 sessions

## PLA 2016 Conference Website

The full version of the PLA 2016 Conference website launched on September 3, 2015, replacing the temporary “Plan Ahead for PLA 2016” webpage. New for PLA 2016 is our own customized, searchable schedule of preconference and concurrent program sessions, which you can view at <http://www.placonference.org/programs/>. Previously (for both PLA 2012 and PLA 2014), this schedule was embedded in our conference site, but it was hosted by our proposals/abstracts vendor and we had little control over its user interface.

FY16 statistics September 1, the first day of the fiscal year, through November 30, 2015, reported by Google Analytics for the PLA 2016 Conference website:

- 21,538 users
- 32,809 sessions, with 62.8% by new visitors and 37.2% by returning visitors and an average session duration of 4 minutes, 2 seconds
- 109,402 pageviews, for an average of 3.33 pages per session
- 91.20% of sessions were from the U.S., 3.08% from Canada, and the remaining from countries including Russia, unknown, Egypt, Australia, India, the U.K., China, and Pakistan
- Top 10 pages by pageviews were:
  - Homepage – 37,533 pageviews
  - Registration – 15,854 pageviews
  - Programs (searchable schedule) – 14,139 pageviews

- Preconferences – 6,859 pageviews
- Housing – 6,639 pageviews
- Tracks – 1,209 pageviews
- Closing Session with Tig Notaro – 973 pageviews
- Opening Session with Anderson Cooper – 934 pageviews
- Explore Denver – 828 pageviews
- For Exhibitors – 747 pageviews
- Primary source of traffic on the site was organic (i.e. free) search results (60.98% of sessions), followed by links from other sites (37.65%), then users entering URLs directly in their browsers or using bookmarks (18.49%), links from social media (3.12%), and links from e-mail communications (.06%)
- Top 10 sources of traffic by sessions were:
  - Google (organic) – 11,645 sessions
  - ala.org (this would include the PLA site) – 8,492 sessions
  - entering URLs or bookmarks – 6,067 sessions
  - fountas-and-pinnell.wikispaces.com – 1,387 sessions
  - Bing (organic) – 887 sessions
  - Yahoo (organic) – 753 sessions
  - Facebook Mobile – 448 sessions
  - Facebook – 370 sessions
  - a2zinc.net (PLA 2016 exhibits management site) – 177 sessions
  - Public Libraries Online – 161 sessions

## Public Libraries Online Website

FY16 statistics September 1, the first day of the fiscal year, through November 30, 2015, reported by Google Analytics for the Public Libraries Online website:

- 72,634 users (formerly unique visitors)
- 90,260 sessions (formerly visits), with 77.0% by new visitors and 23.0% by returning visitors and an average session duration of 1 minute, 9 seconds
- 129,580 pageviews, for an average of 1.44 pages per session
- 63.03% of sessions were from the U.S., 5.56% from Canada, and the remaining from countries including India, Australia, the U.K., Kenya, the Philippines, Malaysia, the Netherlands, and unknown
- Top 10 pages by pageviews were:
  - Community Centered: 23 Reasons Why Your Library Is the Most Important Place in Town (Sep/Oct 2011; posted Apr 2013) – 20,827 pageviews
  - Homepage – 11,528 pageviews
  - Refugees Supported by Public Libraries in Europe (posted Nov 2015) – 2,778 pageviews
  - No, Sir, Our Interactions Have Been Purely of a Reference Nature (posted Nov 2015) – 2,624 pageviews

- Ten Essential Qualities for Success: A New Cataloging Librarian's Guide from a Supervisor's Perspective (May/Jun 2013; posted Jun 2013) – 8,313 pageviews
- Customers or Patrons? How You Look at Your Library's Users Affects Customer Service (Jan/Feb 2015; posted Mar 2015) – 2,158 pageviews
- The End of Overdue Fines? (posted Nov 2015) – 1,851 pageviews
- Public Libraries in a Jobless Society (posted Sep 2015) – 1,800 pageviews
- A Librarian Walks Into a Bar... (Jul/Aug 2015; posted Sep 2015) – 1,504 pageviews
- The 2013 Public Library Data Service Statistical Report: Characteristics and Trends (Mar/Apr 2014; posted May 2014) – 1,317 pageviews
- Primary source of visits to the site was organic (i.e. free) search engine results (60.80%), followed by users entering URLs directly in their browsers or using bookmarks (19.49%), then links from social media (11.58%), links from other sites (5.92%), links from e-mail communications (2.18%), and other (.03%)
- Top 10 sources of traffic by sessions were:
  - Google (organic) – 51,808 sessions
  - entering URLs or bookmarks – 17,595 sessions
  - Facebook Mobile – 4,369 sessions
  - Facebook – 3,581 sessions
  - Public Libraries Online e-mail – 1,885 sessions
  - ala.org (this would include the PLA site) – 1,563 sessions
  - Bing (organic) – 1,439 sessions
  - Yahoo (organic) – 1,354 sessions
  - Twitter – 989 sessions
  - Redirect thru Facebook (i.e. link shim) – 546 sessions

**PLA On-Demand Webinars - FY16 Gross Sales through November 30, 2015**

ALA Unit	Fiscal Year	Item Code	Item Desc	Orig Presented	List Price	Gross Sales Amt	Sales Qty
PLA	2016	05181109	Transforming Our Image Parts I & II GROUP	5/18/2011	\$119.00	\$119.00	1
PLA	2016	11301101	Fully Engaged Customer Service at Your Library	11/30/2011	\$28.00	\$252.00	9
PLA	2016	11301109	Fully Engaged Customer Service at Your Library GROUP	11/30/2011	\$119.00	\$119.00	1
PLA	2016	05081201	E-Books and Libraries: What's Next?	5/8/2012	\$28.00	\$28.00	1
PLA	2016	06131201	Copyright: What You REALLY Need to Know	6/13/2012	\$28.00	\$28.00	2
PLA	2016	10171201	Make Way for Makerspaces in the Library	10/17/2012	\$28.00	\$28.00	1
PLA	2016	11071201	The Elusive Library Non-User: How Can Libraries Find Out What Non-Users Want?	11/7/2012	\$28.00	\$112.00	4
PLA	2016	11151209	On Life Support, But Not Dead Yet! Revitalizing Reference for the 21st Century GROUP	11/15/2012	\$119.00	\$119.00	1
PLA	2016	01231301	The Thinking Person's Guide to Stress Management	1/23/2013	\$28.00	\$28.00	1
PLA	2016	01231309	The Thinking Person's Guide to Stress Management GROUP	1/23/2013	\$119.00	\$119.00	1
PLA	2016	02271301	How to Be a Webinar Superstar: Tips for Running Effective Online Presentations	2/27/2013	\$28.00	\$28.00	2
PLA	2016	09181301	Face-to-Face Presentation Skills: How to Present Like a Lion (Even if You Feel Like a Lamb)	9/18/2013	\$28.00	\$28.00	1
PLA	2016	12111301	Creating Engaged and Motivated Staff: From Expectations to Excellence	12/11/2013	\$28.00	\$84.00	3
PLA	2016	12111309	Creating Engaged and Motivated Staff: From Expectations to Excellence GROUP	12/11/2013	\$119.00	\$119.00	1
PLA	2016	05141401	Violence Prevention in the Public Library	5/14/2014	\$28.00	\$56.00	2
PLA	2016	05141409	Violence Prevention in the Public Library GROUP	5/14/2014	\$119.00	\$119.00	1
PLA	2016	06231401	Marketing Plans for the Faint of Heart	6/23/2014	\$28.00	\$28.00	1
PLA	2016	02251501	Passion and Partnership: How a Very Small Library Created Programs with Huge Success	2/25/2015	\$28.00	\$28.00	1
PLA	2016	02251509	Passion and Partnership: How a Very Small Library Created Programs with Huge Success GROUP	2/25/2015	\$119.00	\$119.00	1
PLA	2016	10021501	Weeding Smart	10/2/2015	\$28.00	\$28.00	1
						<b>\$1,589.00</b>	<b>36</b>



December 18, 2015

**TO:** PLA Board of Directors  
PLA Budget & Finance Committee

**RE:** FY16 Financial Analysis and Management Report

**ACTION REQUESTED/INFORMATION/REPORT:**  
Information

**ACTION REQUESTED BY:**  
Barb Macikas, Executive Director

**DRAFT OF MOTION:**  
N/A

**BACKGROUND:**

This report is based on financial performance information available through November 2015 and covers the first quarter of FY16 (Sept.-Nov.). The narrative provides context for the budget-by-project report. It also provides an overview of the FY16 budget, status of the PLA LTI and recaps year end FY15.

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***FY16--First Quarter, as of November 2015***  
***Public Library Association Operating Budget***

<b>Total Revenues</b> Budgeted/Actual/Remaining:	\$ 237,260	\$ 202,985	\$ (34,275)
<b>Total Direct Expenses</b> Budgeted/Actual/Remaining:	\$ 574,236	\$ 468,899	\$ 105,337
<b>Contribution Margin</b> Budgeted/Actual/Remaining:	\$ (336,977)	\$ ( 265,914)	\$ (71,062)
<b>Overhead</b> Budgeted/Actual/Remaining:	\$ 103,175	\$ 9,387	\$ (93,788)
<b>Net Revenue (Expense)</b> Budgeted/Actual/Variance	\$ (440,152)	\$ (275,301)	\$ 164,851
<b>Beginning/Ending Net Asset</b> Balance:	\$2,421,661	\$ 2,146,359	

Revenues

Through November 2015, PLA revenues are- 14% (actual \$202,985 vs. budget \$237,260). PLA membership dues are over budget by 2% while publications, advertising, webinars and donations are under budget. Some of these (advertising and webinars) are timing issues. In a PLA conference year, the majority of the budget is for the 2016 PLA conference. Registration and exhibit revenues will not be reflected in the budget reports till May. In general, PLA conference registration is on pace with to meet or possibly exceed budget.

Expenses

Through November 2015, expenses (including overhead) are 29% under budget (actual \$478,287 vs. budget \$677,412). Major savings are in the transportation/travel, promotion, awards, web operating and facilities rental lines and are primarily timing issues.

Note: In FY16, PLA is managing one IMLS grant for early literacy research (\$500K over three years) and two Gates Foundation grants: Project Outcome (\$3M over 3 years) and a general operating grant of \$200K through April 2016. PLA also has partnership roles in two smaller grants, one with the FINRA Foundation and administered by the ALA Public Programs Office; the other with the Harvard Family Research Project.

### PLA Long-Term Investment

The PLA LTI was at \$1,245,199 as of November 2015 (compared to \$1,313,499 same time last year). Interest for FY15 as of the first quarter was \$9,325 compared to \$9,121 same time last year. Interest is calculated at 4% of the average net asset balance of the PLA LTI over the last 20 quarters.

### *Summary - Fiscal Year 2016 Budget*

Overall annual budget is as follows:

Starting Fund Balance	\$	2,421,661
Budgeted revenues	\$	4,175,740
Budgeted expenses	\$	3,778,596
Net	\$	397,143
Ending Fund Balance	\$	2,818,804

### *Summary- Fiscal Year 2015 Year-End*

FY 2015 was a spend down (non-conference) year for PLA. PLA ended with a net revenue/expense of (\$638,404) on a budget of (\$855,569), with an ending fund balance of \$2,423,817.

Revenues were 6.5% under budget; actual of \$802,514 vs. budget of \$859,052.

- Dues were over budget by 9%; actual of \$497,732 vs. budget of \$457,520.
- Webinars were under revenue targets (budgeted revenues of \$70,000 vs. actual revenues of \$40,974). Webinar expenses were also under budget by about \$10K. Webinars netted \$21,906 vs. a budgeted net of \$41,315.
- Advertising was also significantly down, with a budget of \$40K vs. actual revenues of \$20,825. PLA has released its ad sales rep and is seeking a new sales rep, who will create and sell new packages to that combine print and on-line (via webinars, PLOnline, etc.).
- The last PLA Boot Camp netted \$5,108 against a budget of \$2,263.
- Every Child Ready to Read continues to do very well, netting \$32,602 against a budget of \$18,404.
- Areas where revenue did not meet budget were in sponsorships (\$36K less than budget) and publications (\$14K less than budget).

Expenses were 25% under budget; actual was (\$638,404) vs. budget of (\$855,569). Major saving on the expense side included:

- Public Libraries magazine costs were under budget by \$15K which somewhat offset slow advertising sales.
- Overall printing, miscellaneous expenses and web operating saw savings of \$90K.
- The endowment credit was larger than anticipated by \$12K.
- There was money budgeted for publication production that did not take place. Savings were \$14K.
- PLA also received credits from ALSC (\$33K) and the FINRA Foundation (\$5K) as a result of grants.
- A facilities rental charge for Denver was not billed (to be charged in FY16), which resulted in \$40K that was budgeted but unspent.

**Public Library Association  
 FY 2015-15 Financial Report  
 Year-To-Date Report by Project**

	<b>FY 2015 Budget for Final Close</b>	<b>FY 2015 Actual for Final Close</b>	<b>FY 2016 Budget as of Nov.</b>	<b>FY 2015 Actual as of Nov.</b>
<b><u>1 Administration (0000)</u></b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$934,445.00	\$825,324.00	\$242,141.00	\$187,593.00
<b><u>2 Service to Members (3000)</u></b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Dues	\$457,520.00	\$497,732.00	\$126,875.00	\$129,592.00
Expenses	\$209,740.00	\$124,177.00	\$124,255.00	\$40,038.00
<b>Net</b>	<b>\$247,780.00</b>	<b>\$373,555.00</b>	<b>\$2,620.00</b>	<b>\$89,554.00</b>
<b><u>3 Regional CE, Boot Camp (3007)</u></b>				
Registration	\$52,437.00	\$66,900.00	\$0.00	\$0.00
Expenses	\$36,855.00	\$44,799.00	\$0.00	\$69.00
OH & Tax	\$13,319.00	\$16,993.00	\$0.00	\$0.00
<b>Net</b>	<b>\$2,263.00</b>	<b>\$5,108.00</b>	<b>\$0.00</b>	<b>-\$69.00</b>
<b><u>4 PLA Leadership (3011)</u></b>				
<b>Registration</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$7,000.00</b>	<b>\$0.00</b>
<b>Expenses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,994.00</b>	<b>\$0.00</b>
<b>OH &amp; Tax</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,651.00</b>	<b>\$0.00</b>
<b>Net</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$355.00</b>	<b>\$0.00</b>
<b><u>5 PLA Partners (3020)</u></b>				
Revenue	\$54,500.00	\$18,330.00	\$6,078.00	\$680.00
Expenses	\$15,950.00	\$511.00	\$163.00	\$3.00
<b>Net</b>	<b>\$38,550.00</b>	<b>\$17,819.00</b>	<b>\$5,915.00</b>	<b>\$677.00</b>
<b><u>6 Public Libraries (3030)</u></b>				
Revenue	\$11,105.00	\$53,854.00	\$15,066.00	\$10,682.00
Expenses	\$8,350.00	\$79,515.00	\$17,155.00	\$17,084.00
OH	\$2,820.00	\$13,679.00	\$1,178.00	\$1,254.00
Tax	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>-\$65.00</b>	<b>-\$39,340.00</b>	<b>-\$3,267.00</b>	<b>-\$7,656.00</b>

	<b>FY 2015</b> <b><u>Budget for Final Close</u></b>	<b>FY 2015</b> <b><u>Actual for Final Close</u></b>	<b>FY 2016</b> <b><u>Budget as of Nov.</u></b>	<b>FY 2016</b> <b><u>Actual as of Nov.</u></b>
<b><u>7 ALA Conf Preconferences and MW Institute (3026)</u></b>				
Revenue	\$84,750.00	\$63,106.00	\$0.00	\$0.00
Expenses	\$128,838.00	\$113,234.00	\$0.00	\$0.00
OH	\$5,599.00	\$5,499.00	\$0.00	\$0.00
<b>Net</b>	<b>-\$49,687.00</b>	<b>-\$55,627.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b><u>8 Web Based CE (3040)</u></b>				
Revenue	\$70,000.00	\$40,762.00	\$15,130.00	\$10,748.00
Expenses	\$19,795.00	\$13,679.00	\$5,896.00	\$1,443.00
OH	\$8,890.00	\$5,177.00	\$1,959.00	\$1,392.00
<b>Net</b>	<b>\$41,315.00</b>	<b>\$21,906.00</b>	<b>\$7,275.00</b>	<b>\$7,913.00</b>
<b><u>9 Publications (3058)</u></b>				
Revenue	\$25,420.00	\$10,640.00	\$12,766.00	\$412.00
Expenses	\$12,584.00	\$1,470.00	\$726.00	\$2,317.00
OH & Taxes	\$3,228.00	\$475.00	\$1,597.00	\$53.00
<b>Net</b>	<b>\$9,608.00</b>	<b>\$8,695.00</b>	<b>\$10,443.00</b>	<b>-\$1,958.00</b>
<b><u>10 NC 2016 General Program (3061)</u></b>				
Revenues	\$0.00	\$2,135.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$8,645.00	\$16,330.00
OH & Taxes	\$0.00	\$542.00	\$0.00	\$0.00
<b>Net</b>	<b>\$0.00</b>	<b>\$1,593.00</b>	<b>-\$8,645.00</b>	<b>-\$16,330.00</b>
<b><u>11 NC 2016 Exhibits (3062)</u></b>				
Revenues	\$0.00	\$0.00	\$35,000.00	\$0.00
Expenses	\$0.00	\$4,621.00	\$104,433.00	\$58,189.00
OH & Taxes	\$0.00	\$0.00	\$94,672.00	\$0.00
<b>Net</b>	<b>\$0.00</b>	<b>-\$4,621.00</b>	<b>-\$164,105.00</b>	<b>-\$58,189.00</b>
<b><u>12 NC 2016 Promotion (3063)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$17,344.00	\$10,545.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$17,344.00</b>	<b>-\$10,545.00</b>

	<b>FY 2015</b> <b><u>Budget for Final Close</u></b>	<b>FY 2015</b> <b><u>Actual for Final Close</u></b>	<b>FY 2016</b> <b><u>Budget as of Nov.</u></b>	<b>FY 2016</b> <b><u>Actual as of Nov.</u></b>
<b><u>13 NC 2016 Phil Reg (3064)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$5,625.00	\$0.00
OH	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	\$0.00	\$0.00	-\$5,625.00	\$0.00
<b><u>14 NC 2016 Opening/Closing Session (3065)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$13,980.00	\$0.00
<b>Net</b>	\$0.00	\$0.00	-\$13,980.00	\$0.00
<b><u>15 NC 2016 Programs (3066)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$1,027.00	\$270.00
<b>Net</b>	\$0.00	\$0.00	-\$1,027.00	-\$270.00
<b><u>16 NC 2016 Meal Events (3069)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00	\$0.00
OH	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	\$0.00	\$0.00	\$0.00	\$0.00
<b><u>17 NC 2016 Preconference (3070)</u></b>				
Revenues	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00	\$0.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	\$0.00	\$0.00	\$0.00	\$0.00
<b><u>18 Preschool Literacy (3120)</u></b>				
Revenue	\$40,000.00	\$46,406.00	\$10,932.00	\$51,270.00
Expenses	\$16,720.00	\$7,911.00	\$1,133.00	\$23.00
OH & Taxes	\$4,840.00	\$5,894.00	\$1,415.00	\$6,639.00
<b>Net</b>	\$18,440.00	\$32,601.00	\$8,384.00	\$44,608.00
<b><u>19 PLA 2016 Promotion and Planning (3145)</u></b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$141,200.00	\$119,915.00	\$44.00	\$27,683.00

	<b>FY 2015</b> <b><u>Budget for Final Close</u></b>	<b>FY 2015</b> <b><u>Actual for Final Close</u></b>	<b>FY 2016</b> <b><u>Budget as of Nov.</u></b>	<b>FY 2016</b> <b><u>Actual as of Nov.</u></b>
<b>20 Public Library Data Service (3172)</b>				
Revenue	\$1,120.00	\$2,648.00	\$787.00	-\$399.00
Expenses	\$35,350.00	\$19,039.00	\$113.00	\$75.00
OH & Taxes	\$142.00	\$174.00	\$39.00	\$49.00
<b>Net</b>	<b>-\$34,372.00</b>	<b>-\$16,565.00</b>	<b>\$635.00</b>	<b>-\$523.00</b>
<b>21 PLA Virtual Conference 2016 (3173)</b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$0.00	\$0.00	\$0.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>22 Certified Public Library Administrator (CPLA) (3189)</b>				
Revenue	\$6,700.00	\$0.00	\$0.00	\$0.00
Expenses	\$5,766.00	\$0.00	\$0.00	\$0.00
OH & Taxes	\$1,702.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>-\$768.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>23 Leadership Initiative (3174) * end. interest</b>				
Revenue	\$0.00	\$0.00	\$2,625.00	\$0.00
Expenses	\$38,838.00	\$0.00	\$1,937.00	\$0.00
OH & Taxes	\$0.00	\$0.00	\$664.00	\$0.00
<b>Net</b>	<b>-\$38,838.00</b>	<b>\$0.00</b>	<b>\$24.00</b>	<b>\$0.00</b>
<b>24 Cost Share IMLS Grant Digital Learn (3188)</b>				
Revenue	\$30,000.00	\$0.00	\$5,000.00	\$0.00
Expenses	\$45,480.00	\$47,663.00	\$16,300.00	\$107,239.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>-\$15,480.00</b>	<b>-\$47,663.00</b>	<b>-\$11,300.00</b>	<b>-\$107,239.00</b>
<b>25 Cost Share IMLS Grant Early Lit/ ECRR (3181)</b>				
Revenue	\$0.00	\$33,333.00	\$0.00	\$0.00
Expenses	\$73,405.00	\$0.00	\$0.00	\$0.00
OH & Taxes	\$2,237.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>-\$75,642.00</b>	<b>\$33,333.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>26 Cost Share IMLS Grant Leadership (3183)</b>				
Revenue	\$0.00	\$0.00	\$0.00	\$0.00
Expenses	\$0.00	\$23,959.00	\$0.00	\$0.00
OH & Taxes	\$0.00	\$0.00	\$0.00	\$0.00
<b>Net</b>	<b>\$0.00</b>	<b>-\$23,959.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**BALANCE SHEET STATEMENT**

	<b>FY 2015</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2016</b>
	<b><u>Budget for Final Close</u></b>	<b><u>Actual for Final Close</u></b>	<b><u>Budget as of Nov.</u></b>	<b><u>Actual as of Nov.</u></b>
<b>Opening Fund Balance</b>	\$3,062,221.00	\$3,062,221.00	\$2,421,661.00	\$2,421,661.00
<b>Revenue</b>	\$859,052.00	\$802,514.00	\$237,260.00	\$202,985.00
<b>Expenses</b>	\$1,665,367.00	\$1,392,485.00	\$574,236.00	\$468,899.00
<b>Overhead</b>	\$48,707.00	\$47,886.00	\$103,175.00	\$9,387.00
<b>Taxes</b>	\$547.00	\$547.00	\$0.00	\$0.00
<b>Net</b>	-\$855,569.00	-\$638,404.00	-\$440,151.00	-\$275,301.00
Transfer to Endowment	\$0.00	\$0.00		
<b>Closing Fund Balance</b>	-\$855,569.00	\$2,423,817.00		
<b>LTI Principle</b>	\$	1,288,518.00		\$1,245,199.00
<b>LTI Interest</b>	*\$51,532.00			\$9,325.00

rev 12-22-15



TO: PLA Board of Directors and PLA Budget & Finance Committee  
FROM: Barb Macikas, Executive Director  
RE: FY 2017 Budget Assumptions and Estimate  
DATE: December 19, 2015

The first draft budget for FY2017 (September 1, 2016-August 31, 2017) is based on actual FY2015 results plus projected cost increases. FY17 will be a transition year for PLA in terms of incorporating the Legacy grant into PLA activities. For planning purposes, at this point, we have built a budget based on past practice and without the impact of Legacy grant since the grant is not approved. Key budget considerations:

- The budget will reflect the strategic plan.
- Membership dues revenue is the primary source of revenue in a non-conference year. Membership will dip in a non-conference year, based on past year experience. 2017 dues increase is tied to the CPI. Based on current projections for CPI from 2016 to 2017, it is anticipated dues will increase at about the same level as the previous year, with an estimated increase of \$2.00/ for a regular PLA membership. The draft FY17 draft has membership dues revenue at \$500,000 vs. actual in FY13 of \$495,362.
- PLA 2018 Conference. Some expenses for PLA 2018 will be incurred in FY2017. These will include deposits (estimated \$50,000) for convention center, site visit travel and contractor costs to ramp up for booth sales and meeting planning. PLA 2018 will be held in Philadelphia.
- There will be continuing strong competition within and outside ALA for public library professional development dollars. However, in FY17, opportunities created through the Legacy grant will help build PLA's CE program and strengthen our ability to compete. It will also provide opportunity to create new partnerships that will increase capacity and allow library support organizations to focus on their strengths.
- PLA will continue to develop new or grow existing products and services, such as performance measurement (Project Outcome), early literacy and family engagement, and digital literacy resources. Currently plans are for PLA to host the new strategic planning workshop (that will replace "boot camp") at the end of FY16.
- Where appropriate and within association strategic goals, PLA will seek grant funding to support initiatives.
- PLA will continue to maintain a fund balance toward an ALA recommended goal of a minimum of 25% of average operating funds available, which is \$750,000.
- The PLA B&F Committee and the Board will want to consider its recommendation to the PLA Board on where to earmark the LTI interest. In previous years it has been allocated to leadership development and performance measurement. In FY15, that amount was \$51,000. For the FY17 budget, we have allocated \$40,000 to allow for market fluctuations. A final recommendation will not be required till June 2016.

### **FY17 Budget Estimate and Budgeting Process**

In spend down years, the PLA net over the last three years ranged between -\$400,000 and -\$650,000. The net for the first draft for the FY17 budget is: -\$935,839, with \$871,900 in revenues and \$1,807,739 in expenses. The increase can primarily be attributed to increased salary/benefit costs and decreases in revenue from webinars and advertising. However, it is likely some of the salary costs will be absorbed by the Legacy (and possibly other) grants and PLA staff are reviewing options related to webinar development and a new advertising model. The draft budget also assumes no new

revenue streams. These revenue streams may be added in the next few months as we look at the potential of programs like DigitalLearn.org, ECRR, family engagement, strategic planning training, etc.

PLA's FY17 budget will be reviewed internally by ALA senior management in March and by ALA BARC in April. The PLA Budget & Finance Committee and the PLA Board will receive the revised budget in May and PLA Budget & Finance will have time to review the budget then, ahead of the June meeting where it must be approved by the PLA Board. It is hoped that the Legacy grant will be finalized to the point that we are also able to better incorporate its impact into the FY17 budget and adjust accordingly.

### **Fund Balance Projections**

Since the biggest driver for FY16 is the PLA conference, we will not know till May how close to budget we are. However, signs are positive that PLA will surpass the FY16 budget so the projections that follow are conservative. They provide a "big picture" estimate of PLA's fund balance through FY17.

FY16 opening fund balance	\$ 2,421,661
FY16 Revenue <i>Budgeted</i>	<u>+ 4,175,740</u>
<i>Subtotal</i>	\$ 6,597,401
FY16 Expenses <i>Budgeted</i>	<u>- 3,778,596</u>
FY16 Projected YE Fund Balance	\$ 2,818,805
<u>FY17 Draft Budget as of 12/18/15</u>	
FY17 Revenue <i>Budgeted</i>	\$ 871,900
FY17 Expenses <i>Budgeted</i>	\$ 1,807,739
Net FY17	(935,839)
FY17 Projected YE Fund Balance	\$ 1,882,966

**TO:** PLA Board of Directors  
**RE:** Gates Foundation Wind Down Update: Legacy and Collaborative Impact  
**DATE:** December 9, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

*Information*

**REQUESTED BY:**

Scott Allen, Program Manager, and Mary Hirsh, Manager, Special Initiatives

**DRAFT OF MOTION:**

N/A

Since the Fall Board meeting in September, PLA has continued to refine its legacy proposal to insure the grant will closely align with PLA strategic goals, builds on and complements the strengths of the legacy and other library support organizations and insures a strong legacy for Global Libraries and the Bill & Melinda Gates Foundation. As part of that process, PLA participated in three meetings related to the Global Libraries Wind Down: two full legacy partner meetings and a convening of U.S.-based organizations to explore collaborative impact.

PLA also submitted a full grant proposal draft at the end of September. PLA staff will present the current proposal contents during the Midwinter Board meeting.

In October, the legacy partners met in Chicago to present the latest thinking on each proposal and to react to each other's work. Overall, the work described in PLA's proposal was very well received. PLA was counseled to streamline its proposed activities and show better connections between activities. PLA was also advised to reduce its proposed budget to meet a target of \$8 million.

In December, legacy partners met again in The Hague. The main goals of this meeting were to revisit the foundational framework document and shared problem statement, and to dive deeply into the impact and advocacy work of each partner as a first step on building activity alignment.

The framework document (doc 2016.40a) was revised to include Library Service Organization goals and outcomes. The original framework was pitched at the individual library level. The new framework better reflects the work the legacy partners will undertake. Meeting these milestones at the organizational level will help move the field towards the long-term library-level aspirational outcomes of stronger communities. The problem statement was revised to better reflect the new framework and to incorporate the legacy approach as refined over the

last year. The revised problem statement now explicitly focuses on the legacy strategy on supporting library alignment with community needs.

The remainder of the December meeting was spent on aligning around impact and advocacy activities. Each legacy partner is proposing work to collect, analyze and use data to demonstrate impact. PLA's impact proposal builds on the current Project Outcome work. Legacy partners and GL staff are very enthusiastic about Project Outcome, as it covers the spectrum of activity from collection to use in a user-friendly way. PLA will revisit its own Project Outcome-related work to more actively expand access. In addition, PLA will serve as an advisor to global colleagues interested in building similar projects in their specific geographies.

Partners the Technology and Social Change Group (TASCHA) and International Federation of Library Associations (IFLA) proposed impact work focuses on developing a common set of indicators, with particular attention paid to support Sustainable Development Goals, and interpreting and reporting results to key stakeholders at various levels. PLA will support this work by lending expertise, bringing in U.S. audiences as appropriate and pushing out relevant findings.

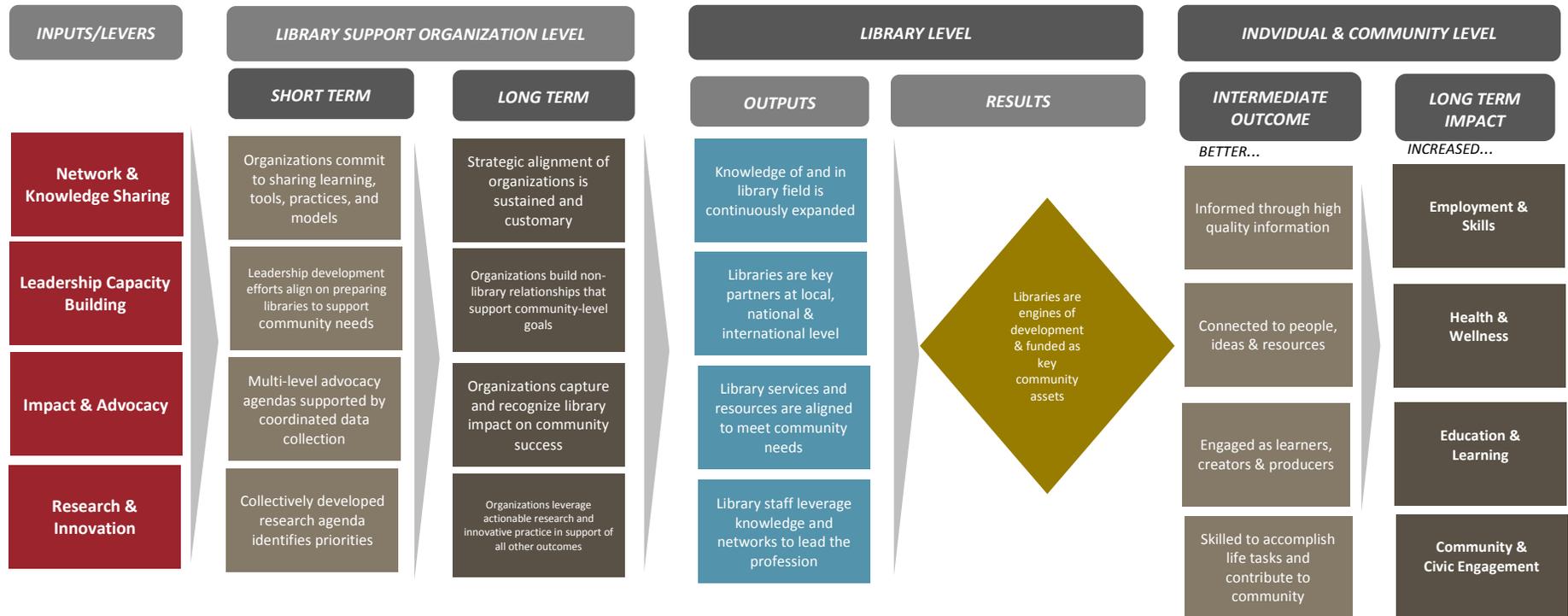
There was a lengthy discussion on the future of the GL Atlas as a potential data hub open to all public libraries. Currently available only to GL grantees, the Data Atlas was developed as a way to collect and visualize impacts related to GL country grants. The viability of the Atlas open to all libraries will be intensely investigated over the next six months by GL, with input from the legacy partners.

The Atlas figured prominently in a September meeting of U.S.-based organizations exploring a collaborative impact initiative around streamlined data collection. There is a general consensus that libraries are asked to collect and report overlapping metrics to a variety of sources. A group was convened by GL to explore working together to reduce the burden of this process. Attendees included PLA, ALA, ULC, COSLA, IMLS, DPLA, The University of Washington, and individual library directors (PLA board members Vailey Oehlke and Rhea Lawson were present). While there was agreement that this is an issue that requires attention and is too big for any one organization to take on, no clear path forward was articulated. The foundation has indicated it intends to continue to the conversation in early 2016.

As mentioned above, PLA staff will present the most current thinking and proposal content to the board at Midwinter. In terms of process and timing, the next draft is due January 8. A penultimate draft to be distributed to external reviewers is due mid-February, with the final draft due April 1. Therefore, the grant will not be finalized and a formal announcement made until ALA Conference. However, PLA is working with GL on appropriate messaging for PLA Conference. The board will be kept up to date on these milestones, including any talking points.

# OUR APPROACH TO ACHIEVING FUTURE IMPACT

*Investing in **library support organizations** as way of supporting library staff who drive ultimate impact by meeting community needs*



- Items to discuss:
- New subtitle
  - Focus on long-term outcomes shifted to organization at library support organization level
  - New intermediate outcome at individual and community level proposed



**TO:** PLA Board of Directors  
**RE:** Robert Wood Johnson Foundation Opportunity - Health  
**DATE:** December 14, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Action

**ACTION REQUESTED BY:**

Scott Allen, Program Manager, Barb Macikas, Executive Director

**DRAFT OF MOTION:**

The PLA Board votes to proceed with developing and submitting a concept paper and eventual proposal to The Robert Wood Johnson Foundation to assess the capabilities, potential and status of public libraries to participate in creating a culture of health in their communities.

PLA was invited to participate in the [Robert Wood Johnson Foundation](#) (RWJF) *[Building a Culture of Health](#)* initiative. *Building a Culture of Health* is a movement to see health become a national priority, valued and advanced by collaborators from all sectors, including libraries. Through the initiative, RWJF developed a new framework for working differently to improve health for all. Twenty PLA members and staff participated in a planning process over the summer to develop the framework. In the full report, [From Vision to Action: A Framework and Measures to Mobilize a Culture of Health](#), the number of public libraries per 100,000 people is cited as an important measure of a social and economic environment that supports health.

Subsequently, PLA staff held two calls with RWJF staff and consultants to discuss PLA's further involvement. RWJF shared the results of a 2014 investment with the American Hospital Association (AHA) as an example. RWJF provided about \$200,000 to AHA to assess literature, evaluate hospital data and resources, conduct interviews with hospital leaders, and identify case studies in order to produce a report entitled [Hospital-based Strategies for Creating a Culture of Health](#). RWJF suggested the PLA undertake a similar initiative and requested a brief concept paper in by January, in advance of a full proposal later in 2016.

A draft of the concept paper will be provided at or before the PLA Board 2016 Midwinter Meeting.





**The Public Library's Role in Creating a Culture of Health**  
Concept Paper for the Robert Wood Johnson Foundation

The Public Library Association (PLA) is pleased to submit this concept paper to the Robert Wood Johnson Foundation for a project to explore, document and inspire strategies for public libraries to contribute to a culture of health. PLA's work will lay the foundation for public libraries to effectively identify opportunities to support healthy communities, collaborate with community partners, and measure their impacts on the conditions, behaviors, and socioeconomic and environmental factors that drive health.

PLA was founded in 1944 and is a division of the American Library Association (ALA), the oldest and largest library association in the world. PLA is a member-driven organization that exists to provide PLA's 9,000 members and the nation's 9,200 public libraries with a diverse program of communications, publications, advocacy, continuing education, and more. PLA's core purpose is to strengthen public libraries and their contributions to the communities they serve.

PLA proposes a multi-step process including literature review, assessment of library and community resources and opportunities, key informant interviews, and production of case studies. The work proposed is modeled on the *Hospital-based Strategies for Creating a Culture of Health* (October 2014) initiative undertaken by the Health Research and Educational Trust arm of the American Hospital Association,<sup>i</sup> but adapted for the unique roles and capabilities that public libraries have in our communities.

**What is a Culture of Health and Why Include Libraries?**

The Robert Wood Johnson Foundations' *Building a Culture of Health* initiative is a national movement, driven by the belief that communities will make true progress when they work together toward a shared goal.<sup>ii</sup> The initiative seeks to make health a top national priority, to be valued and advanced by collaborators from all sectors. Collaborators must recognize that health is greatly influenced by complex social factors and that partners beyond the traditional healthcare system must be engaged and supported. The initiative is identifying drivers, strategies and measures to help diverse sectors place health and well-being at the center of every aspect of life.

As a community asset, public libraries are uniquely qualified to participate in the Culture of Health initiative. Public libraries serve all community members and address many areas of need. Research shows communities not only expect public libraries to be pathways to health, economic success, and other diverse achievements<sup>iii</sup> but that communities are already benefitting from public library services in these areas, for instance by using libraries to learn about medical conditions, increase literacy and computer skills, seek employment, and access government agency resources.<sup>iv</sup> As a key strand in the social safety net, public libraries provide an important link to jobs, educational opportunities, literacy, health information, and government and community services, especially for immigrants and disadvantaged populations.<sup>v</sup>

A premise of PLA's proposed initiative is that our knowledge of how public libraries contribute to a culture of health needs to expand beyond what is typical and well understood (the public library as a resource for patrons to access health information). The evolving nature of public library services and their alignment with the social determinants of health has not been fully explored. By assessing library

and community resources, identifying opportunities, and considering strategies to overcome perceived barriers, PLA expects to come up with a series of hypotheses for how public libraries could more fully support healthy communities, and what resources (financial, partnerships, data) may be needed to get there.

Ultimately, public library engagement in healthcare and health-related services falls into two areas.

- Public libraries can support patrons to access healthcare and health information, by providing it directly or linking to services or other providers. This may include helping patrons access health information, providing space for health education or health fairs, and linking to local community health providers and other resources. Some deeper-level engagement does occur through specific programs, for instance offering Every Child Ready to Read interventions, which are educational in nature but do improve parenting and therefore may positively impact children with or at risk for developmental delay.
- Public libraries also provide services that address the pervasive barriers to healthy lifestyles and health improvement. These services are not typically considered “health” programs by libraries or patrons themselves, but they address issues that are acknowledged by healthcare providers and patients alike to contribute to health. Under this area, public libraries help patrons increase their general and digital literacy skills (which allow them to find and understand health information, and help them be better healthcare consumers), and connect patrons to employment, housing and other resources (which address insecurities that often take priority over dealing with health).

The potential for public libraries to explicitly address community health while also addressing the basic needs that impact health is substantial, and the value of public libraries as community assets should be studied and integrated deeply into the Culture of Health initiative.

### **Proposed Steps to Determine the Public Library’s Role**

#### **1. Literature Review**

A solid understanding of public library involvement in healthcare needs to be established in order to move forward with replication of successful strategies and exploration of new opportunities. The intentions of the literature review will be to establish a foundational base of knowledge about public libraries and health and to develop a repository to which future articles and publications can be added. Literature from the library field will be analyzed based on criteria to be developed. These criteria may include the type of health intervention undertaken, the community partners engaged, the resources required to implement the initiative, and what if any process or outcome measures were employed to evaluate the initiative.

PLA is also proposing to expand the literature review by examining major medical literature sources for examples where public libraries collaborated with the healthcare system, or where patient or provider needs were met by community organizations providing services similar to what public libraries offer. Additionally, medical literature will be reviewed to identify the major economic and social conditions faced by patients and providers, which may help identify new opportunities to be addressed through public library services. These social determinants of health are well documented and increasingly appreciated by the medical community, but may not be well understood by library professionals.

PLA will approach the major national associations in areas such as primary care, public health, and patient advocacy to partner with us in this aspect of the literature review. These may include the American Academy of Family Physicians, the American Academy of Pediatrics, the American Hospital Association, the American Public Health Association, the American Cancer Society, the American Heart Association, the National Alliance on Mental Illness, and others. Enlisting their engagement early in the initiative and supporting them to play a role in this process of discovery will lead to stronger investment in collaboration with public libraries in the future.

## 2. Assessments of Library and Community Resources and Opportunities

The literature review described above is the first step in discovering possibilities related to these two aspects of health-related programming in libraries. Subsequent phases will examine policy, solicit expert opinion, and call on library leaders' creativity to brainstorm new potential strategies for libraries and their partners to create a culture of health.

Advocacy by PLA, ALA and others encourages public libraries to “look outward” and engage community members directly to learn about community needs and to develop programs to address them. As a result, many public libraries are establishing exciting partnerships and offering programs to their communities to meet critical needs. PLA's proposed initiative will jumpstart this process for libraries in the areas of healthcare, mental health, health education, and certain social services. We will deeply examine strategies and resources for public libraries to learn about and connect to their communities' health issues and resources.

To this end, PLA will establish a task force of library leaders to develop a series of hypotheses and an action plan to conduct informal research around them. We will solicit representatives of healthcare agencies and associations to serve as liaisons to the task force, to inform the discussions and contribute information from their respective fields. The task force may develop and conduct surveys of PLA members and other community stakeholders as part of their activities.

These assessments will examine data sources, policy, funding, and potential partnerships. The following are examples of issues the task force might explore.

- Public libraries need specific data about local health issues in order to serve their communities effectively. Both national resources (county health rankings, Healthy People 2020) and local resources (nonprofit hospitals with community needs assessment data, state and local public health departments) may be analyzed in terms of their accessibility and value to public libraries.
- Within the complex healthcare system, federally-qualified health centers (FQHCs) may be ideal public library partners, given that both groups are typically not-for-profit, community-based, and focused on eliminating disparities and serving underserved populations. Many libraries have partnered with these clinics on successful programs, but a more thoughtful examination of the potential, involving clinics and their federal oversight body, is needed. For instance, the US Health Resources and Services Administration (HRSA) requires clinics designated as FQHCs to report on key metrics.<sup>vi</sup> Review of these metrics to consider the potential for public library services to impact them may yield new ideas for partnerships, given that many measures should benefit from patient comprehension and compliance, which can be achieved through educational services.

- An emerging area for public libraries has been participation in the USDA Summer Food Service Program (SFSP), which is a federally-funded, state-administered program reimbursing providers who serve healthy meals to children age 18 and younger in low-income areas. A public library can be involved in the SFSP by directing families to local sites, identify local sites and partnering with them, or becoming a site itself. Preliminary analysis of SFSP sites indicates that nearly 10% of public libraries nationwide participate in program already.<sup>vii</sup> Further exploration of the potential for libraries to participate in this program is needed, examining how SFSP policy may support or discourage participation, and what additional benefits could be identified and measured through library participation (ie, enhanced nutrition education, literacy programming).

While this assessment will not be comprehensive, it will distill the most promising strategies for PLA and its members. This activity will compile information useful to public libraries at the local level as they develop programming. It will also yield information for PLA at the national level to help develop an action plan and potential funding sources for future health-related programs.

### 3. Key Informant Interviews

Key informant interviews will contribute additional knowledge about the needs, capabilities, and barriers that public libraries experience when considering how to help create a culture of health in their communities. Three groups will be targeted for interviews to yield differing perspectives and further connect PLA's activity to healthcare organizations and leaders.

- Interviews will be conducted with library directors and program staff across the country. A diversity of library staff will be sought to ensure representation from urban, suburban and rural libraries as well as libraries serving different ethnic groups and libraries that are well-resourced and under-resourced.
- Concurrently, non-library staff working with the library including trustees, board members, community advisory group members, and local government officials with library oversight will be interviewed as well, given that they are a potential point connection between the library and health, mental health, social service, and other sectors.
- Because action within and across sectors is critical to creating a culture of health, PLA will engage its national association partners and their regional infrastructures to contribute to these interviews. Interviews or focus groups will also be conducted with representatives of the primary care, mental health, and public health sectors. Participants may include government agency representatives at the federal and state level (Centers for Medicare and Medicaid Services, Department of Health and Human Services, Centers for Disease Control and Prevention, and select state agencies implementing public health, Medicaid and other programs), health and medical associations, and organizations supporting specific disease or patient groups (see lists above).

### 4. Production of Case Studies

Examples of public library engagement with the healthcare system are many, and the efforts of public libraries to directly address health issues have begun to be cataloged through various initiatives. Both the Urban Libraries Council (ULC) and OCLC WebJunction – two PLA partners who support public libraries through education and advocacy – have captured and presented examples of health-related public library programs through their initiatives.<sup>viii,ix</sup> PLA will collaborate with these

and other partners and solicit information from its members to create a set of case studies that illustrate potential. Similar to the literature review described above, PLA will develop the case studies in a repository to which examples can be added. The process of identifying health-related library programs for case studies may also help contribute content to PLA's publications program (*Public Libraries* magazine, manuals) and education programs (conference sessions at ALA events, the biannual PLA Conference, webinars).

### Project Timeframe and Deliverables

PLA proposes to undertake the work described above from September 2016 to December 2017 and produce final documents and results in conjunction with the ALA 2018 Midwinter Meeting (February 9-13, 2018). Proposed deliverables include a project report to be published and distributed by PLA; a resource section of the PLA web site including material from the report; a webinar or series of webinars for PLA members to understand their role in a culture of health and begin to develop their own action plans; and a session on creating a culture of health and PLA's work to be presented at a 2018 PLA or ALA conference. Additional deliverables will include both programmatic and business plans for PLA to continue to do work in the health care space, to deliver programs of value to PLA members and to leverage the support and revenue required to do so.

### Summary

Public libraries are evolving to respond to immediate priorities and to build their capacity to address long-term individual and community needs, opportunities and challenges. The breadth of their work in the communities they serve today is staggering, including lifelong learning opportunities, workforce development, civic engagement, disaster recovery, public health, environmental sustainability and more.<sup>x</sup> Through PLA's proposed initiative, we will build a strong foundation for public libraries to focus specifically on health and wellness, educating new partners about the potential that public libraries have and identifying measures for success in the process.

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<sup>i</sup> Robert Wood Johnson Foundation and American Hospital Association/HRET, *Hospital-based Strategies for Creating a Culture of Health*. <http://www.rwjf.org/en/library/research/2014/10/hospital-based-strategies-for-creating-a-culture-of-health.html>. Accessed December 29, 2015.

<sup>ii</sup> The Robert Wood Johnson Foundation Culture of Health web site. <http://www.cultureofhealth.org/en/about.html>. Accessed January 5, 2016.

<sup>iii</sup> Pew Research Center, *Libraries at the Crossroads, September 15, 2015*. <http://www.pewinternet.org/2015/09/15/libraries-at-the-crossroads/>. Accessed December 29, 2015.

<sup>iv</sup> Cumulative Report of Impact Survey Results, <https://impactsurvey.org/>. Accessed November 4, 2015.

<sup>v</sup> Garner AK. *Rising to the challenge: Re-envisioning public libraries*. The Aspen Institute, 2014, p. iv.

<sup>vi</sup> US Department of Health and Human Services, Health Resources and Services Administration Health Center Program, *Clinical and Financial Performance Measures*. <http://www.bphc.hrsa.gov/qualityimprovement/performance Measures/index.html>. Accessed December 29, 2015.

<sup>vii</sup> Data from analysis of summer food program sites accessed via the RANGE app, <http://www.rangeapp.org/>. November 2015.

<sup>viii</sup> Urban Libraries Council, *Health, Wellness and Safety*. <http://www.urbanlibraries.org/health--wellness---safety-pages-44.php>. Accessed January 5, 2016.

<sup>ix</sup> OCLC WebJunction, *health Happens in Libraries*. <https://www.webjunction.org/explore-topics/ehealth.html>. Accessed January 5, 2016.

<sup>x</sup> Garner AK. *Rising to the challenge: Re-envisioning public libraries*. The Aspen Institute, 2014, p. 8.



**TO:** PLA Board of Directors

**FROM:** Kara O’Keefe, Membership Marketing Manager

**RE:** PLA Re-Positioning Update

**DATE:** December 22, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

INFORMATION

**ACTION REQUESTED BY:**

N/A

**DRAFT OF MOTION:**

N/A

In August 2015, GMMB began work with PLA to develop a refreshed positioning for the Association. Their goal is to help PLA and our members communicate a clear, powerful vision for the role of the public library in modern life, and to provide PLA members and stakeholders with a stronger emotional connection to the association and to each other – building a foundation for lasting pride, loyalty, and engagement.

In September, GMMB provided an update on their three-phase positioning process and timeline. A progress report on the work completed to date, the work in progress, and next steps is outlined below.

### **Work Completed to Date**

- **Phase One: Discovery (September – October 2015)**  
GMMB kicked off the process by conducting a positioning scan – a high-level picture of the public’s understanding of libraries in today’s world, PLA’s communications and current positioning in the public library space, and the positioning of other organizations that also provide services and support to libraries. They reviewed communications materials provided by PLA, relevant media stories, and a range of available research about how people use and value public libraries, what they know about and expect from library services, and what PLA members identify as their needs and priorities. They also conducted stakeholder interviews with individuals identified by PLA – both within the Association and from peer organizations – and established a Positioning Advisory Group of PLA leaders to review materials as they are developed.

- Positioning Advisory Group welcome call (**Sept. 17**)
- Positioning scan (findings presented **Sept. 24**)
- Stakeholder interviews (findings presented **Oct. 23**)
- **Phase Two: Development (November – December 2015)**

In early November, GMMB led a half-day in-person positioning summit for PLA leadership to discuss the findings from the discovery phase and how they should be reflected in the new positioning, and to get further insights on what makes PLA and its offerings to both members and the broader community unique. They then drafted a two-page strategic brief outlining what they hope the positioning for PLA will accomplish, and completed a positioning exercise to distill the unique and specific value of PLA into a one-sentence positioning statement. These internal documents will guide the public-facing description of PLA's vision for public libraries (and how PLA fits into that vision).

  - Positioning summit at PLA's offices in Chicago (**Nov. 3**)
  - Positioning Advisory Group calls to review and comment on the strategic brief and positioning statement (group calls on **Dec. 2** and **Dec. 14**)

## Work In Progress

- **Phase Two: Development (continued) (December 2015 – January 2016)**

With guidance from PLA and the Positioning Advisory Group, GMMB will finalize the internal-facing positioning statement and use it to develop a multi-paragraph positioning story, which will be public-facing and provide the emotional context for PLA's vision and value. Together, these two documents will make up the new positioning platform for PLA and will inform all messaging moving forward. GMMB will also develop a message architecture consisting of 3-4 high-level variations of the positioning story for various audiences.

  - Positioning statement finalized (**late Dec.**)
  - Positioning Advisory Group reviews full positioning platform and message architecture (**mid/late Jan.**)

## Next Steps

- **Phase Three: Internal Roll-out (February – April 2016)**

GMMB will use all of the findings and materials from earlier phases to create a plan that includes turn-key messages, strategies, and tools to reach PLA members and other important audiences. This plan will be built around the related goals of engaging current

members and offering a new story about public libraries to PLA's members and through them, the wider world.

- Positioning plan developed (**mid- Feb**)
- Roll out positioning at PLA 2016 Conference in Denver (**Apr. 5-9**)

**Project:** Public Library Association Positioning  
**From:** GMMB  
**Date:** 11-30-15  
**Title:** Strategic Brief v1

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**Please Note:** This brief is designed to reflect the strategic direction and goals of PLA's positioning to its members. Each answer describes our plans and hopes for what the positioning can accomplish, rather than what PLA or public libraries can or do accomplish through their services.

## Synopsis

**Get:** The Public Library Association  
**To:** help library staff close the disconnect between what the library does and what people think it does  
**By:** linking the individual experience and contribution of library staff with the essential promise of all libraries.

## What problem do we want to solve?

*A paragraph with a bit more detail about the issue, pertinent background info, etc.*

Americans like and appreciate their public libraries – but being liked is not enough, even for an iconic institution.

Libraries have expanded upon their cherished tradition of supporting literacy and love of reading, and today they are busy meeting local needs in a way that no other institution can. They provide computer training to support digital inclusion, business classes to foster economic development, and individual support to develop job skills. But general goodwill toward libraries tends to be based on a narrow range of personal experiences or fond memories that overlook the range of ways libraries can help people succeed. This misunderstanding means that libraries are not able to reach everyone who may benefit from library services.

Library staff don't just want their libraries to be liked. They want libraries to be needed and used for all the ways they help people reach their full potential.

## WHO IS OUR TARGET AUDIENCE?

*Define who we're talking to and what we know about them in 3-4 bullets or a short paragraph.*

Our audience is both current PLA members and library workers who should be members but are not. Whether they are members or not, public library staff preside over an institution and a role steeped in contradiction:

- They feel inspired to make a difference and share a deeply held conviction that knowledge changes lives, yet the exponential growth of library services leaves them grappling with how to explain their value powerfully and efficiently.
- They juggle constantly competing demands for services against a backdrop of skepticism about the relevance of libraries in a digital age.
- They look to other library leaders for inspiration and practical guidance, but know that local needs and idiosyncrasies will always make their library unique.

### **WHAT INSIGHT UNLOCKS THE OPPORTUNITY?**

*Looking for interesting nuggets and human truths that could be a jumping off point for a compelling story.*

- Libraries were never really about books, they were about what was in the books. The core promise of the library is as a central place to understand and be understood, regardless of the medium.
- Even people who do not use public libraries can appreciate them. The library is seen as a common good that reflects the values and characteristics of its community.
- Libraries are run by people who want to lead others toward learning and opportunity. People come to this profession and stay here because they want to make a difference.
- Some PLA members are active contributors of ideas and content, while others turn to PLA to seek out and use this content. Both are important to strengthening the profession because they ensure that good ideas are shared and applied.
- PLA is perceived as a group of creative people slowed by bureaucracy.

### **WHAT'S THE ONE THING WE NEED TO COMMUNICATE TO SOLVE THIS PROBLEM?**

*One sentence, give us the single most compelling trigger for our story. The key message that will inspire our audience.*

Your public library is unique, but the passion that drew you to library work and motivates you today is a shared experience – one that PLA can help you harness so you can help your library live up to its greatest potential.

### **WHY WILL THEY CARE, WHY WILL THEY SHARE?**

*What are we doing to make sure our idea lives far beyond its budget?*

People who work in libraries naturally want to be part of something bigger than themselves. They value the company of other people with the same calling, no matter how different their libraries are. If PLA can also offer a vision of what it means to be a public library that is flexible enough for individuals to recognize their own experience within it, library staff will have one more reason to see value in their membership and continue to turn to PLA for professional guidance.

**FINISH THIS SENTENCE: THE WORK WILL HAVE WORKED IF...**

- Members identify strongly with PLA's vision for the promise of the public library and use it as a starting point to tell their individual library story.
- Nonmembers understand the worth of being a PLA member.

**TO:** PLA Board of Directors  
**RE:** PLA Web Content Working Group  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**

Action

**ACTION REQUESTED BY:**

Steven Hofmann, Manager, Web Communications

**DRAFT OF MOTION:**

The PLA Board votes to approve creation of the PLA Web Content Working Group that will provide direction, guidance, and support regarding the content, currency, and relevance of the PLA website and other web-based properties. The group will work with PLA staff and committees to ensure that content on the PLA website is responsive to the needs of public librarians and addresses priorities set forth in the PLA Strategic Plan. The committee will be charged to:

1. monitor the PLA website on an ongoing basis to ensure that the content is timely, accurate, relevant, and complete;
2. solicit new content from PLA units, members, and staff, and work collaboratively with PLA staff, who will update the website according to an agreed upon timetable and deadlines;
3. create and implement an annual plan of activities with a timetable that will result in an increase in member use of and the continued improvement and timeliness of the website and other related PLA and ALA electronic communications tools, products, and services;
4. support PLA members in their efforts to use ALA Connect;
5. recommend strategies, policies, guidelines, and procedures to the PLA Board for the website and for the effective use of new technology tools; and
6. advocate for accessibility in the development and use of technology tools so that members of all abilities may use them.

The Web Content Working Group chair will serve as the PLA representative to the ALA Website Advisory Committee (WAC), communicating Board recommendations for improvements to the ALA website and advising the Board on activities of the WAC.

**BACKGROUND:**

Website analytics consistently show the PLA website lagging behind other ALA divisions (even some divisions smaller than PLA) in primary measures like number of users, number of sessions, and number of pageviews. Although comparisons with other divisions do not necessarily have an “apples to apples” correlation, they may still offer some internal context.

PLA staff has identified a lack of web-based resources, which are more common on other division websites, as one possible reason PLA’s website attracts less traffic and usage. Whether intentionally or not, the primary purpose we’ve assigned to our website is as a communications channel for the division rather than a resource center for the profession. Although PLA maintains a basic “Professional Tools” area on its website addressing a random selection of topics, most of these “toolkits” were created on-the-fly in reaction to a specific situation and PLA staff does not have the content expertise to create or maintain these types of web-based resources at the level of quality needed for our audience.

If we wish to change the primary purpose of the website to be a resource center for the profession, then we'll need to call upon the expertise available in the profession by recruiting members to develop that type of content. Other ALA divisions rely on their committees, sections, interest groups, and other member groups to generate web-based content for their websites. At least five divisions—ALSC, ASCLA, LITA, RUSA, and YALSA—have designated committees to provide support and guidance in the creation and maintenance of their websites. These committees go by various names—Web Advisory Committee, Web Presence Committee, Web Coordinating Committee, Website Review Task Force—and having varying levels of responsibility based on the specific needs of the division. Creating a PLA Web Content Working Group to spearhead and coordinate these efforts would be a critical first step.

As examples, below are the charges for three of the division committees:

#### **ALSC Web Advisory Committee**

The Web Advisory Committee provides direction, guidance, and support regarding the content, currency, and relevance of the ALSC website. The committee works with ALSC staff and committees to ensure that content on the ALSC website addresses ALSC priorities set forth in the Strategic Plan.

#### **ASCLA Web Presence Committee**

The Web Presence Committee provides direction and guidance to the ASCLA Board on the effective use of technology tools for communicating within ASCLA and for supporting the ASCLA Strategic Plan. The committee works with ASCLA staff, committees, and sections to ensure that content on the ASCLA website is kept current and addresses ASCLA priorities. The committee is charged to:

1. monitor the ASCLA website on an ongoing basis to ensure that the content is timely, accurate, relevant and complete.
2. solicit new content from ASCLA units, members, and staff and work collaboratively with ASCLA staff, who will update the website according to an agreed upon timetable and deadlines
3. create and implement an annual plan of activities with a timetable that will result in an increase in member use of and the continued improvement and timeliness of the website and other related ASCLA and ALA electronic communications tools, products and services.
4. support ASCLA members in their efforts to use ALA Connect.
5. recommend strategies, policies, guidelines and procedures to the ASCLA Board for the website and for the effective use of new technology tools.
6. advocate for accessibility in the development and use of technology tools so that members of all abilities may use them.

THE WEB PRESENCE COMMITTEE CHAIR serves as the ASCLA representative to the ALA Website Advisory Committee (WAC), communicating Board recommendations for improvements to the ALA website and advising the Board on activities of the WAC.

#### **LITA Web Coordinating Committee**

In cooperation with the web manager, LITA board, LITA staff, and the committee and interest group chairs, the web coordinating committee coordinates the updating and posting of material to the LITA website. The committee also handles routine maintenance tasks such as link checking, and makes policy recommendations to the board on issues such as page appearance, standards and technologies used on the site, and the use of outside contractors.

**TO:** PLA Board of Directors  
**RE:** Report to PLA Board of Directors on DCWG  
**DATE:** December 19, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**  
Information

**ACTION REQUESTED BY:**  
Carolyn Anthony, Co-Chair, ALA Digital Content Working Group

**DRAFT OF MOTION:**  
N/A

Erika Linke of Carnegie Mellon University and I represented the Digital Content Working Group at meetings with publishers and others in New York December 2-3. The meetings were led by Sari Feldman, ALA President and a team including Past President Courtney Young, President-Elect Julie Todaro, ALA Executive Director Keith Fiels, and Alan Inouye of the Office for Information Technology Policy. Carrie Russell of OITP was with us for the meetings with publishers. Wednesday, we met with senior representatives of Simon & Schuster, Harper Collins, and Penguin Random House, followed by a reception at METRO and a dinner with Skip Dye and senior managers from Penguin Random House.

Shortly before the trip, Simon & Schuster announced a new pricing policy of allowing libraries to choose at the time of purchase the option of a second year of access for 50% of the first year cost. This was welcome news as ALA's big ask has been for more options for library ebook business models so that libraries have some choice of how to contract for access. As the recent BISG study and Library Journal's *E-Book Usage in U.S. Public Libraries 2015* both indicated, ebook use in public libraries is still rather limited. The BISG study said that only 25% of patrons reported borrowing an ebook from the library last year although 58% said they knew that the library had digital ebooks and digital audiobooks. The LJ report noted that public libraries only spend a mean of 8.1% of their materials budgets on ebooks and ebook collections are 75% fiction. One idea we put forward was the concept of simultaneous access to a group of non-fiction titles on topics such as health or workforce issues, supporting public libraries' efforts to align goals with community needs (Aspen Institute report) and in line with ALA's "Libraries Transform." Publishers were open to the concept, while seeming to prefer that the campaign be linked to a particular time frame and promoted nation-wide. They indicated as an example that an ABA initiative led to Small Business Saturday. The closest public libraries come to that now is a focus on consumer finance in April in collaboration with FINRA. Might libraries promote a concept such as "Get healthy and eat wisely" as an annual New Year's tie-in for the start of the calendar year?

Publishers would also like to see links in catalog records to podcasts with authors and other such added content produced by the publishers. They asked whether ALA could encourage such links or perhaps support Simon & Schuster's Library Reads program. Our visit to Harper Collins was cut somewhat short

due to rain and traffic delays in NYC, but we met there with at least nine managers including Michael Morrison, President & Publisher of the General Books Group; Suzanne Murphy, President & Publisher, Children's Books; Virginia Stanley, Director, Library Marketing; and others. They gave us some data which showed rapid growth in digital sales from 2011-2014, followed by a leveling to even a slight drop in sales in 2015. Ebook sales are greatest in adult while combined print sales are led by picture books and middle grade books, with mysteries and thrillers coming in third. It is also clear that blockbuster titles greatly influence the overall sales picture for publishers.

Skip Dye at Penguin Random House explained their new combined pricing policy which is to allow perpetual access for all titles for a fixed price with a cap of \$65 (previously \$85). They see that libraries want perpetual access and believe it has a higher value in the market. This does not mean that all of their ca 90,000 titles will be priced at the cap. With the \$85 cap, their average price was \$33 so it is reasonable to expect that the average price will now drop below \$30. Penguin Random House indicated a willingness to revisit pricing based on the market.

We spent Thursday morning at the Queens Public Library hearing from Kelvin Watson, Chief Innovation & Technology Officer, and his team about their project to put the library on a tablet. This initiative began after Hurricane Sandy put seven Queens branches out of commission. The Library received a donation of 5000 Nexus tablets and decided to make them into all-purpose resources. It was beautiful to see the way they have seamlessly integrated content from multiple vendors, organizing it for ease of use by the patron. They have been working with vendors on a standardized API so that connections will not be lost as products go through new development cycles. This is certainly a model that all libraries can aspire to; however I noted that Queens has six programmers on staff in addition to several senior technology fellows working on development issues. Still, the Queens model is one to watch, especially if they succeed in establishing standards for API's that will benefit all public libraries.

**To: PLA Board of Directors**  
**FROM: Emily Sheketoff, Executive Director, ALA Washington Office**  
**RE: WASHINGTON OFFICE REPORT**  
**DATE: DECEMBER 21, 2015**

## **ALA Washington Office Activities**

### **ALA Co-hosts Reception for new IMLS Director**

The ALA Washington Office co-hosted a reception with the American Alliance of Museums to welcome Dr. Kathryn Matthew as the new Director of the Institute of Museum and Library Services. Dr. Matthew was nominated by President Obama on March 10, 2015 to be IMLS Director and was confirmed by the Senate on September 22, 2015. She was sworn in as Director October 1, 2015.

The reception was in a private dining room of the Newseum and we had a four-piece ensemble to play background music. The reception was attended by our Washington supporters including staff and officials from Congress, the Library of Congress, National Archives and other library associations.

### **Government Officials Meet with ALA leaders**

During the Libraries Transform national campaign launch in Washington, ALA President Sari Feldman took part in high level meetings at the Department of Labor (DOL) and at the Library of Congress. DOL officials discussed collaborative opportunities with the ALA leadership through the Workforce Investment program; while at the [Library of Congress](#) they met with Acting Librarian of Congress David Mao and Chief of Staff Robert Newlen, who said they welcome the chance to work closely with ALA.

### **Libraries Transform Launch Generates National Media Coverage**

ALA Washington Office pitched several media outlets to cover the national launch by ALA President Sari Feldman of the Libraries Transform initiative. One result was that NBC TV news sent a camera crew who taped an interview with Sari at Thomson Elementary School, one of the four libraries on the October 29 tour. They also taped footage and interviews at the MLK Jr. Public Library. [The story](#) was produced and transmitted as a package to NBC affiliates around the country in advance of Thanksgiving telling how libraries transform communities, schools and the lives of library patrons as they provide the resources for a better quality of life. It was carried by NBC affiliates around the country reaching viewers nationwide.

As a follow-up to the national launch, the *Chronicle of Higher Education*, the leading magazine covering universities and colleges, conducted an [on-camera interview](#) with Sari about how libraries are transforming campuses with advanced technologies, training on new software tools and collaborative learning opportunities. A print version of the “On Leadership” interview accompanied the video and was also published in the December 18 issue of the *Chronicle*.

## **ALA Continues Central Role in Influential New Copyright Coalition**

The Washington Office continues to participate actively in Re:Create, the public and private sector coalition dedicated to “rebalancing” copyright law in the public interest that launched with support from Google last spring. Recent activity has included: 1) meeting in private session with John Morris, Associate Administrator and Director of Internet Policy for the [National Telecommunications and Information Administration](#); 2) strongly endorsing broad reform of Section 1201 of the Digital Millennium Copyright Act that requires libraries, researchers and many others to seek exemption every three years from the law’s prohibition on “circumventing” encryption and other “technological protection measures;” and 3) publicly opposing reconstitution of the U.S. Copyright Office as an independent agency while strongly endorsing the Office’s technological modernization. ALA also joined with other coalition members to assure that a [December 2 Committee on House Administration hearing](#) on Copyright Office modernization did not evolve into an opportunity for the Register of Copyrights to solicit Committee support for organizationally divorcing her Office from the Library of Congress and, with it, the Librarian’s oversight authority. Legislation to take the Copyright Office out of the Library and establish it as an “autonomous agency” elsewhere in the Legislative Branch, [H.R. 4241](#), was introduced on December 11 by Rep. Tom Marino (R-PA10), with two additional cosponsors.

## **Libraries Land Significant Expansion of “AV” Exemption from Digital Millennium Copyright Act**

In late October, the [Librarian of Congress approved a request](#) filed jointly nearly a year before by the Library Copyright Alliance (ALA, ACRL and ARL), educators and academic institutions to expand the permissible use of “clips” from copyrighted motion pictures in several ways within the higher education community and, notably, to extend this “Section 1201 exemption” to include K-12 settings. The Librarian also extended the exemption to Massive Open Online Courses (MOOCs) and to digital and media literacy programs offered by libraries and museums.

## **ALA Co-Founded Coalition Reaffirms Critical Value of Public Domain, Copyright Limitations**

On September 22, as Members of the House Judiciary Committee prepared to meet in Nashville, TN -- the first of several public “listening tours” in cities around the country as part of their ongoing comprehensive review of copyright law -- the [Re:Create Coalition](#) issued a [strong statement co-drafted by OGR](#) reminding Committee members and the public of the many social and economic benefits of the public domain, as well as of maximizing fair use and other limitations on copyright rights. OGR will continue to work with and through both Re:Create and the Library Copyright Alliance to shape in advance such copyright reform proposals as the Committee and the current Congress may consider before concluding at the end of 2016.

## **ALA, ACRL, ARL and COSLA file amicus brief in net neutrality case**

Continuing joint advocacy begun in early 2014, ALA, ACRL, ARL and COSLA argued in support of the Federal Communications Commission’s (FCC) strong, enforceable rules to protect and preserve the open internet with an [amici filing](#) on September 21 with the U.S. Court of

Appeals for the District of Columbia Circuit. Oral arguments are scheduled for December 4, 2015, in the case of *United States Telecom Association, et al., v. Federal Communications Commission and United States of America*.

### **ALA Credited as “Winner” of USA FREEDOM Fight by Major Beltway News Outlet**

In mid-December, *The Hill* – perennially one of the top three inside the Beltway news outlets covering Capitol Hill – released its list of the ten “[Top lobbying victories of 2015](#),” identifying the “winners” of selected high-impact lobbying efforts. Under “National Security Agency Reforms,” *The Hill* named just two non-profit organizations among the winners of the fight to pass the USA FREEDOM Act: the ACLU and the American Library Association.

## **Office of Government Relations**

### **School Library Legislation Becomes Law!**

After years of needing change and a decade of ALA advocacy, the Senate and House finally agreed upon a new education bill that the [President then signed into law](#). The Every Student Succeeds Act (ESSA) includes many [school library provisions](#) that were not present in the previous legislation and, due in large part to ALA’s grassroots efforts, they were accepted by both the [House](#) and [Senate](#). An interview with *Education Week* arranged by ALA’s Washington Office led to Sari Feldman being quoted in a [story](#) highlighting the favorable positioning for libraries within the language of the new law.

### **Federal Funding for Libraries, Policy Riders on Appropriations Bill**

The Omnibus spending bill released by Congress the week of December 14 provided mostly good news for librarians. Congress easily passed, and the President signed, the \$1.1 trillion spending package on December 18. The final budget provided a welcome increase for Library Services and Technology Act (LSTA) and Innovative Approaches to Literacy (IAL). LSTA will receive \$182,944,000 in FY16 (up from \$180,909,000 in FY15), which includes \$941,000 in additional funding above FY15 levels for Grants to State Library Agencies, \$202,000 in additional funding for Native American Library Services, and \$892,000 in additional funding for National Leadership Libraries. IAL will receive \$27,000,000 in FY16 (up from \$25,000,000 in FY15). (See [FY 2016 Library Funding Chart](#); excel spreadsheet updated on 12/17/15 to reflect numbers in Omnibus spending bill).

### **Privacy-Hostile Cybersecurity/“Information Sharing” Bill Also Passed as Part of Omnibus**

With [Senate passage of the Cybersecurity Information Sharing Act](#) (S. 754) or “CISA” in late October, staff to the House and Senate Chairs of relevant Committees had been working to reconcile the chambers’ disparate approaches and multiple passed bills. In early December, however, word reached ALA and other members of the broad coalition working to safeguard personal privacy that the Senate and House Intelligence Committee Chairs had reached agreement on a privacy-invasive bill without adequately consulting with the House Committee on Homeland Security and its more moderate Chairman Michael McCaul (R-TX10).

Together with its allies, [as it had the previous summer](#) when precipitous movement on CISA was imminent, ALA contributed significantly to a “Twitter storm” of protest that derailed the then-latest in a series of procedural end runs intended to put CISA on the floor of both houses of Congress. In mid-December, however, a deal with Chairman McCaul was struck paving the way for Speaker of the House Paul Ryan to insert new, reconciled legislation (now called the Cybersecurity Act of 2015) into Congress’ massive omnibus spending bill.

With adoption of the omnibus by both chambers of Congress, and the President’s signature, on December 18, the Cybersecurity Act became law notwithstanding strenuous public efforts by [ALA President Sari Feldman](#), [ALA’s Washington Office](#) and our [many coalition partners](#) in the private and public sectors to yet again derail action on the measure.

In early August, proponents of S. 754, the privacy-hostile Cybersecurity Information Sharing Act (CISA), strenuously attempted to bring the bill to the Senate floor just prior to Congress’ summer recess. ALA actively promoted and participated in a [massive, multi-organization grassroots lobbying effort](#) that produced more than 6 million total communications to every Senate office, successfully stopping action on the bill. When Congress returned from its summer recess, ALA’s vigorous direct and joint grassroots efforts in opposition to CISA resumed.

### **Progress Made Toward Update of Electronic Communications Privacy Act (ECPA)**

As [previously reported](#) in District Dispatch, despite enormous bi-partisan support for the past several years, bills to meaningfully reform ECPA have been bottled up in the House Judiciary Committee. Until recently, despite extraordinary backing (at this writing [306 members](#) of 435 have formally cosponsored the bill), H.R. 699 was no exception. On December 1, however, the House Judiciary Committee held a [long-sought and contentious hearing](#) on the bill at which proponents repeatedly pressed the bill’s principal antagonist – Judiciary Committee Chairman Bob Goodlatte (R-VA6) -- to immediately bring it before the Committee for an “up or down” vote. The bill, if passed, finally would require law enforcement authorities to obtain a judicial warrant based on probable cause to obtain the content of personal emails, texts, electronic files, photos and virtually any other private and electronically stored data. [Under current law](#), in most cases, only a subpoena is needed to get such material after it’s more than six months old. ALA has been especially active in coalition with other public and private sector groups on ECPA reform, both in the current Congress and for many years. H.R. 699’s next step is currently unclear.

### **ALA Joins Amicus Brief in Potentially Landmark Appellate Court Case to Protect “Metadata”**

Under U.S. Fourth Amendment privacy law, a warrant is generally required for law enforcement to listen to the “content” of a protected communication. The judicially-created “third party doctrine,” however, holds that no such warrant is required to obtain “metadata” – such as telephone calling records – associated with that conversation. It is such metadata that the government collected in bulk under Section 215, the “library provision,” of the USA PATRIOT Act. In early November, ALA and the Freedom to Read [Foundation joined the Brennan Center for Social Justice](#), Electronic Privacy Information Center (EPIC), and the National Association of

Criminal Defense Lawyers (among others) in filing an [amicus curiae brief](#) asking the U.S. Court of Appeals for the Ninth Circuit to repudiate the third party doctrine and to reverse a lower court's ruling in *United States v. Moalin*. In it, ALA contends that arguing that the National Security Agency's (NSA) systematic surveillance and collection of communications metadata, such as phone numbers dialed and call durations, violates the Fourth Amendment right to privacy.

### **ALA Participates in Workforce Innovation and Opportunity Act State/Local Partners Meeting**

ALA joined in a November Workforce Innovation and Opportunity Act (WIOA) Partners Roundtable to strengthen partnerships between ALA, state and local partners across program areas and levels of government that are essential to serving current and future workers and businesses. WIOA, signed into law July 2014, provides libraries and partners the opportunity to play a significant role in publically-funded workforce development system. ALA joined with COSLA to file comments with the Departments of Education and Labor outlining the essential role libraries play in workforce development (<http://www.districtdispatch.org/wp-content/uploads/2015/06/ALA-comment-on-the-WIOA-NPRM-Final.pdf>). Final WIOA guidelines are not expected until next year.

### **ALA Actively Working for Maximum Public Access to CRS Reports**

As a matter of policy, the Congressional Research Service notoriously has held its taxpayer-funded reports prepared at the request of Members of Congress confidential, even when those reports broadly address topics of general interest. This fall, together with other prominent organizations dedicated to maximum public access to information, ALA has mounted a concerted lobbying campaign to legislatively compel CRS to make all such reports public promptly except in appropriate and limited circumstances. Legislation is expected to be introduced early in the first quarter of the New Year. Meantime, the issue is getting traction in the [private sector and in the press](#), as well as among Members of Congress.

### **Librarians of Congress Past and Future**

As reported in [District Dispatch](#), legislation to limit the Librarian of Congress' tenure to a renewable term of 10 years was rapidly introduced in and passed overwhelmingly by Congress in early November. Efforts to replace Dr. James Billington, the previous occupant of the position, continue in high gear behind the scenes with an Administration nomination expected relatively early in the New Year. [ALA has urged the President](#), and the Washington Office continues to encourage White House staff, to nominate a professional librarian for the office. Most recently, Dr. Billington has been named Librarian of Congress Emeritus, which provides him some administrative support for Library of Congress matters.

### **ALA Urges House Commerce Committee to Close the "Homework Gap"**

In late September, ALA joined coalition partners in a [letter to the House Energy and Commerce Committee](#) supporting H.R. 3582, The Digital Learning Equity Act of 2015. This legislation, introduced by Rep. Peter Welch (D-VT) and co-sponsored by Rep. David McKinley (R-WV), seeks to close the "homework gap" for students lacking sufficient digital resources during non-

school hours. The bill explicitly references libraries' participation in the efforts it authorizes. Companion legislation, S.1606, was introduced in the Senate by Sen. Angus King (I-ME) last June. OGR staff will continue to meet with Members of Congress in support of both bills.

### **ALA Joins Amicus Brief in *Wikimedia Foundation v. National Security Agency***

After close coordination by the Offices of Intellectual Freedom and Government Relations, in early September ALA joined with the Electronic Frontier Foundation, American Booksellers Association, Association of Research Libraries, Freedom to Read Foundation and IFLA in filing an [amicus brief in support of Wikimedia](#) in its suit against the National Security Agency. The case was dismissed before the federal District Court in Maryland. It challenged on First Amendment grounds the NSA's "Upstream" surveillance program's claimed legality under Section 702 of the Foreign Intelligence Surveillance Act.

### **Open Access Legislation Clears Key Senate Committee**

After many years of effort by ALA members and the open access community, the [Fair Access to Science and Technology Research Act of 2015](#) (FASTR) was approved unanimously in late July by voice vote of the Senate Committee on Homeland Security and Governmental Affairs. With the strong backing of Committee Chair Ron Johnson and the Senate's second-ranking Republican, John Cornyn (the bill's lead sponsor), S. 779 is expected to come before the full Senate before year's end. Most recently the bill received a score of zero from the Congressional Budget Office, meaning that the bill will not cost the government money to implement if enacted. This significant ruling by CBO, it is hoped, will assist OGR in its ongoing efforts to secure additional support for FASTR from Members of Congress who have not yet taken a position on the bill.

### **OMB needs to protect access to government information**

In an effort to ensure continued access to government information during a federal government shutdown, a [letter](#) was sent to the director of the Office of Management and Budget on September 22 to remind him of the resolution that was passed by ALA Council in January 2014. The Resolution on Maintaining Government Websites During a Government Shutdown was created after the government shutdown in 2013 when there was inconsistent access to government information on federal websites. It calls for OMB to "develop guidance to federal agencies stating that, in the event of a government shutdown or other emergency, continued access by the public to essential information on agency websites is an "excepted" activity; that such activity would warrant the retention of paid personnel or the obligation of funds to assure access; and in the absence of such a guideline, to direct each agency to communicate the status during a shutdown of its website to the Government Publishing Office (GPO) or another appropriate agency, which would widely communicate to the public and update information about which agencies are maintaining their websites, which are updating them and which are closing them."

## Office for Information Technology Policy

### ALA Celebrates Google Book Search Win for Fair Use

After nearly a decade of [litigation](#) (and ALA policy advocacy), the Second Circuit Court of Appeals [upheld](#) the district court's summary judgment that the Google Books Search is a transformative fair use. The court [ruling](#) included a statement that “the exclusive rights of copyright do not include the exclusive right to supply information” about books through the searchable index of digitized texts. Even though copyrighted works were scanned in their entirety, the original, creative expression—that which is protected by copyright—is not infringed.

### ALA Launches E-rate Clearinghouse

With the Georgia Public Library Service and the Chief Officers of State Library Agencies (COSLA), ALA OITP launched the [E-rate Clearinghouse](#) in early November. The [idea](#) for the clearinghouse emerged from the ALA E-rate Taskforce in thinking about how to help libraries take advantage of E-rate program changes to support network infrastructure upgrades. The website serves as an aggregator for resources to assist libraries in understanding broadband planning and E-rate funding. The project is funded in part by the Institute of Museum and Library Services (IMLS). It continues ALA's and COSLA's [work](#) to best leverage federal E-rate opportunities, which we have [advocated](#) for by urging the FCC to strengthen library broadband capacity to serve our communities.

### ALA Issues Statement, Meets with Major Publishers in NY

In December, President Sari Feldman and other ALA leaders [met](#) with senior corporate executives and library marketing executives of Simon & Schuster, HarperCollins, and Penguin Random House. ALA's most specific request was to expand the options for library ebook lending business models to give libraries (and subsequently readers) more choice. This visit represents ALA's ninth such delegation effort over the last several years. In light of the focus on choice, ALA [responded](#) with mixed reviews to new harmonized licensing terms for Penguin Random House—welcoming price reductions for perpetual access and the opportunity to obtain Penguin titles in perpetuity, but expressing disappointment in losing the short-term licensing option previously available from Penguin.

### OITP Highlights Library 3D Printing Leadership for Policymakers in New Report

[Toward A More Printed Union: Library 3D Printing Democratizes Creation](#) urges public and private sector leaders to leverage this leadership to unlock the full potential of 3D printing technology for all Americans. As the paper argues, library 3D printing yields benefits across a gamut of disciplines – from education to entrepreneurship and economic development. The paper, authored by Charlie Wapner of ALA's Office for Information Technology Policy (OITP), is the third 3D printing publication released by OITP.

## **ALA Seeks Balance in Joint Strategic Plan on Intellectual Property Enforcement**

Responding to a request for input on the Joint Strategic Plan on Intellectual Property Enforcement, the American Library Association (ALA) submitted formal [comments](#) to the U.S. Intellectual Property Enforcement Coordinator through the Library Copyright Alliance (LCA) and additional informal [comments](#). The comments argue that the 2016 Joint Strategic Plan should: 1) attempt to strike the right balance between protection and access; 2) base policies on data rather than beliefs; 3) focus on eliminating counterfeit goods that threaten health and safety; and 4) promote the availability of lawful content through implementing the Administration's public access and open education policies. ALA, ACRL and ARL are LCA members.

## **ConnectHome Courtesy of the U.S. Department of Housing and Urban Development**

After months of planning and coordinating, the U.S. Department of Housing and Urban Development (HUD) and the White House [launched](#) the ConnectHome initiative, with ALA as a named national partner. The initiative seeks to extend broadband access to public housing through 28 pilot cities; libraries provide digital literacy training and access to the varied user services on the internet. Susan McVey, state librarian of Oklahoma (and member of the Policy Revolution! advisory committee), represented ALA at the national launch in Durant, Oklahoma. OITP Deputy Director Larra Clark and Metropolitan New York Library Council Director Nate Hill also participated in a national [convening](#) of ConnectHome national partners and local government and housing leaders from the pilot communities at the end of August. Local convenings are planned over the coming months, and OITP continues to coordinate with local libraries across the country.

## **Lifeline Comments**

ALA submitted [comments](#) on the Lifeline program proceeding to the Federal Communications Commission (FCC). We supported the FCC's proposal to extend the program to provide subsidies for broadband communications for low-income people, not just for phone service, and emphasized how libraries help people make use of technology. ALA recommended that libraries should be eligible for Lifeline funds for WiFi hot spot lending programs when patrons are eligible for the Lifeline program.

## **Recent OITP speaking engagements**

- 3D and IP: OITP policy analyst Charlie Wapner was a featured speaker at the 3D Printing Day held by the Northern Virginia Center of Virginia Tech and at a national [Convening for Good: On the Frontier of 3D Printing for Accessible Education](#).
- Wi-Fi: OITP deputy director Larra Clark spoke on a panel at the Internet Caucus program on "The Past and Future of WiFi."
- Rural libraries, E-rate and Policy Revolution!: OITP director Alan Inouye and OITP associate director Marijke Visser presented at the Association of Rural and Small Libraries national conference in Little Rock.

- Future of the MLS: OITP director Alan Inouye presented as part of a webinar on the University of Maryland's initiative for the Petroleum Abstracts Industry Advisory Council.
- Policy and Librarianship: OITP director Alan Inouye presented as part of a panel to the Leadership Fellows of the Association of Academic Health Sciences Libraries

#### **Other Selected OITP Activities**

- The special reports in the just-released 2015 *Library and Book Trade Almanac* (Bowker Annual) focus on the future of libraries (school, public, & academic) and include a number of ALA-affiliated authors such as Barbara Stripling, Chris Harris, Robert Wolven, Jamie LaRue, Miguel Figueroa, and Larra Clark. Alan Inouye served as consulting editor.
- The CopyTalk webinar series held a session on August 6<sup>th</sup> that featured Sandra Enimil, Ohio State Univ.; Pia Hunter, University of Illinois at Chicago; and Cindy Kristof, Kent State Univ.



**TO:** PLA Board of Directors  
**RE:** Guidelines for Gender Neutral Restrooms  
**DATE:** December 11, 2015

**ACTION REQUESTED/INFORMATION/REPORT:**  
Information

**ACTION REQUESTED BY:**  
Barbara Macikas, Executive Director

**DRAFT OF MOTION:**  
N/A

Information item 1:

This is a thread from ALA Connect, the PLA division page:

Located at: <http://connect.ala.org/node/247173#comment-76388>

**The thread begins with this question:**

**Bathrooms in Libraries**

by [Mark Stawecki](#) on Sun, Nov 22, 2015 at 02:58 pm

Tags: [Working in Public Libraries](#) | [2015](#)

I was reading in the new American Libraries about bathrooms for gender-neutral or transgender persons and was wondering what the policy is where you are concerning this demographic.

Mark Stawecki, MLIS

<http://mwstawecki.wix.com/portfolio>

Comment:



**RE: [ALA Connect] PLA (Public Library Association) - Bathrooms in Libraries (new)**

**Patricia H. Smith** on Mon, 11/23/2015 - 10:00am

The Texas Library Association designates gender-neutral bathrooms in our convention centers.

Comment:



**Gender neutral bathrooms**

**Barbara A. Macikas (staff) on Mon, 11/23/2015 - 11:34am**

Hi Mark,

Like the Texas Library Association, the Public Library Association and ALA designate gender-neutral bathrooms at the host convention centers of our conferences. Currently, PLA does not have a policy related to public libraries and gender neutral restrooms.

As PLA is a national membership organization, we typically do not advise on local management issues. We work to help libraries provide the highest caliber of service to their communities possible, with the resources that are available. Since library management is a local priority, we encourage our members to develop policies and practices that best meet the needs of their communities. Each community has different needs and how a library is designed and staffed must be guided by the overall program of the library and the community needs. What is optimum for one library may be too much or too little for another.

Having said that, I am checking to see if ALA is developing policy. This may be a case where PLA will want to get involved at the policy level in facilities-related issue. Please stay tuned and thank you for checking.

Barb

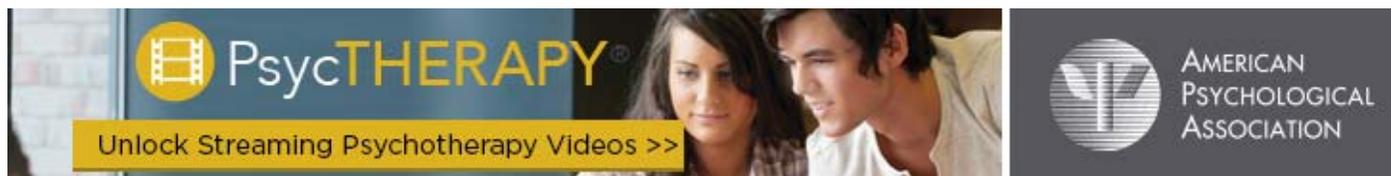
Thanks,  
Barb

Barbara A. Macikas Executive Director, PLA

- See more at: <http://connect.ala.org/node/247173#comment-76388>

**Information item 2, an *American Libraries* article follows:**

<http://www.americanlibrariesmagazine.org/2015/10/30/libraries-gender-neutral-bathrooms/>



[http://oascentral.ctf-inc.com/RealMedia/ads/click\\_ix.ads/ALO/L3/1133217112/Top1/AmerLib/ALO\\_APA\\_Dec2015/PsycTHERAPY\\_static\\_728x90\\_Rnd03\\_V1.jpeg/4f50784b4e465a712f693441422f7546?x](http://oascentral.ctf-inc.com/RealMedia/ads/click_ix.ads/ALO/L3/1133217112/Top1/AmerLib/ALO_APA_Dec2015/PsycTHERAPY_static_728x90_Rnd03_V1.jpeg/4f50784b4e465a712f693441422f7546?x)

## Libraries Create Gender-Neutral Bathrooms

Patrons who identify as transgender or gender nonconforming find a safe space at many libraries

By [Megan Cottrell](http://americanlibrariesmagazine.org/authors/megan-cottrell/) | October 30, 2015

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Portland (Oreg.) Community College includes single-stall gender-neutral restrooms in all of its libraries and new campus buildings.

Photo: Portland Community College

**I**t's the central principle of a public library: Everyone is welcome. Librarians everywhere work to make sure their collections and programs offer

members of their community a safe space. And now some librarians are expanding their safe spaces to include bathrooms, specifically gender-neutral restrooms for patrons who identify as transgender or gender nonconforming.

“When we have restrooms that are segregated according to gender, some customers may feel uncomfortable using them because other people may not perceive that they’re allowed to use that restroom,” says Peter Coyl, a district manager at Dallas Public Library and chair of ALA’s Gay, Lesbian, Bisexual, and Transgender Round Table. “It can make using the bathroom very stressful and even dangerous.”

According to a [2013 study by the Williams Institute \(http://williamsinstitute.law.ucla.edu/wp-content/uploads/Herman-Gendered-Restrooms-and-Minority-Stress-June-2013.pdf\)](http://williamsinstitute.law.ucla.edu/wp-content/uploads/Herman-Gendered-Restrooms-and-Minority-Stress-June-2013.pdf), 70% of transgender people surveyed say they’ve experienced discrimination in restrooms, including being stared at, ridiculed, told to leave, or not allowed to use the facilities. Some reported experiencing physical violence or having the police called.

Katherine Weadley, director of Lyons (Colo.) Regional Library District, began to notice that many of her younger patrons didn’t fit traditional gender norms. When she started thinking about how to make the library a safer space for them, she came across the idea of gender-neutral restrooms.

“By having a gender-neutral bathroom—or by not having one—it’s a kind of judgment, and a personal one,” Weadley says. “If libraries offer gender-neutral bathrooms, it says, ‘I see you.’ It says, ‘We care about you, and this is a safe space for you to come.’”

Portland (Oreg.) Community College (PCC) has taken on the issue of gender-neutral restrooms. When Oregon’s largest post-secondary institution—which serves nearly 90,000 students—received a [\\$374 million construction bond \(http://bond.pcc.edu/about/\)](http://bond.pcc.edu/about/) in 2008 to renovate and expand its four campuses, a group of PCC students, staff, and faculty discussed how to make the school’s estimated 5,600 transgender and gender-nonconforming students feel more comfortable. The discussion helped lead to the creation of 22 new all-gender restrooms as part of the bond construction.

“People generally thought it was important to have places that were gender-neutral for various members of the college community to use,” says Donna Reed, director of PCC’s libraries. “But not everybody was comfortable with the idea of using a bathroom with someone of another gender.”

“We would all be upset if somebody tried to ban a book about a genderless character, so why ban them from your bathrooms?”

—Katherine Weadley, director of Lyons (Colo.) Regional Library District

As a result, PCC included single-stall gender-neutral restrooms in all of its libraries and new campus buildings. Reed says she's gotten a lot of positive feedback, both from the transgender community as well as other students who appreciate the privacy the bathrooms offer. Reed says taking the time to ask people what they wanted was key, especially because bathrooms are often expensive to build.

“We were sort of rushing to install multistall gender-neutral restrooms, and we found out that [many transgender people] were more comfortable with single-stall bathrooms,” says Reed. “It would have been a costly mistake.”

Overall, Reed says the process made everyone on campus more thoughtful about one another's needs. And because single-stall bathrooms are less expensive to build, Reed says PCC's new libraries have more bathrooms than they necessarily would have otherwise.

While some libraries are considering the issue as they build new spaces, others are figuring out ways to make patrons comfortable with their existing facilities. For many libraries, that means adopting a policy that patrons can choose the bathroom in which they feel most comfortable.

That idea can be uneasy for people, Coyl says, often because of misconceptions that surround the transgender or gender nonconforming community.

“Some people, when they first hear about it, are concerned about the appropriateness of it,” he says. “They're concerned about children being exposed to someone in the wrong restroom. They're concerned that people may purposefully use the wrong restroom for some inappropriate activity.”

But in reality, those same risks exist with traditional gendered bathrooms, Coyl says, and for general security, librarians already need to be aware of inappropriate or problematic behavior in any space inside their building.

Coyl says that rather than announcing a policy change or putting up a sign, librarians may need to gradually educate patrons, which can be a slow process. But Weadley points out that as traditional gender norms in our society are changing, it's important for libraries to keep up with the times.

“I think librarians wouldn’t hesitate to order books that had a transgender or queer protagonist,” she says. “We would all be upset if somebody tried to ban a book about a genderless character, so why ban them from your bathrooms?”

Weadley adds, “We need to serve our patrons in whatever form they come in. Patrons need to know that they’re welcome, they’re safe, they’re accepted and not judged.” ■

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MEGAN COTTRELL *is a writer, blogger, and reporter in Michigan.*

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