Board of Directors Meeting
Spring Meeting
11:00am-5:00pm, Sunday, May 6

Meeting Location
ALA Washington Office (1615 New Hampshire Ave NW, 1st Floor, Washington D.C.)

PLA Board of Directors and NLLD 2018 Schedule:
Sunday, May 6, 2018
- PLA Board meeting 11:00am to 5:00pm
- Lunch available at 11:00am
- Board dinner is at 6:30pm at Nopa Kitchen and Bar, 800 F St NW, Washington, D.C. 20004, (202) 347-4667. It is a 17 – 20 min. walk from The George Hotel or a 7 min. drive.

Monday, May 7, 2018
- National Library Legislative Day for those attending.

Tuesday, May 8, 2018
- Meetings with legislators/Congressional offices scheduled via your states

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

Consent Agenda

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Action/Discussion/Decision Items                                              Document Number

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16. Report on IFLA President’s Meeting and IFLA North American Convening  
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17. PLA 2018 Conference Preliminary Report, Macikas, all ACTION ................. 2018.74a-b
18. Financial Reports, Barb Macikas, Scott Allen  
    a. FY18 Financial Status ........................................................................... 2018.75a-b
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20. Proposed changes to PLA board structure, Macikas, all, ACTION .............. 2018.79a-b
21. Review of next iteration of PLA Strategic Plan, Macikas, all ................. 2018.80a-b
22. From Awareness to Funding Report Project, Larra Clark .......................... 2018.81
23. 2020 US Census Update, Larra Clark ....................................................... 2018.82a-b
24. PLA Legacy Grant Update/Sustainability Plan, Barb Macikas, Scott Allen, All  
    i. Sustainability Plan-Short ..................................................................... 2018.83
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    iii. Founding Donor Appeal .................................................................... 2018.85
    iv. Giving Campaign Board Discussion Questions .................................. 2018.86
25. Fall Board Meeting Dates ........................................................................... no document
26. New Business
Public Library Association
Board of Directors—Midwinter Meeting
February 10, 2017, 1:00 PM to 5:30 PM
Denver, CO

DRAFT Board Actions

Present: President; Pam Sandlian Smith, President; Felton Thomas, Past President; Monique le Conge Ziesenhenne, President-elect; Directors at Large: Rhea Brown Lawson, Michelle Jeske, Richard Kong, Carrie Plymire, Tracy Strobel; Stephanie Chase, ALA Division Councilor

Approved Absences: Gina Millsap, Director at Large

PLA Staff: Barb Macikas, Executive Director; Scott Allen, Deputy Director; Nellie Barrett, Program Coordinator; Larra Clark, PLA/OITP Deputy Director; Laurence Deutsch, Manager, Communications; Lian Drago, Program Officer, Continuing Education; Mary Hirsh, Deputy Director; Steven Hofmann, Manager, Web Communications; Kathleen Hughes, Manager, Publications; Samantha Lopez, Project Coordinator; Angela Maycock, Manager, Continuing Education; Kara O’Keefe, Manager, Marketing and Membership; Emily Plagman, Project Manager

Guests: Clara Bohrer, PLA Budget and Finance Committee; Mary Hastler, ALA Committee on Legislation; Dan Hoppe, ALA Associate Executive Director, Human Resources; Deborah Jacobs, Director, Global Libraries Program, Bill & Melinda Gates Foundation; Julius Jefferson, ALA Executive Board Liaison; Kathi Kromer, ALA Associate Executive Director, Washington Office; Bobbi Newman, co-chair, PLA Health Initiative Advisory Group; Julie Robinson, co-chair, PLA Health Initiative Advisory Group

ALA/PLA Candidates: Wanda Brown, ALA Presidential candidate; Sue Considine PLA Director-at-large candidate; Nicolle Davies, PLA Presidential candidate; Peter Hepburn, ALA Presidential candidate; Ramiro Salazar, PLA Presidential candidate; Kelvin Watson, PLA Director-at-large candidate

1. Welcome and Introductions, Pam Sandlian Smith.
2. By consent, approved the 2017 Fall Board Meeting Draft Actions (2018.29).
3. By consent, approved the consent agenda as presented.

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Action/Discussion/Decision Items

4. **Introductions of ALA Presidential and PLA Board Candidates** (no document). The candidates introduced themselves and stated the positions for which they are running in the 2018 elections.

5. **PLA President’s Report**, *Smith* (no document). Smith reported on recent activity as follows.
   - Smith and Hirsh attended a meeting convened by the Seattle Public Library, where the need for library school education to move the public library field forward and better help libraries serve communities was discussed. Library school graduates entering the public library field need to have people skills and not rely entirely on learning on the job. Board members were interested in learning more and continuing these discussions, and Hirsh will circulate notes for additional information.
   - Smith reached out to the president of the International Federation of Library Associations and Institutions (IFLA), Glòria Pérez-Salmerón, to discuss collaboration, with the goals of creating a stronger relationship between PLA and ILFA and affecting the impact that public libraries have globally.
   - Smith shared the new strategic plan for Anythink Libraries, which was developed over the last year. She noted that individual libraries in Colorado have held community dialogues using the Aspen model, and a convening with high level policymakers throughout state took place in May 2017.

6. **Report from Budget and Finance Committee Chair**, *Bohre* (2018.52-55). Bohre referred board members the fiscal year 2018 (FY18) Balance Sheet, the FY17 Programs by Project report, the PLA Conference Comparison between FY16 and FY18, and a report on PLA grants, all as of November 2017.
   - The Budget and Finance Committee met and reviewed more recent reports (December 2017), and noted that FY18 operating revenues are down $170,000 from budget, but that most shortfalls are due to timing and revenue is expected to meet budget. Operating expenses are down by approximately the same amount. FY18 is expected to close with a fund balance of $2.8 million. For grants, PLA has secured $20 million over 10+ year period and is budgeted to spend $2.7 million in FY18. PLA will earn $35-$55,000 in interest in FY18, and the committee will make a recommendation on use of those funds later this spring.
   - In FY18, PLA will provide ALA with overhead totaling $882,000 from general operations and $434,000 from grants.
   - The financial status of ALA was discussed. ALA cut 40 positions in its general fund since 2009, reducing capacity. ALA leadership is currently evaluating its assets, such as the headquarters property, for stability and to find $6-8 million to invest in technology, fundraising, and advocacy. The executive directors and fiscal officers for ALA units convened during Midwinter, suggesting that ALA
urgently address its budget issues, and do so with transparency to ALA Council and other leadership. Status of decisions related to the ALA headquarters property and the future of the Midwinter Meeting are not clear. Some ALA actions that may affect PLA for FY19 include a potential dues increase as well as investments in technology, which may help with member engagement. ALA is also discussing how divisions could “cofund” activity to serve the entire organization, for instance via loans that require repayment. PLA’s fund balance, which is substantially higher than the $750,000 recommended, could support such cofunding. The collaboration of ALA units, and some of the steps individual units are taking to be realistic and consider major changes, was seen as positive.

7. **ALA Treasurer and ALA Finance Director reports**, *Hildreth, Leon* (2018.56). Technical difficulties prevented these reports from being delivered.

8. **ALA Executive Board Liaison Report**, *Jefferson* (2018.57-58, plus on-site documents). Jefferson referred board members to background including the ALA Dues Proposal, ALA Organizational Effectiveness document, ALA Board Talking Points, ALA Midwinter Planning background, and the ALA Five-Year Financial and Technology Plans. Jefferson reported that ALA is examining its organizational effectiveness, structure, sustainability, core revenue, and technology capacity. The board wants to hear from ALA members about structure and organization to inform its discussion. A new business development team has been established to consider revenue opportunities, and efforts to leverage the ALA headquarters property were again noted. One drive for new revenue is related to ALA’s technology capacity; recommendations from the IT consultant suggested the need for major investments, so new funding is needed. The future of the Midwinter Meeting is being discussed, and there is the potential for incremental changes in 2019 and 2020 or eliminating the meeting altogether. Board members noted that libraries have difficulty justifying the expense to send staff to Midwinter, and vendors have indicated their marketing budgets may not support continued participation in Midwinter due to the low return. Board members agreed PLA should provide input into the discussion of Midwinter.

Jefferson also highlighted the establishment of the ALA Policy Corp, which will create strong library advocates. Twelve members were accepted for the initial class out of 68 applications. This led to a short discussion of threats to federal funding for libraries. Finally, status of the ALA Executive Director search was noted. The upcoming ballot measure to require the ALA Executive Director to have a library degree will succeed only if a quorum (25% of the membership) votes and the measure passes.

9. **Every Child Ready to Read (ECRR) Status and Next Steps**, *Smith, Macikas* (2018.59). Since 2001, PLA and the Association for Library Service to Children (ALSC) have worked cooperatively on the ECRR project. A new Memorandum of Understanding (MOU) will spell out the next steps for each organization including disengaging from our partnership in order to allow each organization to pursue related initiatives. For PLA, this means merging ECRR work into the broader focus on family engagement. The importance of including ECRR experts and leaders in our family engagement work was noted.

10. **Communications and PLA Board Speaker’s Bureau**, *Macikas, Deutsch* (2018.60). Deutsch briefly presented the plan to develop the speaker’s bureau throughout 2018. The board supported the plan as written. It was confirmed that PLA would support speaker expenses when necessary so member leaders do not need personal or library funds. It was also suggested that PLA communicate when and where any talks were taking place so PLA leaders can attend, observe and support each other.

11. **ALA Committee on Legislation Report**, (on-site document). Hastler, a PLA member who serves on the ALA Committee on Legislation, thanked members for action around the threats to net neutrality and
library funding. Similar threats are expected and corresponding action will be needed when the President releases his budget proposal in the near future. She reported that the Committee is examining its charge. Communication to ALA divisions and state chapters is critical to ALA’s advocacy success, and assisting members to develop long term relationships with legislators is a goal. Helping members engage with their representatives routinely, and not just when action is needed, is important.

12. **ALA Washington Office Update**, Kromer (no document). Kromer provided updates on net neutrality, E-rate, Title 44 and the Government Printing Office, and other issues. She encouraged members to send examples of how their libraries benefit from E-rate discounts for use in advocacy. The bill to reauthorize the Institute for Museum and Library Services (IMLS) has been introduced. IMLS has not been authorized for two years, which makes the agency vulnerable and makes advocating for IMLS appropriations difficult. The bill has 10 cosponsors, and the Washington Office is seeking additional cosponsors from specific states. The Washington Office is also beginning to discuss roll out of the 2020 census with the United States Census Bureau. Changes in how the census is administered will challenge communities but may be an opportunity for libraries to show value. The Washington Office is developing new tools for how libraries and library boards can establish relationships with legislators, capitalizing on the motivation and interest that was apparent after the 2017 push to re-fund IMLS. It was also noted that constituents often call their legislators for help and services that libraries can provide, so developing relationships based on jointly serving the needs of the community may be productive. Finally, Kromer reported on some planned changes to ALA Legislative Day, designed to provide more networking time and a better educational experience, particularly for new members. Feedback from legislators has indicated ALA advocates should focus first on the value of libraries and not on specific “niche” issues. There will be no Legislative Day in 2019 because ALA’s Annual Conference will be in Washington, DC.

13. **PLA Strategic Planning Process Update**, Smith, Macikas (on-site document). The latest iteration of the revised PLA strategic plan was distributed. Board members will take time to review it and should post questions or feedback to the board’s email list. The Board suggested holding focus groups at the PLA conference in March to test assumptions. The spring 2018 board meeting will include a more substantial discussion of the plan. Staff will work with GMMB to coordinate PLA member and nonmember input to the draft.

14. **From Awareness to Funding Survey Update**, Clark, Macikas (on-site document). Clark reported that the data on voter awareness and support of library funding is less supportive than anticipated, so the results will be released as a call to action to libraries to educate and motivate their communities. Positive findings included strong support for libraries, which have a generally positive image. Conversely, the softening of support for funding public institutions generally is evident, and community members do not understand that most library funding is local. Specifically, the decline in support for libraries among parents of school age children was surprising. A program on the results will be held at the PLA Conference. The potential to get member input on how to use the survey results was noted, perhaps in conjunction with efforts to get input on the PLA strategic plan. Conducting virtual town halls and holding events at the 2018 ALA Annual Conference were also suggested.

15. **IMLS-Inclusive Internship Initiative**, (2018.61). IMLS extended funding for the initiative, allowing PLA to repeat it in 2018. This relaxes the need for PLA to identify other funding to continue the project, although long-term sustainability remains a goal. Hirsh was thanked for her work on the project and proposal. The idea of bringing some of the interns to National Library Legislative Day in May to advocate for libraries was suggested.
16. **Review of the ALA Council Agenda, Chase (no document).** Chase reviewed issues to be discussed, including planned open discussion during the Planning Budget Assembly, presentations by the ALA board candidates, a resolution on the leadership pipeline and related issues about orientation (or lack thereof) to Council service. While the future of Midwinter is not on the agenda for open discussion, Chase volunteered to provide PLA input through PLA’s CPCT representative to the ALA Conference Committee, Michael Bobish. The Board discussed how PLA might be active to influence Council discussion around these critical issues related to ALA’s future and its structure. Suggestions included collaborating with the Association for College and Research Libraries (ACRL), engaging consultants with expertise in strategy, considering scenario planning, and motivating PLA members to be active in commenting on ALA Connect when ALA seeks member input.

17. **Executive Session, Board members, Macikas, Hoppe (no document).** An executive session was held related to an ALA human resources issue.

18. **New Business, All (no document).** Jacobs provided a status update on PLA’s legacy grant, noting that phase 1 reports have been submitted and are being reviewed by the foundation. Showing that PLA and the other partners were able to meet milestones, handle the funding responsibility, and be nimble will reassure that foundation that the partners can manage the remaining funding through 2026 once the Global Libraries program ends. She commended PLA for its work and all legacy partners for learning to collaborate and work together to serve the field. Macikas reported that the legacy process has been valuable professional development for PLA staff and leaders and thanked Global Libraries for being a great “thought partner.”

19. **Date of Next Meeting, All (no document).** The next meeting will be held on Sunday, May 6, 2018 in Washington, DC.

20. **Adjournment.** There being no new business, it was moved and approved to adjourn the meeting at 5pm.
Action Items/Discussions Requiring Follow Up

The following actions were drafted based on discussion at the 2018 Midwinter board meeting.

**ACTION:** Hirsh will write up and circulate notes from the Seattle Public Library meeting about library school education and public libraries.

**STATUS:** COMPLETED. This issue is will be discussed at the Summer 2018 board meeting agenda.

**ACTION:** The Budget and Finance Committee will provide a recommendation to the board for use of PLA’s FY18 long term investment interest to consider at the Spring 2018 board meeting.

**STATUS:** TO BE DISCUSSED at the Spring 2018 board meeting.

**ACTION:** Macikas and board members will determine how to best provide input from PLA on the future of Midwinter and take action to do so.

**STATUS:** IN PROCESS.

**ACTION:** Deutsch will implement the plan to develop the speaker’s bureau for PLA and will include steps to notify all PLA leaders of any scheduled talks to facilitate their presence at others’ presentations.

**STATUS:** ACCOMPLISHED. Staff continue to work through the plan as presented at the 2018 Midwinter Meeting.

**ACTION:** PLA board members will provide the ALA Washington Office with examples of how their libraries benefit from E-rate discounts for use in advocacy.

**STATUS:** ONGOING, examples are still needed and board members are encouraged to submit them.

**ACTION:** PLA board members will review the latest version of the new strategic plan and will post their comments, suggestions and questions to the PLA board email list in advance of the spring 2018 meeting.

**STATUS:** ONGOING, to be discussed at the Spring 2018 board meeting.

**ACTION:** PLA and GMMB will determine a strategy to solicit PLA member input on the revised strategic plan, via online surveys, focus groups at the PLA Conference in Philadelphia, and/or other strategies.

**STATUS:** ACCOMPLISHED. Focus groups were held at the PLA Conference in Philadelphia, PA.

**ACTION:** Clark and others will determine next steps to promote findings from the From Awareness to Funding survey and engage members in advocacy around the results, using the PLA Conference, virtual town halls, and the ALA Annual Conference as needed.
### Status: In Process

The report was featured at the PLA Conference via a presentation and distribution through multiple exhibit floor booths. Continued work on this issue will be discussed at the 2018 Spring board meeting.

### Action:

Chase will collect PLA input on the future of Midwinter and connect with ALA member volunteers leading this issue to discuss.

### Status: Unknown

Staff will connect with Jamie Hollier of Commerce Kitchen and Adam Goodman of Northwestern University to discuss potential engagement in ALA strategy discussions.

### Status: Unknown
TO: PLA Board of Directors  
FROM: Barbara Macikas, Executive Director  
RE: Reports from PLA committees, advisory groups and task forces  
DATE: April 23, 2018

PLA solicits status reports from its committee chairs twice yearly. This will ensure that the Board has an opportunity to review the work of the committees. 

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.
Submitted on Monday, March 12, 2018 - 10:32
Report submitted by: Digital Literacy Committee

Submitted report:

This report represents work done: September–March
Committee/group name: Digital Literacy Committee
Chair name: Monica Dombrowski
Chair e-mail address: mdombrowski@gailborden.info
Staff liaison (if applicable): Scott Allen
Date submitted: 03/12/2018

Please provide key accomplishments since last report to the Board:
- Held 3 conference calls to discuss committee charter, DigitalLearn.org history, and brainstorm ideas for projects.
- Conducted committee member survey to determine strengths and areas of interest for assignments.
- Met at ALA Midwinter to begin mapping out short-term and long-term projects for the committee.
- Began work on an article on DigitalLearn.org resources for PLA journal.
- Have presentation scheduled for PLA Conference ("Accidental Trainer").
- Have presentation scheduled for PLA Virtual conference (Accidental Trainer").
- Submitting proposals for IL, MI, FL, and NY Library Association conferences.
- Investigating opportunities for proposals at other conferences.
- Provided feedback on new eLearning courses for DigitalLearn.org.

Please list key accomplishments planned for the balance of the year:
- Present sessions at PLA Conference, PLA Virtual Conference, and ALA Annual (News You Can Use).
- Publish article on DigitalLearn.org for PLA journal.
- Create standardized presentation on Digital Literacy Basics to be used for conferences.
- Set up Digital Services internship with PLA and market to ALA accredited programs.
- Work on compiling a set of basic tech competencies for public libraries to use, along with evaluation methods.
- Assist with the creation of new eLearning modules for DigitalLearn.org.
- Add at least 5 new classes to the instructor side of DigitalLearn.org, which was new as of 2017.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?
It would be great if we could negotiate price discounts from TechSmith for Articulate licenses and have PLA provide some of the funding to offset the cost. We think a lot of librarians would be happy to try making their own eLearning modules but the software is too expensive.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:
The work of the committee primarily relates to PLA’s goal to be a “leader and valued partner of public libraries’ initiatives to create a literate nation.” Our work and the work we seek to inspire among
libraries addresses the PLA objectives of increasing awareness of the many types of literacy necessary for 21st century success, and of enhancing public libraries’ abilities to provide literacy services in their communities. We also believe a driving intent of public libraries’ digital literacy work and PLA’s DigitalLearn is to reduce inequities and help under-served groups participate more fully in work, school and life, and we understand the forthcoming PLA strategic plan will include new goals related to equity and inclusion.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group’s work? A digital services internship with PLA would be wonderful. Our idea is to work with the ALA accredited library schools to create a “virtual” internship where students could get course credit for helping to vet, update, and manage content on DigitalLearn.org. This could include both the eLearning modules as well as the instructor materials.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? We discussed collaborating with ACRL and YALSA to create a mentoring program for librarians who teach to work with public librarians. We also believe it could be useful to collaborate and create a set of digital literacy standards for public libraries because ACRL and YALSA each have their own set of literacy standards, as does IMLS.

Have there been any issues related to meeting participation/attendance for any of the group’s members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/7725
Submitted on Thursday, March 29, 2018 - 14:22
Report submitted by: Family Engagement Task Force

Submitted report:

This report represents work done: September–March
Committee/group name: Family Engagement Task Force
Chair name: Clara Bohrer, Kathleen Reif (co-chairs)
Chair e-mail address: Kr530@comcast.net
Staff liaison (if applicable): Scott Allen
Date submitted: Thu, 03/29/2018

Please provide key accomplishments since last report to the Board:
We brought on 6 new members with the 2017-2018 term (joining the co-chairs and 3 members continuing to serve). We continued to do many presentations about our FE framework, including a presentation by co-chair Kathleen Reif at the IMLS-funded “Engaging Families in Museums and Libraries” symposium (Sept 22), and three sessions at the National Center for Families Learning Conference (Oct 9-11). We successfully proposed both a program (Jun 24) and a News You Can Use session (Jun 25) for the 2018 ALA Annual Conference in New Orleans, LA. We helped the Global Family Research Project launch the “living Ideabook,” a site that allows libraries to submit new family engagement program examples. We drafted a new Libraries Transform toolkit on family engagement with the Public Awareness Office and hope to complete it in the spring of 2018. Finally, we continued to promote our two publications, Public Libraries: A Vital Space (August 2016) and Ideabook: Libraries for Families (December 2016).

Please list key accomplishments planned for the balance of the year:
The Task Force hopes to 1) complete the Libraries Transform toolkit, 2) develop new plans to promote the Ideabook and Living Ideabook, 3) refine our core presentation and related audience exercises and provide template program proposals to Task Force members to submit to their state/regional events, 4) establish a subgroup to work with Project Outcome staff and brainstorm measures, 5) recruit and contract with a family engagement subject matter expert to develop new programs and tools for PLA.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?
The Task Force is asking to use product development funds from the PLA legacy grant to support the above-mentioned subject matter expert and help accelerate the development of new products and tools for libraries.

Describe (briefly) how your group’s work is tied to a specific goal/objective of the PLA Strategic Plan:
The Task Force is focused under PLA’s Leadership & Transformation goal. We are helping to “define and support the transition of public libraries to learning spaces” (objective 1). Our publications and trainings have increased “opportunities to share best practices and next practices” (objective 3), and because the framework we established for family engagement addresses both programs and leadership, we are part of PLA’s efforts to “support public library staff in leading change and transforming library service” (objective 2). We discussed the challenges of “influencing Library School curriculum” (objective 5), and see potential in that area, but have not made specific plans.
Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group’s work?

Ideas for future products which we continue to discuss include: speaker’s kits and staff inservice toolkits; “organizational change” resources like internal assessment tools, model job descriptions, and sample strategic plan language; and expanded program ideas or even model program toolkits, particularly that focus on older children or STEM or media programs.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?
The Task Force’s work is most closely related to Every Child Ready to Read’s oversight committee, which is being disbanded in 2018, so we are actively considering how to keep PLA’s work around ECRR moving forward and to keep the many dedicated ECRR expert volunteers engaged.

Have there been any issues related to meeting participation/attendance for any of the group’s members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/8235
Submitted on Wednesday, March 14, 2018 - 11:19
Report submitted by: Leadership Development Committee

Submitted report:

This report represents work done: September–March
Committee/group name: Leadership Development Committee
Chair name: Christopher Platt
Chair e-mail address: christopherplatt@nypl.org
Staff liaison (if applicable): Mary Hirsh (until perm is assigned)
Date submitted: 03/14/2018

Please provide key accomplishments since last report to the Board:
The committee met at MidWinter on 2/9/18. Due to weather conditions affecting travel to Denver, a handful of members were unable to make it to the meeting. Per the agenda, the following topics were discussed, action items identified, and volunteers attached as noted.

1. Leadership Academy model review and revision process

With advance notes provided by Lian Drago, Mary Hirsh from PLA updated the committee on the plan to engage a small group of stakeholders over the summer of 2018 to review and revise the existing Leadership Academy model:
PLA developed its leadership model in 2009, under the guidance of Dr. Adam Goodman of Northwestern University’s Center for Leadership. The model has provided a foundation for all PLA leadership activities since, including the 4 successful Leadership Academies. But 2009 was a long time ago, and the leadership model needs a refresh. Committee members who are past participants of the Academy indicated this review & revision will be useful.

2. Committee discussed a Leadership Academy get together at Annual. Lian indicates there is a formal VIP reception for LA alumni at PLA. Additionally LA cohorts often meet up on their own at conferences. With space & resources constrained at Annual, the committee agreed an additional formal meet up is unnecessary.

3. Committee discussed writing a Leadership Academy “Where Are They Now?” article. Lian Drago and Mary Hirsh indicate this has the green light from PLA for publication in Public Libraries. Please see next section for planned actions on this.

4. Committee discussed Leadership Program Proposals for upcoming conferences or webinars.

The committee agreed this is important and discussed whether it would be best pursued as a program proposal or a webinar. Renee, Kimberly and others indicated 3 strong program proposals were submitted last year but not picked up. The committee agreed we should use these as a starting point since work was already done on them.
The committee agreed that given the near term work ahead of it with the article and LA review project, this would be an appropriate topic to table until Annual meeting for pursuing when the workload frees up again.

**Please list key accomplishments planned for the balance of the year:**
1. Leadership Academy Review: On Friday, June 22, 2018, PLA will host a select group of practitioners in a facilitated conversation regarding skills and behaviors for leaders in order to update the model at Annual. The Chair of the Leadership Development Committee will represent the committee at this meeting and past participants who are members of the committee may also be invited. After this conversation, this committee will be engaged to provide feedback on revision drafts as they become available later in the summer.

2. Leadership Academy “Where Are They Now?” article

4 committee members volunteered to interview 2 LA alumni each drawn from the past participant roster, aiming for a representative demographic balance. 6-8 interviewees total would be appropriate for an article of this nature. Interviewees are identified and interviews underway. The committee agreed that the interview questions should be fairly uniform to ensure the interviews could come together into a well-edited article:
How did participating in PLA’s LA affect you?
Where are you now? (Tell us about your path since LA) How does it still influence your role as a leader today?
What advice would you have for a new leader?
Renee DiPilato volunteered to take the finished interviews and edit them into an article for submission. Given the other committee work expected during the summer, we agreed to submit this article in advance of Annual if possible.

3. Leadership Program Proposal:

The committee agreed that given the near term work ahead of it with the article and LA review project, this would be an appropriate topic to table until Annual meeting for pursuing when the workload frees up again.

Next Step Action Item:
Past Committee Chair Renee DiPilato will forward the previous proposals to the group to prep for the discussion at Annual.

 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. Will revisit at annual.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:
Our committee’s work is explicitly tied to the objectives under the second goal "Leadership and Transformation". More specifically, our work advocating for and supporting the next generation of public library leaders through helping review the Academy program, highlighting the accomplishments
of past participants via a Public Libraries article, and planned programs around salient leadership issues, helps PLA achieve objectives 2 & 3 under that goal: increasing leadership development & training, and increasing sharing of best & next practices among leaders.

**Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?**
Not at this time. Will revisit at annual.

**Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?**
Potential collaboration with LLAMA groups or others, will revisit in more detail at annual.

**Have there been any issues related to meeting participation/attendance for any of the group's members?** Yes  (if yes, PLA will contact you for more information)

The results of this submission may be viewed at: [http://www.ala.org/pla/node/784/submission/7734](http://www.ala.org/pla/node/784/submission/7734)
Please provide key accomplishments since last report to the Board:
Discussion on PLA Board Referral/Request to Leg & Advocacy Committee to provide guidance to PLA for developing new strategic partnerships- particularly with government agencies and non-governmental agencies/non-profits. The following items were discussed:
- Revised committee charge and name (Nicolle)
- Existing PLA partnerships (Larra)
- Committee members crossover memberships with other groups (Heather)
- Framework for identifying, developing and evaluating new strategic partnerships for PLA (Sara & Morgan & Heather)

We also discussed doing library presentations at non-library conferences, or having a presence at non-library conferences. We discussed the importance in engaging local government leaders. We want to look more at ICMA, League of Cities, Chamber of Commerce, NACO, NIC, and Goodwill Industries.

Please list key accomplishments planned for the balance of the year:
- Revised committee charge and name (Nicolle)
- Existing PLA partnerships (Larra)
- Committee members crossover memberships with other groups (Heather)
- Framework for identifying, developing and evaluating new strategic partnerships for PLA (Sara & Morgan & Heather)

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:
We are working to determine what non-library partnerships PLA should be seeding and a framework for identifying and evaluating these new partnerships.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?
Framework for identifying, developing and evaluating new strategic partnerships for PLA
Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? Not at this time.

Have there been any issues related to meeting participation/attendance for any of the group’s members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/8218
Submitted on Monday, April 2, 2018 - 10:12
Report submitted by: Membership Advisory Group

Submitted report:

This report represents work done: September–March
Committee/group name: Membership Advisory Group
Chair name: Christopher Warren
Chair e-mail address: cwarren@auburnalabama.org
Staff liaison (if applicable): Kara O'Keefe
Date submitted: Mon, 04/02/2018

Please provide key accomplishments since last report to the Board:
The PLA Membership Advisory Group has continued its outreach to new members by sending a welcome email to every new member of PLA each month. These emails serve as an opportunity to put a human face on PLA and to provide a more personal touch for those who have joined. MAG members also use the emails an opportunity to highlight opportunities for member involvement or engagement, including webinars, workshops, and conferences. In addition, members of the Membership Advisory Group spoke at the PLA Booth at the PLA Conference in Philadelphia about ways to become involved with PLA.

Please list key accomplishments planned for the balance of the year:
The Membership Advisory Group will continue to discuss ways to engage PLA members more effectively, specifically in non-conference years. These may include micro-volunteering opportunities (for example, with specific, time-bound projects or task force activities); writing publishing (such as with Public Libraries magazine, Public Libraries online, or the Public Libraries podcast), and smaller, regional PLA events in non-conference years.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?
At this time, the Membership Advisory Group does not have any specific recommendations or ideas with financial impact for PLA.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:
By engaging with new members and by working toward ways to make PLA membership even more meaningful and impactful, the Membership Advisory Group's work supports PLA's envisioned future "an essential partner in transforming libraries and empowering librarians, with membership viewed as a necessity for a successful library career." Additionally, by attempting to understand members' needs and by recommending strategies to elevate the relevance of PLA, the MAG works to "understand and adapt to new trends and models in association organization and membership" (Organizational Excellence, Objective 3).
Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group’s work?
The subject of smaller, regional PLA events in non-conference years is often raised by Membership Advisory Group members. While we are unsure of what the details of this would look like, we plan to actively discuss these opportunities in the remaining months of the PLA year.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?
In order to reach a better understanding of our members and potential members, the Membership Advisory Group would benefit from collaboration with the Leadership Development Committee, the Continuing Education Committee, and the Task Force on Equity, Diversity, and Inclusion.

Have there been any issues related to meeting participation/attendance for any of the group's members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/8302
Submitted on Friday, April 13, 2018 - 15:30
Report submitted by: PLA 2018 Conference Program Subcommittee

Submitted report:

This report represents work done: September–March
Committee/group name: PLA 2018 Conference Program Subcommittee
Chair name: Aurora Martinez
Chair e-mail address: amartinez@morleylibrary.org
Staff liaison (if applicable): Angela Maycock
Date submitted: Fri, 04/13/2018

Please provide key accomplishments since last report to the Board:
A task force of the subcommittee coordinated a panel discussion on public libraries and the opioid epidemic. Other subcommittee members created lists of PLA Conference programs that would be of particular interest to small and rural libraries. Finally, the entire committee attended the PLA Conference in Philadelphia. In addition to fulfilling any presentation/program coordination duties that members may have had, all subcommittee members worked several shifts staffing the Help Desk. A task force of the subcommittee reviewed submissions for Spark Talks, made selections, and presented the Spark Talks sessions at the PLA Conference.

Please list key accomplishments planned for the balance of the year:
Via email, the subcommittee will review and analyze feedback from PLA Conference attendees, and create recommendations for the next subcommittee.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA? None at this time.

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:
The work of the programming subcommittee reflects and supports various goals of the Strategic Plan, in particular: encouraging and equipping library workers to participate in all levels of advocacy, providing/increasing leadership development and training to support library workers in transforming library service, and supporting organizational excellence through enhancement of knowledge of new trends and models.

Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group’s work? None at this time.

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all? No recommendation at this time.

Have there been any issues related to meeting participation/attendance for any of the group's members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/8384
PLA Annual Conference 2018 Program Subcommittee

Chair name: Kevin A. R. King, Kalamazoo (MI) Public Library
Chair e-mail address: kevink@kpl.gov
Staff liaison (if applicable): Angela Maycock
Date submitted: March 15, 2018

The team was excited to work with the new online conference tool, ConferenceAbstracts.com. We reviewed 119 entries for the 2018 ALA Annual Conference in New Orleans and selected 15 programs. The process included dividing all submissions into smaller chunks for each teammate, scoring them using the new form, and then finally meeting via an online conference to discuss and determine the final selections.

It was important to both myself and the PLA Office that the new “blind” review process was addressed. During a meeting with all the ALA group chairs working on conference program selection, I made sure that PLA needed to know who was submitting the program. This information is vital to make sure we are presenting high quality programs with energetic speakers. I am happy to say, the idea of a “blind” process was dropped.

This subcommittee is only a one year appointment, but I would recommend that it might be wise to appoint some holdovers due to ALA’s new online program proposal system.

It was extremely important to the team, and emphasized by Angela, to keep in mind the PLA Strategic goals. I am pleased that many of the selected programs align with those objectives.

I would like to also suggest that in the PLA Conference years, it would be a could idea to have some members serve on both committees. It was helpful that a couple of us knew what was happening at the PLA Conference as we planned for ALA Annual.

If you have further questions, I would be happy to address them via email or phone. Thank you very much for the opportunity and privilege to lead this great team. All members were energetic and excited about the work. I am very proud of the slate PLA will be presenting in New Orleans!

Respectfully submitted,
Kevin A. R. King (Chair) - Kalamazoo (MI) Public Library
Mallory Arents - Darien (CT) Library
Trisha Burns - Bay County (MI) Library System
Kimberly Knight - Prince Georges County Memorial (MD) Library System
Candela Mendoza - San Antonio (TX) Public Library
Erin Oh - Baltimore County (MD) Public Libraries
Sara Pope - Houston (TX) Public Library
Angela Semifero - Marshall (MI) District Library
Susan Teller - Skokie (IL) Public Library
Peggy Tseng - Frank Sarris (PA) Public Library
Sara Zettervall - Whole Person Librarianship (MN)
Submitted report:

This report represents work done: September–March
Committee/group name: Task Force on Equity, Diversity and Inclusion
Chair name: Richard Kong, Amita Lonial
Chair e-mail address: amita.lonial@gmail.com
Staff liaison (if applicable): Scott Allen
Date submitted: Sun, 04/01/2018

Please provide key accomplishments since last report to the Board:
Developed a quarterly email communication about EDI (our work and broad EDI trends); working with established communication channels within ALA and PLA to share what we are doing and learning

Led free PLA Webinar on Power, Identity, and Oppression that had nearly 400 registrants

Led a conversation for directors and leaders at ALA Midwinter to talk about incorporating EDI into organizations

Presented daylong pre-conference for PLA 2018 led by Mia Henry, Executive Director of the Arcus Center for Social Justice along with Lois Thompson, Hennepin County, Executive Director, Amy Sonnie Education Initiatives Coordinator at Marin County Free Library, and Amita Lonial, Principal Librarian San Diego County Library

Developed draft language for PLA’s upcoming strategic plan focusing on EDI and social justice

Please list key accomplishments planned for the balance of the year:
Develop a plan for regional trainings led by Mia Henry and/or using curriculum developed by Mia

Partner with the Government Alliance on Racial Equity (GARE) on the release of their white paper focusing on public libraries engaging in racial equity and justice work

Develop online library for libraries to share tools and resources, and/or find experts on specific topics in need

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 work of the EDI Task Force has the potential to impact all four core goals in the current PLA Strategic Plan (advocacy and awareness, leadership and transformation, literate nation, organizational excellence).
Do you have any suggestions for future products or resources (excluding conference programs) to be developed based on your group's work?
Regional trainings
Online library where users can submit documents Participatory list serve where people can connect, ask questions, and share resources

Are there other PLA/ALA committees your group might collaborate with to benefit the work of all?
ALA Office for Diversity, Literacy and Outreach Services

It'd be nice to connect with existing and new groups to see how EDI may apply to their work or approach

Have there been any issues related to meeting participation/attendance for any of the group's members? No

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/8294
Submitted report:

This report represents work done: September–March
Committee/group name: Web Content Working Group
Chair name: Theresa Jehlik
Chair e-mail address: tjehlik@omahalibrary.org
Staff liaison (if applicable): Steve Hofmann
Date submitted: 03/15/2018

Please provide key accomplishments since last report to the Board:
The Directors, Managers & Administrators and Reference sections of the PLA Professional Tools were updated. The membership was alerted to the changes in the January 19, 2018 issue of PLA e-news via a short article, Content Updates Made to PLA Professional Tools.

At the ALA Midwinter meeting on February 10th, the group decided to focus only on the professional tools. We felt the group needed more time to prove itself with a narrower focus. Our goal is that members use the PLA Professional Tools as their first stop for consistent, reliable information.

Please list key accomplishments planned for the balance of the year:
Update the Community Engagement & Outreach and Programming & Instruction sections prior to ALA Annual in June. All sections will then be updated since the site's initial inception in 2016. Work has started on this process.

Does the group have any specific policy recommendations to the Board and/or recommendations or ideas with financial impact for PLA?
No

Describe (briefly) how your group's work is tied to a specific goal/objective of the PLA Strategic Plan:
We're most closely tied to the BHAG by focusing on content creation that will lead library workers to relevant resources and tools when working with patrons, their communities, and each other. Eight broad content areas encompass Circulation & Technical Resources; Community Engagement & Outreach; Directors, Managers & Administrators; Programming & Instruction; Public Relations & Marketing; Reference; Technology and Website Development; and Youth Services.

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?
I believe we already have a connection with the ALA Technology Committee.
Have there been any issues related to meeting participation/attendance for any of the group's members? Yes (if yes, PLA will contact you for more information)

The results of this submission may be viewed at: http://www.ala.org/pla/node/784/submission/7735
TO: PLA Board of Directors  
RE: Inclusive Internship Initiative  
DATE: April 13, 2018

ACTION REQUESTED/INFORMATION/REPORT:  
Information

ACTION REQUESTED BY:  
Mary Hirsh, Deputy Director

BACKGROUND
Following the successful 2017 pilot of the Inclusive Internship Initiative, IMLA awarded PLA supplemental fund to support a second cohort in 2018.

STATUS
PLA issued a broad call for library applicants through its usual channels, other ALA units such as YALSA and ODLOS, and through the ethnic affiliates. 2017 participants served as excellent peer marketers, especially reaching small, rural, and tribal libraries.

78 libraries completed the short application, more than double the number of last year. From these, PLA staff, ODLOS staff, and a consultant built the cohort of 50 libraries (see attached). Priority was given to new participants; only three 2017 libraries were included in the cohort. They represented the libraries that received the highest review scores in their states. Board member libraries were invited to fund their own intern while fully participating in the cohort.

The project design is very similar to 2017. Again, the event will kick off in Washington, D.C. with a master class. The Library of Congress will host one day of the meeting. Richard Reyes-Gavilan will welcome the group. PLA worked with colleagues in ACRL to secure space at the Georgetown University libraries for an evening social event and tour.

Over the course of the summer, interns and mentors will work together to design and implement a project. The group will meet in the fall in Chicago where each intern will make a brief presentation on their work. Based on 2017, PLA will provide more ongoing support and networking opportunities for both interns and mentors this summer.

FUTURE
This is a valuable program that has had direct positive impacts on both libraries and the lives of individual interns. PLA is in the early stages of exploring alternate funders and participation models so we can continue to offer the program.
### 2018 Participating Libraries

<table>
<thead>
<tr>
<th>Library Name</th>
<th>Location</th>
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<tbody>
<tr>
<td>Juneau Public Library</td>
<td>Juneau, AK</td>
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<tr>
<td>Birmingham Public Library</td>
<td>Birmingham, AL</td>
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<td>Lewis Cooper Jr. Memorial Library</td>
<td>Opelika, AL</td>
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<tr>
<td>Casa Grande Public Library</td>
<td>Casa Grande, AZ</td>
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<tr>
<td>LA County Library at East Los Angeles Los Angeles, CA</td>
<td>LA County Library at East Los Angeles Los Angeles, CA</td>
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<td>Santa Clara County Library Morgan Hill</td>
<td>Morgan Hill, CA</td>
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<tr>
<td>Anythink Libraries Thornton</td>
<td>Thornton, CO</td>
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<tr>
<td>Pikes Peak Library District Colorado Springs</td>
<td>Colorado Springs, CO</td>
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<td>Poudre River Public Library District Fort Collins, CO</td>
<td>Poudre River Public Library District Fort Collins, CO</td>
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<td>Pueblo City-County Library District Pueblo</td>
<td>Pueblo, CO</td>
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<tr>
<td>Prosser Public Library Bloomfield</td>
<td>Bloomfield, CT</td>
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<td>Laurel Public Library</td>
<td>Laurel, DE</td>
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<td>North Miami Beach Public Library</td>
<td>North Miami Beach, FL</td>
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<td>Seminole County Public Library</td>
<td>Lake Mary, FL</td>
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<td>Auburn (GA) Public Library</td>
<td>Auburn, GA</td>
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<td>Algona Public Library</td>
<td>Algona, IA</td>
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<td>Meridian Library District</td>
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<td>Lawrence Public Library</td>
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<td>Lincoln Library MEDICINE LODGE</td>
<td>MEDICINE LODGE, KS</td>
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<td>Logan County Public Library</td>
<td>Russellville, KY</td>
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<td>Natchitoches Parish Library</td>
<td>Natchitoches, LA</td>
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<td>Springfield City Library</td>
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<td>Ventress Memorial Library</td>
<td>Marshfield, MA</td>
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<td>Cecil County Public Library</td>
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<td>Bridgton Public Library</td>
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<td>Grand Rapids Public Library</td>
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<td>Kirkwood Public Library</td>
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<td>St. Louis County Library</td>
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<td>Catawba County Library System</td>
<td>Hickory, NC</td>
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<td>Chapel Hill Public Library</td>
<td>Chapel Hill, NC</td>
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<td>Grants Public Library</td>
<td>Grants, NM</td>
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<td>Rio Abajo Community Library</td>
<td>La Joya, NM</td>
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<td>Buffalo &amp; Erie County Public Library</td>
<td>Buffalo, NY</td>
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<td>Greece Public Library</td>
<td>Rochester, NY</td>
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<td>Columbus Metropolitan Library</td>
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<td>Purcell Public Library</td>
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<td>Salem Public Library</td>
<td>Salem, OR</td>
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<td>Butler Area Public Library</td>
<td>Butler, PA</td>
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<td>Charleston County Public Library</td>
<td>Charleston, SC</td>
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<td>Siouxland Libraries</td>
<td>Sioux Falls, SD</td>
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<td>Austin Public Library</td>
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<td>Everett Public Library</td>
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<td>Madison Public Library</td>
<td>Madison, WI</td>
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<td>Thorp Public Library</td>
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<td>Brooke County Public Library</td>
<td>Wellsburg, WV</td>
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<td>Cabell County Public Library</td>
<td>Huntington, WV</td>
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<tr>
<td>Fremont County Library System</td>
<td>Lander, WY</td>
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</tbody>
</table>
TO: PLA Board of Directors  
FROM: Kara O’Keefe, Marketing and Membership Manager  
RE: ALA Connect Rollout  
DATE: April 12, 2018

BACKGROUND:

ALA Connect is an online community where members, staff, and supporters of ALA gather virtually to do the work of the Association, collaborate in communities of practice and other groups, find cooperative and innovative colleagues, discuss library-related topics and issues, share ideas, and discover other ways to engage and participate.

In 2015, a decision was made to migrate ALA Connect to Higher Logic’s platform. The new platform offers additional features, such as a more robust member directory, more useful email notifications, and more networking features. It also offers a more stable connection to our member database, ensuring that member profiles stay up-to-date and can be updated from one centralized location. The PLA board, committees, task forces, and other working groups will be able to do their work, including sharing documents and electronic polling, as they have done previously. The new ALA Connect system is on track for an April 25, 2018 rollout.

ALA CONNECT ROLLOUT:

ALA communications staff have put together a plan to communicate to members and staff regarding the rollout of the new ALA Connect, including the “gray out” period, and the live date. Emphasis has been placed on communicating the benefits of the new Connect for Members. The communication timeline includes:

March 12-16  What’s Happening - Explanation on upgrade, features, benefits, and timeline
             What’s in it for Members: Restate benefits

March 19-23  Gray-out Reminder – Next Week

March 26-30  Final Gray-Out [Upgrade Interruption] Reminder

April 16-20  New ALA Connect Launches April Reminder

April 23-27  New ALA Connect Launches this Week Reminder

April 30    Tell Us What You Think of the New ALA Connect
PLA INTEREST GROUPS:

In an effort to provide additional engagement opportunities for our members, while elevating the work of the association, PLA will pilot the launch of eight interest groups to coincide with the new ALA Connect rollout. The pilot interest groups include: Data and Measurement; Digital Literacy; Equity, Diversity, and Inclusion; Family Engagement; Health Literacy; Immigration and Citizenship; Legislation and Advocacy; and Workforce Development/Small Business. Each interest group will be moderated by a member volunteer, increasing the number of PLA engagement/volunteer opportunities. A timeline of PLA’s activities leading up to the ALA Connect rollout and launch of the new interest groups includes:

April 2-6  Complete training videos, begin adding content to microsite  Solicit and finalize group moderators

April 9-13  Finalize content on microsite  Compile list of launch guidelines/suggestions for moderators

April 16-20  Distribute launch guidelines/suggestions to moderators  Draft message to PLA members about new interest groups

April 25  ALA Connect goes live, test live site  Notice goes out to all ALA members regarding launch  Notice goes out to all PLA member regarding new interest groups

Post Launch  On-going monitoring of and contribution to interest groups  Explore best practices for online communities/engagement  Explore new marketing/customization features
April 10, 2018

To: PLA Board of Directors

From: Angela Maycock, Manager of Continuing Education

Re: Update on Educational Activities

**PLA @ ALA Annual Conference**

Attached to this report is a list of the approved programs (13) that PLA will present in New Orleans.

PLA has also agreed to cosponsor (with financial support) a LITA preconference; this is listed separately.

Programs and preconferences have dates and times scheduled, but have not yet been assigned to room locations by Conference Services. All PLA programs will be scheduled in the Ernest N. Morial Convention Center. Program organizers will be notified when final schedule details are available.


**Online Learning**

Since our last update to the Board in January 2018, PLA has offered the following free webinars:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Registration</th>
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<tbody>
<tr>
<td>January 30</td>
<td>Creating Accessible Presentations for PLA 2018 and Beyond</td>
<td>228 individuals</td>
</tr>
<tr>
<td>January 31</td>
<td>Working with Partners: How to Plan for Collaborative</td>
<td>253 individuals</td>
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<tr>
<td></td>
<td>Outcome Measurement</td>
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<tr>
<td>February 2</td>
<td>Short Story Dispenser Project Orientation</td>
<td>18 individuals</td>
</tr>
<tr>
<td>February 26</td>
<td>III Program Overview and Q&amp;A</td>
<td>78 individuals</td>
</tr>
<tr>
<td>February 27</td>
<td>Making the Most of the PLA 2018 Conference: Ideas for Attendees and Non-Attendees</td>
<td>156 individuals</td>
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<tr>
<td>February 28</td>
<td>LTC: Introduction to Dialogue &amp; Deliberation for Public Libraries</td>
<td>608 individuals</td>
</tr>
<tr>
<td></td>
<td>Serving Small, Mid-sized and/or Rural Communities</td>
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<tr>
<td>April 11</td>
<td>How to Develop Outcome Measures &amp; Design Effective Surveys</td>
<td>489 individuals</td>
</tr>
</tbody>
</table>

**Dynamic Planning Institute**

PLA offered the Dynamic Planning Institute (DPI), a professional development opportunity covering best practices in strategic planning for libraries, as a full-day preconference at PLA 2018 in Philadelphia. For more information, please visit [www.al.org/pla/education/dynamicplanning](http://www.al.org/pla/education/dynamicplanning).

**PLA 2018 Conference**

The full PLA 2018 Conference report, including details on educational programming at the PLA 2018 Conference in Philadelphia, will be provided in June at the 2018 ALA Annual Conference in New Orleans.
PLA@ALA 2018 Annual Conference Programming

PRECONFERENCES

PLA plans to cosponsor (with financial support) the following LITA preconference at ALA Annual in New Orleans:

1. **Title:** AvramCamp  
**Description:** Women in technology face numerous challenges in their daily work. If you would like to join others in the field to discuss those challenges, AvramCamp is for you. This one-day LITA preconference will allow female-identifying individuals employed in various technological industries an opportunity to network with others in the field and to collectively examine common barriers faced. This day will follow the unconference model allowing attendees the power to choose topics most relevant to them. The day will start with looking at imposter syndrome, the feeling that you aren’t actually qualified for the work you are doing and will be discovered as a fraud. Participants will then have the opportunity to propose lightning rounds and session proposals on a variety of topics such as salary negotiation, creating inclusive job postings, and becoming leaders in the technology field.  
**Date and Time:** 6/22/2018 from 9:00 AM to 4:00 PM

PROGRAMS

The PLA at ALA Annual Conference Program Subcommittee approved the following 15 programs for presentation in New Orleans:

1. **Title:** Ensuring the Future of Libraries: Connecting the Academy and the Profession  
**Description:** The University of Washington iSchool wants to ensure libraries have a strong and vibrant future in our communities. The Gates-funded Distinguished Practitioner in Residence (DPIR) program is designed to connect academia and public libraries, enhancing the education of future librarians. Susan Hildreth, inaugural DPIR, will be joined by UW iSchool faculty, students and library colleagues, to share highlights of this unique program. Learn about the co-design of MLIS curriculum by library employers, the opportunities and challenges of practitioners in the academy and share your thoughts on aligning MLIS graduate education with needs of 21st century libraries.  
**Date and Time:** 6/23/2018 from 10:30:00 AM to 11:30:00 AM

2. **Title:** Stronger Together: Public-Private Partnerships for Digital Literacy  
**Description:** Bringing millions of people online to fully participate in today’s digital world is a big job, and libraries have long been leaders. But how do you leverage and strengthen library assets to best meet this critical community need? PLA and Cox Communications teamed up with three local libraries in 2017 to help answer this question and share key learnings. A diverse panel will share strategies and resources for increasing digital inclusion, evaluating impact, strengthening community connections and increasing visibility and use of library programs and services.  
**Date and Time:** 6/23/2018 from 10:30:00 AM to 11:30:00 AM

3. **Title:** Compassionate Service: Promoting Dignity for Marginalized Patrons Through a Holistic Approach  
**Description:** In the last few years many public libraries have hired social workers to address the needs of customers experiencing life challenges. In this session, administrators and social work teams from the Denver and San Francisco public libraries will discuss best practices, challenges, and how their libraries
have integrated a holistic social service program into their service plan. Presenters will work with participants to develop a blueprint for how they can bring social work into their library environments.

**Date and Time:** 6/23/2018 from 1:00:00 PM to 2:00:00 PM

**4. Title:** We Welcome You to Welcome Everyone: Serving Immigrants in Public Libraries.

**Description:** Libraries from four major metropolitan hubs for immigrants and refugees will discuss their strategies, working spaces and programs in their respective systems. The success of the programs and activities are rooted in sensitive, responsive and flexible approaches which build on community trust, feature community-based organizations and reflect community aspirations. Meet colleagues interested in serving immigrants, discover different approaches, and learn how you can start small and provide meaningful support or go big by bringing the ideas and lessons learned, from large urban systems into your Library--we are here to help and are creating an information sharing network.

**Date and Time:** 6/23/2018 from 4:00:00 PM to 5:00:00 PM

**5. Title:** Impact of Embedded Digital Inclusion Champions

**Description:** Across the country, libraries are beginning to designate dedicated Digital Inclusion champions to help further the digital inclusion (home broadband, public broadband, local tech support, devices and digital literacy) mission in their space and in the community they serve. Many begin with assistance through fellowships or through larger initiatives, and more and more are becoming permanent. This session will showcase professionals from several different programs and libraries whose positions are dedicated to digital inclusion. Through sharing and conversation, we'll learn more about how their programs changed practices in their libraries and enabled them to have an impact on their communities.

**Date and Time:** 6/24/2018 from 9:00:00 AM to 10:00:00 AM

**6. Title:** Our Do-It-Yourself Approach to Learning Online

**Description:** Using open resources (Google Sites, Mozilla Backpack), Markham Public Library (Ontario) created an innovative, in-house learning management solution that enhances staff digital literacy competencies. Courses were developed to cover a spectrum of job responsibilities, and achievement badges intrinsically motivate staff along their learning journeys. Each lesson uses the principles of microlearning. Learn how to implement this DIY e-learning solution at your library.

**Date and Time:** 6/24/2018 from 10:30:00 AM to 11:30:00 AM

**7. Title:** Cultural Competence & Collaborative Conversations: A Path to Providing Equitable Services for Multicultural Patrons

**Description:** We will examine the community benefits of providing cultural competence staff training grounded in intersectionality; review how we developed and implemented this training; and lastly, provide materials and best practices for other librarians tasked with addressing diversity and multiculturalism within their libraries.

**Date and Time:** 6/24/2018 from 1:00:00 PM to 2:00:00 PM

**8. Title:** Public Libraries: Leading Communities in Family Engagement

**Description:** Public libraries can elevate the family voice in their work, build professional capacity for family engagement, and develop strong community partnerships to support families. Learn about the new, research-based 5Rs framework for libraries and hear examples from diverse libraries. Get tips on how your library staff can become more educated about family engagement, and how you can integrate family engagement into your library’s partnerships and strategic planning. Participants will complete
exercises that help them understand how to build family engagement tactics into library programming and strategy.

**Date and Time:** 6/24/2018 from 1:00:00 PM to 2:00:00 PM

9. **Title:** Supporting Diversity Through Social Media and What To Do When This is Challenged

**Description:** Social media is the perfect way to champion those living within our service areas whether they are homeless, LGBTQ, a member of minority populations, immigrants and others. The goal is to be culturally sensitive and to educate those who may not be open-minded on social media channels when these topics come up. ALL ARE WELCOME. In other words, we speak up!

**Date and Time:** 6/24/2018 from 2:30:00 PM to 3:30:00 PM

10. **Title:** Teen Internships: Building a Future Library Workforce

**Description:** Libraries that participated in PLA’s Inclusive Internship Initiative will share how the experience went, beyond supporting teen interns to uncovering paths that build towards an inclusive future workforce. Libraries will share strategies such as revamping intern orientation programs to include a broader focus on librarianship, instituting connected learning projects along with their day-to-day work to inspire them and develop a passion for the field, and pointing interns to future job and career pathways. These are simple, free or nearly free adjustments every library with a teen intern program can make.

**Date and Time:** 6/24/2018 from 4:00:00 PM to 5:00:00 PM

11. **Title:** On the Ground, Online & Operative: Perceptions & Effectiveness of Public Library Staff Professional Development

**Description:** What are YOUR best or most rewarding professional development opportunities? How do you learn? Via results of a multi-national survey of public library employees and their perceptions of professional learning experiences in a time of rapidly evolving technologies and mechanisms for delivery, this session will engage attendees to consider their own development needs and the needs of their institutions. What challenges do employees face and how can library administration overcome them? How can we create a true culture of learning? This session explores how to best support staff professional learning experiences on the ground, online, and beyond.

**Date and Time:** 6/25/2018 from 9:00:00 AM to 10:00:00 AM

12. **Title:** The Opioid Epidemic: How Can My Library Help?

**Description:** According to the National Institute on Drug Abuse, of the 64,000 drug overdose deaths estimated in 2016, the sharpest increase occurred among deaths related to fentanyl and synthetic opioids, with over 20,000 overdose deaths. Every community is affected by this epidemic. Libraries are addressing this crisis through education, collaboration, and even first response. A panel of public library workers in various roles will share ideas, resources, and specific actions for libraries supporting their communities in crisis.

**Date and Time:** 6/25/2018 from 1:00 PM to 3:30:00 PM

13. **Title:** Lessons Learned from the 2017 Eclipse: What Participation in Charismatic Events Can Do For YOUR Library

**Description:** This session will help public libraries catalyze the momentum from the 2017 Solar Eclipse to make plans to participate in other charismatic STEM events in the coming year, partner with local and national STEM organizations (like NASA!), and find innovative ways to help their community see them in a new light. Presenters will discuss future STEM events, transformative stories from Eclipse participant
libraries, and guide participants in their own future planning.

**Date and Time:** 6/25/2018 from 2:30:00 PM to 3:30:00 PM
TO: PLA Board of Directors
RE: Leadership Development Activities
DATE: April 13, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Information

ACTION REQUESTED BY:
Mary Hirsh

DRAFT OF MOTION:
N/A

BACKGROUND:
The current PLA leadership model was developed in 2009 through a facilitated member discussion. The model has served PLA well and provided the foundation for four successful Leadership Academies.

STATUS:
PLA recognizes the need to reevaluate the leadership model to keep current with field practice and demands. To that, PLA will host a facilitated leadership model conversation on Friday June 22, in conjunction with Annual Conference in New Orleans.

The assembled group will number around 25 and included member-leaders, recent Academy graduates, library school faculty, and partner organizations. Adam Goodman, from Northwestern University’s Center for Leadership will facilitate. He will lead the group through four main questions:

- What is the environment in which public libraries will operate in the next 15 to 20 years?
- What are the implications and challenges for public library leaders?
- What specific skills or assets will public librarians need to successfully lead?
- What values should public library leaders champion?

From this, PLA and Dr. Goodman will develop a draft model to be shared more broadly for feedback. This round of feedback will be incorporated into the new model. The model will complement the revised strategic plan by getting at more specific objectives for leadership goals.

FUTURE:
PLA plans to host a Leadership Academy in March 2019. The new model will inform content revisions, as well as any changes to application criteria. PLA hopes to open the application in July. The new model, along with the revised strategic plan and already articulated legacy grant goals will inform new leadership product and service development.
TO: PLA Board of Directors
RE: ALA Policy Corps Update
DATE: April 20, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Information

ACTION REQUESTED BY:
Larra Clark

DRAFT OF MOTION:
N/A

BACKGROUND:
ALA President Jim Neal and ALA’s Office for Information Technology Policy (OITP) worked with library leaders from PLA, AASL, ACRL, and UFL to launch the ALA Policy Corps last fall. A working group of members and staff from these ALA units clarified the goals for the Corps, developed the application and process for reviewing applications, identified training objectives, and determined criteria and methods to evaluate and identify areas for future improvement.

The Corps was initiated to create ongoing capacity for the library community to develop and sustain strategic advocacy efforts, build relationships, and positively impact public policy decisions that align with ALA’s national policy agenda. Goals for the program include:

- Cultivate policy experts available to ALA and the ALA Washington Office who are able to intervene and participate in targeted advocacy work such as testifying before legislative committees, meeting with governmental or industry leaders and their staffs, participating in national forums, working with policy partners, and interacting with local, regional, and national media;
- Create longevity in expertise and engagement in early to mid-career library and information professionals; and
- Positively impact national public policy in areas key to ALA’s strategic goals and library values

A subcommittee determined selection criteria and reviewed more than 70 applications before choosing the first cohort of 12 advocates from across the country and all types of libraries. (Subsequently, Larry Neal joined the group, as well, as an OITP Fellow.) Corps members committed to five years of service through the program.

PLA staff and member leaders also participated in the development of a training design blueprint for skills building with Corps members. The blueprint was drafted by Steve Yacovelli at Top Dog Learning Group, who served as a trainer for PLA’s Turning the Page, and Steve is under contract to help implement the plan.

Collaborating with OITP to support and train a cohort of rising library leaders to become national policy advocates is one of PLA’s Legacy Grant objectives. Funding to support travel and training costs was provided through the ALA President budget and from OITP, PLA, ACRL, AASL and U4L.
**STATUS:**
The cohort began meeting monthly (in person and online) at the 2018 ALA Midwinter Meeting, and all will participate in this year’s National Library Legislative Day. Current priority policy topics include federal funding for libraries, equitable access to high-speed broadband, public access to government information, copyright, and the roles of libraries in supporting veterans, small business development, and youth and technology. Skills building includes media training, public speaking and presentation, coalition and relationship-building, and effective advocacy. Subject matter experts have led sessions ranging from network neutrality to the appropriations process, and peer-to-peer learning and hands-on activities are integrated throughout the training and activities.

The cohort has immediately been engaged in supporting federal funding for libraries through outreach to member of Congress, through their networks, and through letters to the editors. Two members also have spoken at non-library conferences about library policy interests and concerns so far. Several members are making proposals to share learnings at library conferences in the coming year, as well. The group is highly engaged, and the training to date has been well-received.

**FUTURE:**
Training, policy engagement opportunities, and evaluation will continue throughout the year. The working group is expected to meet after the ALA Annual Conference to discuss next steps for the Corps and policy advocacy training.
Date: April 11, 2018  
To: PLA Board  
From: Emily Plagman, Samantha Lopez, PLA Staff  
Re: Project Outcome Update

At Midwinter 2018, the Performance Measurement Task Force held its last meeting and the newly formed Measurement, Evaluation and Assessment Committee (MEAC) met for the first time. The MEAC will, in part, continue to review feedback about the Project Outcome questions and determine if changes or additions are warranted. The MEAC will meet again at Annual.

PLA held its last free Project Outcome training in Philadelphia and had 81 people attend. The breakdown of the outcome measures captured in the survey results (50% response rate) are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I learned about a resource or program that will help me continue learning.</td>
<td>16</td>
<td>21</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>41</td>
</tr>
<tr>
<td>I intend to apply what I just learned in my library when I return home.</td>
<td>23</td>
<td>17</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>40</td>
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<tr>
<td>I learned something new that will help me in my work.</td>
<td>22</td>
<td>17</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>39</td>
</tr>
<tr>
<td>I feel more confident about what I just learned.</td>
<td>2018 work planned and/or completed:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>39</td>
</tr>
</tbody>
</table>

2018 work planned and/or completed:
- 4 webinars about the Outcome Measurement Guidelines, 2 have already been delivered
  - Working with Partners: How to Plan for Collaborative Outcome Measurement (Registered: 253)
  - How to Develop Outcome Measures & Design Effective Surveys (Registered: 500)
- 4 Project Outcome Regional Trainings are booked
  - Mid-Hudson Library System, New York
  - Suffolk Cooperative Library System, New York
  - State Library of Iowa
  - Corporation of Professional Librarians of Quebec, Canada
- In partnership with ACRL, adapt the Project Outcome toolkit for the academic field (underway)
- In partnership with OCLC, creating a training module on using the Project Outcome toolkit for their Supercharged Storytimes (underway)
- Continue to present at state and national-level conferences
  - Michigan Library Association
  - Massachusetts Library Association
  - Association for Rural and Small Libraries
- Offer expanded state-staff training on the toolkit
- Continue work with contractor on tutorial videos (underway)
- Develop Project Outcome model documentation for sharing within and outside of the field (underway)
- Adapt Project Outcome model for the international setting

Usage numbers:
- 127,000+ patrons surveyed, up nearly 40,000 from the fall (90,000 reported)
- 575 libraries have data collected in the system; 920 libraries have created surveys in the system

<table>
<thead>
<tr>
<th>Category</th>
<th>Immediate Surveys</th>
<th>Follow-Up Surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic/Community Engagement</td>
<td>4,493</td>
<td>168</td>
</tr>
<tr>
<td>Digital Learning</td>
<td>13,305</td>
<td>571</td>
</tr>
<tr>
<td>Early Childhood Literacy</td>
<td>25,810</td>
<td>1,701</td>
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<tr>
<td>Economic Development</td>
<td>2,516</td>
<td>102</td>
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<tr>
<td>Education/Lifelong Learning</td>
<td>35,847</td>
<td>674</td>
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<td>Job Skills</td>
<td>2,555</td>
<td>48</td>
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<tr>
<td>Summer Reading: Adult</td>
<td>8,023</td>
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</tr>
<tr>
<td>Summer Reading: Caregiver</td>
<td>18,267</td>
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</tr>
<tr>
<td>Summer Reading: Teen/Child</td>
<td>13,699</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>124,515</strong></td>
<td><strong>3,264</strong></td>
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</table>
TO: PLA Board of Directors
RE: PLA Legislation & Advocacy Committee Update
DATE: April 25, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Request for approval of change in committee title and charge

ACTION REQUESTED BY:
Larra Clark

DRAFT OF MOTION:
I move that PLA approve renaming the PLA Legislation and Advocacy Committee to the Advocacy & Strategic Partnerships Committee and updating the charge to reflect this name change.

BACKGROUND:
In Spring 2017, the PLA Board asked the PLA Legislation and Advocacy Committee and staff to work toward expanding the committee’s charge, developing a strategy for PLA’s national partnerships, and engaging other national associations and federal agencies to support the work of public libraries.

STATUS:
Committee members met several times by conference call and voted to revise the committee title and charge to address this stated need. Following is the language affirmed by the committee for review and vote by the PLA board.

Advocacy & Strategic Partnerships
To inform and advise PLA Board and staff on strategic partnership opportunities with federal agencies and national organizations with shared values and alignment with public libraries; to develop and support strategic relationships that are beneficial to PLA and public libraries; to capture and share examples of strategic partnerships with public libraries that positively impact communities and advance national priorities; to serve as a liaison with the ALA Office for Library Advocacy, the ALA Washington Office and others as needed to help ensure that the advocacy needs of public librarians are represented in their initiatives; to strengthen the advocacy skills of public librarians; to work with PLA Board and staff toward achieving PLA strategic planning goals.

For comparison, the previous title and charge was:
Legislation & Advocacy
To serve as a liaison with the ALA Office for Library Advocacy and the ALA Washington Office to help ensure that the needs of public librarians are represented in their initiatives; to maintain communication with the appropriate Committee on Legislation (COL) subcommittees and the ALA Legislative Assembly; to maintain communication with the legislation and advocacy
committees of other divisions; to inform public librarians about appropriate federal policies and legislation; to strengthen the advocacy skills of public librarians.

FUTURE:
Committee members are excited to take on this new role and focus on strategic collaborations with national associations and federal agencies. Some groups that have been identified as priorities for consideration are: ICMA, National League of Cities, Chamber of Commerce, National Association of Counties, and Goodwill Industries. Members have indicated they already serve at the local or state level in these organizations and/or believe they are strategically important for public library colleagues.

The committee seeks guidance from the Board about any groups or areas of strategic priority for PLA, as well as welcoming any feedback or questions to inform future work.
TO: PLA Board of Directors
RE: Election Results
DATE: April 12, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Information

ACTION REQUESTED BY:
Barb Macikas, Executive Director PLA

DRAFTS OF MOTIONS:
N/A

In 2018, six nominees stood for three positions: PLA President-elect and two Directors-at-Large.

Based on results, the composition of the PLA board in 2017-2018 and 2018-2019 are below. Newly-elected members are in italics. In 2018, 2,256 votes were cast for the PLA election. This compares to 1,510 votes in 2017.

<table>
<thead>
<tr>
<th>POSITION</th>
<th>2017-2018</th>
<th>2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Pam Sandlian Smith</td>
<td>Monique le Conge Ziesenhenne</td>
</tr>
<tr>
<td>President-elect</td>
<td>Monique le Conge Ziesenhenne</td>
<td>Ramiro Salazar</td>
</tr>
<tr>
<td>Past President</td>
<td>Felton Thomas, Jr.</td>
<td>Pam Sandlian Smith</td>
</tr>
<tr>
<td>Directors at Large</td>
<td>Through 6/30/18:</td>
<td>Through 6/30/19:</td>
</tr>
<tr>
<td></td>
<td>Dr. Rhea Brown Lawson</td>
<td>Richard Kong</td>
</tr>
<tr>
<td></td>
<td>Gina J. Millsap</td>
<td>Tracy R. Strobel</td>
</tr>
<tr>
<td></td>
<td>Through 6/30/19:</td>
<td>Through 6/30/20:</td>
</tr>
<tr>
<td></td>
<td>Richard Kong</td>
<td>Michelle Jeske</td>
</tr>
<tr>
<td></td>
<td>Tracy R. Strobel</td>
<td>Carrie Plymire</td>
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<tr>
<td></td>
<td>Through 6/30/20:</td>
<td>Through 6/30/21:</td>
</tr>
<tr>
<td></td>
<td>Michelle Jeske</td>
<td>Cindy Fesemyer</td>
</tr>
<tr>
<td></td>
<td>Carrie Plymire</td>
<td>Kelvin Watson</td>
</tr>
<tr>
<td>ALA Division Councilor</td>
<td>Stephanie Chase (to 6/30/20)</td>
<td></td>
</tr>
</tbody>
</table>

PLA thanks candidates for President Nicolle Davies and Directors at Large John Spears and Sue Considine for standing for election.

Thanks too to the 2018 Nominating Committee: Vailey Oehlke, Chair; Gina J. Millsap; Marcellus Turner; and Paula Brehm-Heeger.

PLA past president Felton Thomas will chair the 2019 Nominating Committee.
TO:      PLA Board of Directors  
FROM:   Barb Macikas, Executive Director  
RE:     IFLA Global Visioning  
DATE:   April 11, 2018  

For the past year, IFLA has convened library representatives from around the world to explore the challenges and opportunities the field faces and to get input on a global vision for libraries. Through the Gates Legacy grant and the Legacy partnership which includes IFLA and TASCHA, PLA has engaged in this work, along with ALA and other North American library support organizations, libraries, and IFLA members.

The result of workshops and meetings held throughout the world in 2017 and 2018 is a report containing ten highlights and ten opportunities that libraries globally can connect around and work together to achieve. The global launch of the report’s findings was held in Barcelona. The meeting dates conflicted directly with the PLA conference but PLA was able to send two past-presidents to represent PLA and US public libraries, Clara Bohrer and Felton Thomas.

Following the global launch, IFLA is holding seven regional meetings to refine strategies and opportunities for each region. I attended the North American convening in Ottawa, Canada April 15-17, along with executive directors from AASL and ACRL. The director of ALA’s international relations office and several other US and Canadian libraries and library associations were also in attendance. Next steps are for IFLA to create an idea store for action, inspiration, and planning. Through the regional meetings, IFLA will create action plans and by August 2019, IFLA will launch global strategies through 2024.

See:  IFLA Global Vision Report Summary
TO: PLA Board of Directors
FROM: Barb Macikas, Executive Director
RE: PLA 2018 Conference Preliminary Report and
Discussion related to implications of the weather-related cancellations
DATE: April 11, 2018

DISCUSSION/ACTION REQUESTED
A PLAsboard discussion/decision related to accommodating weather-impacted registrants at
the PLAs 2018 conference.

BACKGROUND
The PLAs 2018 conference was successful in achieving its programmatic, education, and
networking goals. A full report including analysis of evaluations (programs, exhibits, and overall)
and financials, will be provided to the board at the June meeting in New Orleans.

Evaluation Results
A preliminary evaluation summary for the conference is attached (see 2018.74b). Response to
this survey was significantly higher than in the past (2,358 responses in 2018 vs. 1,285 in 2016).
The increase is likely due a shortened survey and additional reminders to complete. This year
staff updated and shorted (by 15 questions) to improve data usability.

One significant update to survey design was to change the rating structure of the question
related to recommending the conference. In past, the question asked, “Would you recommend
the conference to colleague?” with a yes/no option. Responses typically ranked above 95% as
“yes.” In 2018, the question was reframed to align with the Net Promoter score, which asks
“How likely is it that you would recommend this conference to a friend or colleague?” with a 1-
10 ranking. The overall net promoter score was a 52 out of 100 and 61% of respondents were
identified as “promoters,” 30% were “passives,” and 9% were “detractors.”

The decision to change to a net promoter score was made so that the data can tell PLAs more
about how users perceive the conference. While a “yes” answer may have a higher response,
the score does not indicate how enthusiastically “yes” respondents are. In this new
methodology, we can say that over half to the respondents are identified as “promoters,”
meaning they “are considered likely to exhibit value-creating behaviors, such as buying more,
remaining customers for longer, and making more positive referrals to other potential
customers (Wikipedia, n.d.).” We can sort by demographic questions to potentially determine
new marketing strategies.

Additionally, Survey Monkey collects national net promoter data, allowing PLAs to benchmark
against other organizations. The PLAs conference score of 52 ranks well above its global average
of 13 and is on par with other non-profit sectors. This score can help PLAs understand how it is
doing relative to other organizations, giving it a chance to share its strength relative to other conferences nationally instead of just to its members.

Weather-Impact
An estimated 500 attendees were unable to get to the conference due to weather. PLA provided them with an opportunity to evaluate their (unplanned) virtual experience and to weigh in on PLA’s overall handling of the weather crisis. During the conference, PLA continually communicated to registrants about their options and efforts in progress.

During and after the conference, PLA staff and board members discussed whether to issue refunds and determined that since we incurred higher costs than anticipated due to the weather, the weather was out of our control and every effort was made to bring the conference to attendees who could not make it, we would not issue weather-related refunds. PLA’s cancellation policy states the conference is held on a “cost-recovery basis.”

Since the conference, PLA received 98 requests for refunds. PLA responded with tailored messages that conveyed the following:

“I am so sorry to read of your difficulties trying to get to the PLA conference in Philadelphia. It was a very difficult and trying time for travel and ultimately very disappointing when the weather determines a much different outcome than what was planned. PLA is working to make it up to you.

Unfortunately, convention center, catering, hotel, and other contractors do not release PLA from financial commitments, regardless of the impact of the weather and PLA has communicated that we are unable to issue refunds due to weather-related travel issues. We really appreciate your support and understanding and are working to provide opportunities to share learning and networking opportunities. These include and are not limited to:

- Free access to archived recordings from our Virtual Conference for the next twelve months;
- Free webinars based on conference programs; and
- Live stream videos of our 3 “Big Ideas” speakers continues to be available here. The videos of Elizabeth Gilbert will be available until 9:15 a.m. Eastern Time on April 5, Steve Pemberton until 9:15 a.m. Eastern Time on April 6, and Tim Wu until 9:15 a.m. Eastern Time on April 7.
- Strongly encouraging all presenters to share session handouts which can be found on our website, www.placonference.org. Presenters will have until April 22 to upload handouts, with the website updated periodically through the week of April 23–27.

We have and will continue to update registrants as these opportunities are available.”
Of the 98 who received the message above, to date, 12 have followed up to share continued dissatisfaction with PLA’s response and to again ask for a refund. Our response has been to thank them and to tell them we are continuing to work on adding ways to make it up to them, and that we will be discussing it with PLA leadership.

Slides 12-15 in the attached powerpoint illustrate responses of registrants unable to attend due to weather. These results (144 responses) indicate that despite the fact that they were unable to attend in person, 65% were either very satisfied or somewhat satisfied with the virtual opportunities offered by PLA.

Lessons Learned
As a result of the weather issue, PLA staff will:
• Revise our cancellation policy to include weather-related and other potential threats
• Continue to consider ways to provide alternatives to attendees who missed the conference due to weather
• Hone communication our skills and channels, especially related to social media
• Insure conference apps, registration systems allow for feedback and ease of communication

Financial Implications
To issue full refunds would amount to an estimated $150,000 loss in revenue. Other financial impacts of the weather:
• Drive-in traffic, i.e., one-day or exhibit-only registrants who register on-site was negatively impacted resulting in lower overall registration.
• Unbudgeted attrition expenses of approximately $100,000. PLA hotel contracts include attrition clauses that require our sleeping room pick up be 80% of the block committed. We are currently negotiating with the hotels to try to lower.

Net budgeted for this conference was smaller than in the past due to higher costs in Philadelphia, along with changes made to insure steady exhibit hall traffic (including increasing catering in exhibit hall, adding stages, etc.) We are still paying conference bills so final expense numbers are not yet available. Preliminarily, we estimate that if we provided full refunds, that cost, along with the hotel attrition, will put the conference in the red, i.e., we will not recover the cost of hosting the conference in 2018.

Public Relations Impact
Overall, the results of the evaluation for registrants who could not attend the conference indicate that by and large, they are satisfied by the steps PLA took to accommodate them. Responses to refund requests are also in alignment with this conclusion.

At the same time, some are displeased and have a perception that “PLA is lining its coffers.” PLA will likely lose a few members and/or future conference attendees. Also, some members
are aware that PLA is the recipient of a large grant from the Gates Foundation and that we are instituting a new individual giving campaign.

**Alternatives**

Alternatives to full refunds include:

- Offer a partial or full discount on registration to PLA 2020 in Nashville
- Offer discounts or comp future PLA CE webinars, virtual symposium, or in person at ALA
- Offer discounts or comp PLA membership
- Offer discounts or comp for PLA products – ECRR kits, publications, DigitalLearn.org

Attachment—PLA Conference Results Summary.pptx
PLA Conference Results

Survey Monkey Responses

4/4/18
The slidedeck that follows includes the summary results of the post-conference evaluation for PLA 2018 in Philadelphia. We were able to send a survey request to all attendees who registered to attend in person, whether they were able to make it or not. The summary responses included in this slide deck does not represent those who registered for the virtual conference only (i.e. never planned to attend in person). The results also do not include the evaluation results of the programs themselves, which will be provided at the next board meeting.
### 2016 vs 2018:

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance</td>
<td>5942</td>
<td>5942</td>
</tr>
<tr>
<td>Eval Responses</td>
<td>1285</td>
<td>2358</td>
</tr>
<tr>
<td>Response Rate</td>
<td>21%</td>
<td>39%</td>
</tr>
<tr>
<td># of Eval Questions</td>
<td>45</td>
<td>38</td>
</tr>
</tbody>
</table>

---

**Did you attend any part of the conference in person?**

- **Answered:** 2,360
- **Skipped:** -2

![Bar chart showing response to attending the conference in person](chart.png)
Please rate the importance of the following reasons for attending the PLA Conference

Answered: 2,048    Skipped: 312

- Educational content of the programs
- Exhibits and learning about library products and services
- Location of conference
- Networking with colleagues
- Professional development
- Opportunity to present/share effective practices with colleagues
- Special author or keynote events
At this conference, I learned something new about how to:

- Build community partnerships
- Improve my communication and/or advocacy efforts
- Improve the way my library operates
- Generate new funding opportunities
- Improve my own professional development
- I did not learn anything new

Answered: 2,048  Skipped: 312
How likely is it that you would recommend this conference to a friend or colleague?

Your Net Promoter® Score

SurveyMonkey Global Benchmark

Past years question asked yes/no; 2016 response = 95% yes

50% breakdown based on that formula = 92% yes; 9% no
Please check resources you used to find out information BEFORE the conference for the following activities (check all that apply):

Answered: 1,989   Skipped: 371
Please check resources you used to find out information DURING the conference for the following activities (check all that apply):

Answered: 1,993  Skipped: 367
# First time vs. repeat attendance

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2010</th>
<th>2012</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Time Attendee</td>
<td>60%</td>
<td>40%</td>
<td>44%</td>
<td>51%</td>
<td>46%</td>
<td>46%</td>
</tr>
<tr>
<td>Attended more than 1 conference</td>
<td>40%</td>
<td>60%</td>
<td>56%</td>
<td>50%</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td># of conferences attended</td>
<td>All Attendees</td>
<td>Did Not Attended in Person</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
<td>---------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Conference</td>
<td>46%</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>20%</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>13%</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>7%</td>
<td>7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 4</td>
<td>15%</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are you a PLA Member</th>
<th>All Attendees</th>
<th>Did Not Attended in Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>81%</td>
<td>80%</td>
</tr>
<tr>
<td>No</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>
### Was the primary purpose of joining/renewing PLA membership to receive PLA 2018 conference discount?

<table>
<thead>
<tr>
<th></th>
<th>All Attendees</th>
<th>Did Not Attended in Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56%</td>
<td>69%</td>
</tr>
<tr>
<td>No</td>
<td>44%</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Do you intend to renew your membership next year?

<table>
<thead>
<tr>
<th></th>
<th>All Attendees</th>
<th>Did Not Attended in Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65%</td>
<td>54%</td>
</tr>
<tr>
<td>No</td>
<td>6%</td>
<td>13%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>29%</td>
<td>33%</td>
</tr>
</tbody>
</table>
Overall, how satisfied or dissatisfied are you with the virtual opportunities offered by PLA to access to the conference?

Answered: 139    Skipped: 2,219
Overall, what did you miss the most about not being able to attend in person?

Answered: 128  Skipped: 2,068

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attending programming</td>
<td>50.00%</td>
</tr>
<tr>
<td>Opening Session, Closing Session, and/or Big Ideas Sessions</td>
<td>0.78%</td>
</tr>
<tr>
<td>Visiting the exhibit floor</td>
<td>28.13%</td>
</tr>
<tr>
<td>Networking with my peers</td>
<td>13.28%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>7.61%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Filter: Did NOT attend in person

Q5

In your opinion, what was the MOST valuable remote access alternative offered to you?

Answered: 116  Skipped: 2,080

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Session with...</td>
<td>15.52%</td>
</tr>
<tr>
<td>Big Ideas Sessions, such as Elizabeth Gilbert</td>
<td>21.55%</td>
</tr>
<tr>
<td>Virtual Conference</td>
<td>62.93%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Q6

In your opinion, what was the LEAST valuable virtual remote access alternative offered to you?

Answered: 109  Skipped: 2,087

**FILTER:**
Did NOT attend in person

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Session with Sally Yates</td>
<td>50.46%</td>
</tr>
<tr>
<td>Big Ideas Sessions, such as Elizabeth Gilbert</td>
<td>27.52%</td>
</tr>
<tr>
<td>Virtual Conference</td>
<td>22.02%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
</tr>
</tbody>
</table>
PLA is in the process of updating its strategic plan...To what extent do you feel that each of the following goals reflects the support that you would like to receive from PLA?

**Leadership:** PLA champions the next generation of leaders in a vacillating and unpredictable time for public libraries and the communities they serve.

**Transformation:** PLA advances the transformation of public libraries as community anchors that meet the needs and priorities of the people they serve.

**Equity, Diversity, & Inclusion:** PLA advocates for equity, diversity and inclusion, and social justice in support of its members, libraries and communities where they live and work.
<table>
<thead>
<tr>
<th>Comment</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference (overall)</td>
<td>48</td>
</tr>
<tr>
<td>Programs quality/topic</td>
<td>37</td>
</tr>
<tr>
<td>Misc</td>
<td>34</td>
</tr>
<tr>
<td>Schedule</td>
<td>26</td>
</tr>
<tr>
<td>App</td>
<td>14</td>
</tr>
<tr>
<td>Opening session/big ideas</td>
<td>13</td>
</tr>
<tr>
<td>Logistics (hotel; coat check)</td>
<td>11</td>
</tr>
<tr>
<td>Political tones</td>
<td>11</td>
</tr>
<tr>
<td>Accessible to all library sizes/types/staff</td>
<td>9</td>
</tr>
<tr>
<td>Exhibits</td>
<td>8</td>
</tr>
<tr>
<td>Virtual conference</td>
<td>6</td>
</tr>
<tr>
<td>How to/PLA Pavilion</td>
<td>5</td>
</tr>
<tr>
<td>Weather</td>
<td>5</td>
</tr>
<tr>
<td>Refund registration (y/n)</td>
<td>4</td>
</tr>
<tr>
<td>Spark Talks</td>
<td>4</td>
</tr>
<tr>
<td>Networking</td>
<td>2</td>
</tr>
<tr>
<td>Registration</td>
<td>1</td>
</tr>
</tbody>
</table>
Quote for reflection:

Things I heard from colleagues about making conference design more intentional feeling: a theme around which all programming is designed (not one that makes us feel good), clarity on the experience of the presenters or maybe a presenter rating system, making obvious the depth or lack there of in a session, and agreement **that interactivity doesn't actually mean just asking questions of the audience**. For instance, if the theme one year was **Community as Anchor (a PLA strategic priority)**, **all sessions would tie to that in deep and meaningful ways**: community engagement strategies, barriers to engagement, community alliances (how tos, management of, MOUs and how to write them, informal collaborations), community assessment data gathering, regenerative project development, working from potential in planning, democratic implementation strategies, regulatory barriers to being a community anchor (state library requirements for plan of service, local law or government restrictions on access, historic building regulations making access more expensive), etc. Having a frame within which all learning experiences are tied, helps learning, and personal meaning making.
PLA as of February 2018

Operating Revenues
Through February 2018, PLA revenues are down 39% overall (actual $397,535 vs. budget $653,575). Of this $256K difference:
- approximately $110K is membership dues, which is a timing issue and should even out to make budget
- approximately $32K is sales of training, primarily for Project Outcome. This is also a timing issue for a new product and should even out
- $10K is online training/webinars. Webinars continue to be a revenue challenge as the market is flooded with free online programs
- $38K is revenue PLA budgeted for leadership and strategic planning training; this is revenue that will not be realized in FY18. PLA chose to provide its Dynamic Planning program to the Association of Rural and Small Libraries at a significantly reduced cost as an investment in the small and rural library market. PLA also decided to revise its leadership training content before holding additional events.
- $48k is the shortfall in sales of Every Child Ready to Read products.

FY18 is a PLA conference year; the bulk of PLA revenue will be recorded in April financials (annual revenue budgeted at $4.6M). Based on registrations, exhibit sales and sponsorships, PLA is on target to make conference budget though bad weather that impacted registrants’ abilities to attend may have a negative impact, particularly related to hotel attrition fees. That impact is being assessed now.

Operating Expenses
Expenses (including overhead) are 26% under budget (actual $860,659 vs. budget $1,155,363). The most significant expense, salaries and benefits, is close to budget. The major variances are Consulting/Professional Services, AV, and speaker fees. Much of this is related to training events that will not occur in the time frame budgeted.

Grants
PLA manages grants totaling $20M, with grant award periods varying over the next several years and through 2026. Funders include the Bill and Melinda Gates Foundation, IMLS, the Knight Foundation, and the National Network of Libraries of Medicine. Grant budgets for FY18 total $2,762,791.

Overhead
Overhead to ALA from the operating budget is at $882,649, the majority resulting from the PLA conference, which will be recognized in the April financials. Overhead from grants for FY18 is budgeted at $433,922. As of February 2018, PLA has contributed $121,586 to ALA overhead (nearly all - $111,225 - from grants), which is $93,644 less than the budgeted amount as of February 2018 ($215,230). About 40% of PLA’s FY18 grant overhead ($174,000 from one project) has been budgeted for direct transfer to ALA, regardless of PLA expenses, and can be transferred at any time. PLA expects to be at or near budget by close of FY18.
Overall, in FY18, it is anticipated PLA will contribute $1,316,571 in overhead ($882,649 + $433,922) to ALA through its operations and grant budgets. This assumes conference revenues hold.

**Long-Term Investment (LTI)**
The PLA LTI was at $1,362,579 as of February 2018 (compared to $1,232,433 at the same time last year). Interest for FY17 (less bank fees) as of February is $25,132. In June, the PLA board will determine where to allocate the projected annual interest. Past investments of interest have gone to leadership development, performance measurement, family engagement, and digital literacy initiatives to allow start up funding for these initiatives.
### Balance Sheet as of February 28, 2018

<table>
<thead>
<tr>
<th>Admin/Core Programs/Conference</th>
<th>FY17 (final)</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual Budget</td>
<td>Actual</td>
</tr>
<tr>
<td>Opening Fund Balance</td>
<td>$3,464,583</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$1,120,270</td>
<td>$931,671</td>
</tr>
<tr>
<td>Expenses</td>
<td>$(1,832,342)</td>
<td>$(1,189,561)</td>
</tr>
<tr>
<td>Overhead and Taxes</td>
<td>$(74,071)</td>
<td>$(28,049)</td>
</tr>
<tr>
<td>Transfer to Endowment</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Fiscal Year Results</td>
<td>$(786,143)</td>
<td>$(285,939)</td>
</tr>
<tr>
<td>Closing Fund Balance</td>
<td>$3,178,644</td>
<td></td>
</tr>
</tbody>
</table>

### Grants

<table>
<thead>
<tr>
<th>Grants</th>
<th>Actual</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Committed, 2013-2026</td>
<td>$20,413,221</td>
<td></td>
</tr>
<tr>
<td>Total Spent through FY17</td>
<td>$(5,479,730)</td>
<td></td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>$(1,024,577)</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>$(111,225)</td>
<td>$13,211,790</td>
</tr>
<tr>
<td>Total Spent FY18 (to Feb 2018)</td>
<td>$585,899</td>
<td>$14,347,592</td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>$(5,479,730)</td>
<td></td>
</tr>
<tr>
<td>Overhead</td>
<td>$(1,024,577)</td>
<td></td>
</tr>
<tr>
<td>Total Spent FY18 (to Feb 2018)</td>
<td>$(1,189,561)</td>
<td>$642,781</td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>$(28,049)</td>
<td>$#(188,599)</td>
</tr>
<tr>
<td>Overhead</td>
<td>$(46,022)</td>
<td>$500,204</td>
</tr>
</tbody>
</table>

### Grant Balance Breakdown

#### Grant (Ending FY)

- **Legacy (FY26)**: $9,121,453
- **African Leadership Training (FY20)**: $678,689
- **Gen Ops Supplemental (n/a)**: $2,900,000
- **Early Literacy (FY18)**: $-
- **IMLS Leadership (FY17)**: $-
- **IMLS Inclusive Internships (FY18)**: $87,546
- **NNLM/Iowa Healthy Comm (FY18)**: $70,213
- **Gates Perf Measure (FY19)**: $(4,754)
- **Gates EDGE (n/a)**: $33,661
- **Gates Gen Ops (n/a)**: $75,507
- **Knight Short Edition (FY19)**: $249,474

**Total**: $13,211,790
### Statement of Revenues and Expenses - General Fund and Conference

**For the period ending February 2018**

#### REVENUES

<table>
<thead>
<tr>
<th>Full Year FY17 Actual</th>
<th>Full Year FY18 Actual</th>
<th>FYTD FY17 Actual</th>
<th>YTD FY18 Actual</th>
<th>YTD FY18 Budget</th>
<th>Variance</th>
<th>%</th>
<th>Full Year FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administration (0000)</td>
<td>$12,750</td>
<td>$19,875</td>
<td>$625</td>
<td>-</td>
<td>$625</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>2. Service to Members (3000)</td>
<td>$525,513</td>
<td>$270,085</td>
<td>$286,488</td>
<td>$396,680</td>
<td>$(110,192)</td>
<td>-28%</td>
<td>$614,400</td>
</tr>
<tr>
<td>3. Regional CE, Bootcamp (3007)</td>
<td>$38,080</td>
<td>$38,080</td>
<td>$1,800</td>
<td>$25,000</td>
<td>$(23,200)</td>
<td>-93%</td>
<td>$25,000</td>
</tr>
<tr>
<td>4. PLA Leadership (3011)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>$15,000</td>
<td>$(15,000)</td>
<td>-100%</td>
<td>$25,000</td>
</tr>
<tr>
<td>5. PLA Partners (3020)</td>
<td>$23,029</td>
<td>$5,828</td>
<td>$13,522</td>
<td>$11,500</td>
<td>$2,022</td>
<td>18%</td>
<td>$25,500</td>
</tr>
<tr>
<td>6. ALA Precons/MW Institute (3026)</td>
<td>$7,323</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. Public Libraries (3030)</td>
<td>$45,609</td>
<td>$28,731</td>
<td>$21,693</td>
<td>$24,970</td>
<td>$(3,277)</td>
<td>-13%</td>
<td>$28,600</td>
</tr>
<tr>
<td>8. Web Based CE (3040)</td>
<td>$18,713</td>
<td>$14,299</td>
<td>$1,427</td>
<td>$11,800</td>
<td>$(10,373)</td>
<td>-88%</td>
<td>$155,000</td>
</tr>
<tr>
<td>9. Publications (3058)</td>
<td>$3,238</td>
<td>$1,608</td>
<td>$1,246</td>
<td>$2,022</td>
<td>$(2,379)</td>
<td>-66%</td>
<td>$7,250</td>
</tr>
<tr>
<td>10. Family Engagement (3072)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>11. Equity, Diversity and Inclusion (3073)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>12. Preschool Literacy (3120)</td>
<td>$25,653</td>
<td>$13,452</td>
<td>$9,177</td>
<td>$57,500</td>
<td>$(48,323)</td>
<td>-84%</td>
<td>$63,500</td>
</tr>
<tr>
<td>13. PO Regional Training (3171)</td>
<td>$78,900</td>
<td>$15,000</td>
<td>$14,299</td>
<td>$11,800</td>
<td>$(10,373)</td>
<td>-88%</td>
<td>$155,000</td>
</tr>
<tr>
<td>14. PLDS (3172)</td>
<td>$1,131</td>
<td>$612</td>
<td>$1,230</td>
<td>$1,230</td>
<td>$(1,230)</td>
<td>-100%</td>
<td>$500</td>
</tr>
<tr>
<td>15. Digital Learn (3188)</td>
<td>$151,552</td>
<td>$70,000</td>
<td>$15,000</td>
<td>$30,000</td>
<td>$(15,000)</td>
<td>-50%</td>
<td>$75,000</td>
</tr>
<tr>
<td>16. Cost Share IMLS incl Internships (3185)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES - PROGRAMS</strong></td>
<td>$931,671</td>
<td>$462,571</td>
<td>$397,535</td>
<td>$653,575</td>
<td>$(256,040)</td>
<td>-39%</td>
<td>$1,182,542</td>
</tr>
</tbody>
</table>

**Note:** "Prior Year" for Conference accounts is FY16, not FY17

#### 17. National Conferences

<table>
<thead>
<tr>
<th>Full Year FY16 Actual</th>
<th>Full Year FY18 Actual</th>
<th>FYTD FY16 Actual</th>
<th>YTD FY18 Actual</th>
<th>YTD FY18 Budget</th>
<th>Variance</th>
<th>%</th>
<th>Full Year FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. NC General Program (3061)</td>
<td>$1,520,072</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,520,072</td>
</tr>
<tr>
<td>B. NC Exhibits (3062)</td>
<td>$1,586,495</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,586,495</td>
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<tr>
<td>C. NC Promotion (3063)</td>
<td>$100,539</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$100,539</td>
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<tr>
<td>D. NC Registration (3064)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>E. NC Opening/Closing Session (3065)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>F. NC Programs (3066)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$ -</td>
</tr>
<tr>
<td>G. NC Meal Events (3069)</td>
<td>$114,675</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$114,675</td>
</tr>
<tr>
<td>H. NC Preconference (3070)</td>
<td>$137,299</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>$137,299</td>
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<tr>
<td>I. NC Future Planning (3145)</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>J. PLA Virtual Conference (3173)</td>
<td>$40,125</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$40,125</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES - CONFERENCE</strong></td>
<td>$3,499,205</td>
<td>-</td>
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<td>0%</td>
<td>$3,554,567</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FY18 Actual FY18 Budget Variance %</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$397,535</td>
<td>$653,575</td>
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</table>
## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>FY17 Actual</th>
<th>YTD</th>
<th>FY18 Actual</th>
<th>FY18 Budget</th>
<th>Variance</th>
<th>%</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administration (0000)</td>
<td>$612,958</td>
<td>$313,532</td>
<td>$345,731</td>
<td>$367,368</td>
<td>$21,637</td>
<td>6%</td>
<td>$819,361</td>
</tr>
<tr>
<td>2. Service to Members (3000)</td>
<td>$89,146</td>
<td>$41,308</td>
<td>$54,717</td>
<td>$50,375</td>
<td>$(4,342)</td>
<td>-9%</td>
<td>$188,250</td>
</tr>
<tr>
<td>3. Regional CE, Bootcamp (3007)</td>
<td>$29,613</td>
<td>$28,967</td>
<td>$6,821</td>
<td>$26,150</td>
<td>$19,329</td>
<td>74%</td>
<td>$26,150</td>
</tr>
<tr>
<td>4. PLA Leadership (3011)</td>
<td>$15,833</td>
<td>$20</td>
<td>$208</td>
<td>$(3)</td>
<td>$(205)</td>
<td>-6833%</td>
<td>$(15,280)</td>
</tr>
<tr>
<td>5. PLA Partners (3020)</td>
<td>$5,274</td>
<td>$1,869</td>
<td>$177</td>
<td>-</td>
<td>$177</td>
<td>100%</td>
<td>$177</td>
</tr>
<tr>
<td>6. ALA Precons/MW Institute (3026)</td>
<td>$125,882</td>
<td>$46,048</td>
<td>$54,939</td>
<td>$56,343</td>
<td>$1,695</td>
<td>3%</td>
<td>$153,554</td>
</tr>
<tr>
<td>7. Public Libraries (3030)</td>
<td>$11,780</td>
<td>$7,431</td>
<td>$1,776</td>
<td>$9,296</td>
<td>$7,520</td>
<td>81%</td>
<td>$18,950</td>
</tr>
<tr>
<td>8. Web Based CE (3040)</td>
<td>$(20)</td>
<td>$(3)</td>
<td>$(205)</td>
<td>$205</td>
<td>$177</td>
<td>0%</td>
<td>$177</td>
</tr>
<tr>
<td>9. Publications (3058)</td>
<td>$81</td>
<td>$430</td>
<td>$(144,407)</td>
<td>$(134,934)</td>
<td>$19,473</td>
<td>15%</td>
<td>$134,934</td>
</tr>
<tr>
<td>10. Digital Learn (3188)</td>
<td>$7,431</td>
<td>$1,776</td>
<td>$9,296</td>
<td></td>
<td>$7,520</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>11. PLA Virtual Conference (3173)</td>
<td>$138,349</td>
<td>$58,715</td>
<td>$48,360</td>
<td>$27,622</td>
<td>$20,737</td>
<td>-75%</td>
<td>$55,760</td>
</tr>
<tr>
<td>12. Cost Share IMLS Incl Internships (3185)</td>
<td>$24,795</td>
<td>-</td>
<td>$(144,407)</td>
<td>$(134,934)</td>
<td>$19,473</td>
<td>15%</td>
<td>$134,934</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES - PROGRAMS</strong></td>
<td>$(1,103,881)</td>
<td>$(504,320)</td>
<td>$(664,328)</td>
<td>$(844,121)</td>
<td>$179,793</td>
<td>21%</td>
<td>$(1,731,342)</td>
</tr>
</tbody>
</table>

**Note:** "Prior Year" for Conference accounts is FY16, not FY17

### National Conferences

| A. NC General Program (3061) | $(511,361) | $(35,221) | $(79,468) | $(44,247) | 56% | $(820,299) |
| B. NC Exhibits (3062) | $(976,097) | $(99,252) | $(104,511) | $(5,259) | 5% | $(1,110,806) |
| C. NC Promotion (3063) | $(101,678) | $(22,034) | $(57,620) | $(35,586) | 62% | $(101,240) |
| D. NC Registration (3064) | $(14,925) | - | $(28,063) | $(125,700) | $(97,637) | 78% | $(151,400) |
| E. NC Opening/Closing Session (3065) | $(146,471) | $(430) | $(1,566) | $(1,136) | 73% | $(2,566) |
| F. NC Programs (3066) | $(77,153) | - | $(5,850) | $(5,850) | 100% | $(110,075) |
| G. NC Meal Events (3069) | $(126,401) | - | - | - | - | $(117,500) |
| H. NC Preconference (3070) | $(80,424) | $(493) | $(3,600) | $(3,107) | 86% | $(91,100) |
| I. NC Future Planning (3145) | $(42,557) | $(49,691) | $(102,506) | $(52,815) | 52% | $(156,810) |
| J. PLA Virtual Conference (3173) | $(29,565) | - | - | - | - | $(30,280) |
| **TOTAL EXPENSES - CONFERENCE** | $(2,106,632) | $(206,692) | $(353,555) | $(146,863) | 42% | $(2,833,110) |

### TOTAL EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>FY18 Actual</th>
<th>FY18 Budget</th>
<th>Variance</th>
<th>%</th>
<th>FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>YTD</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Full Year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING NET REVENUES</strong></td>
<td>$(473,485)</td>
<td>$(544,101)</td>
<td>$70,617</td>
<td>13%</td>
<td>$(172,657)</td>
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</tbody>
</table>
### Year-to-Date Report - GRANTS (Budgeted to Zero Out)

<table>
<thead>
<tr>
<th>Project</th>
<th>Subproject</th>
<th>TOTAL GRANT</th>
<th>TOTAL SPENT</th>
<th>BALANCE</th>
<th>FY18 Budget</th>
<th>FY18 (as of February 2018)</th>
<th>BALANCES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>through FY17</td>
<td>Close of FY17</td>
<td>full year</td>
<td></td>
<td>Actual</td>
<td>Variance</td>
</tr>
<tr>
<td>Gates Legacy Grant (3175)</td>
<td>Jun 2016 to May 2026 (FY16-FY26)</td>
<td>$10,805,701</td>
<td>$958,375</td>
<td>$9,847,326</td>
<td>$1,197,772</td>
<td>$588,703</td>
<td>$725,873</td>
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<td>$(9,647,947)</td>
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<td>$(8,792,255)</td>
<td>$(1,068,754)</td>
<td>$(525,297)</td>
<td>$(640,850)</td>
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<tr>
<td></td>
<td>OH &amp; Taxes</td>
<td>$(1,157,754)</td>
<td>$(102,683)</td>
<td>$(1,055,071)</td>
<td>$(129,018)</td>
<td>$(63,406)</td>
<td>$(85,023)</td>
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<tr>
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<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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</tr>
<tr>
<td>Gates African Leadership Training (3176)</td>
<td>Oct 2016 to Oct 2019 (FY17-FY20)</td>
<td>$1,000,000</td>
<td>$315,036</td>
<td>$684,964</td>
<td>$322,337</td>
<td>$295,010</td>
<td>$6,275</td>
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<td>$(611,575)</td>
<td>$(287,786)</td>
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<td>$(5,603)</td>
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<tr>
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<td>OH &amp; Taxes</td>
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<td>$(33,754)</td>
<td>$(73,389)</td>
<td>$(34,551)</td>
<td>$(31,615)</td>
<td>$(672)</td>
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<td>$ -</td>
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<tr>
<td>Gates Gen Ops Supplement (3177)</td>
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<td>$2,900,000</td>
<td>$2,900,000</td>
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<td>$(2,552,000)</td>
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<tr>
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<td>OH &amp; Taxes</td>
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<td>$(348,000)</td>
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<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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</tr>
<tr>
<td>IMLS-PLA-ALSC Early Literacy (3180)</td>
<td>Oct 2013-Oct 2017 (FY14-FY18)</td>
<td>$499,741</td>
<td>$469,040</td>
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<td>$30,701</td>
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<td>$(464,398)</td>
<td>$(25,660)</td>
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<td>$30,701</td>
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<tr>
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<td>OH &amp; Taxes</td>
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<td>$(4,642)</td>
<td>$(5,041)</td>
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<td>$ -</td>
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<tr>
<td>IMLS Grant Leadership (3182)</td>
<td>Jun 2014-May 2017 (FY14-FY17)</td>
<td>$213,682</td>
<td>$213,682</td>
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<td>$(180,216)</td>
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<td>$(33,466)</td>
<td>$(270)</td>
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<td>$ -</td>
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<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>IMLS Inclusive Internships (3184)</td>
<td>Mar 2017 - Dec 2017 (FY17-FY18)</td>
<td>$592,756</td>
<td>$411,410</td>
<td>$181,346</td>
<td>$80,890</td>
<td>$80,890</td>
<td>$93,800</td>
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<td>$(78,200)</td>
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<td>$(2,690)</td>
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<td>$ -</td>
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<tr>
<td>NNLM/Uoflawa - Healthy Communities (3186)</td>
<td>Sep 2017-Apr 2018 (FY18)</td>
<td>$124,889</td>
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<td>$124,889</td>
<td>$124,889</td>
<td>$96,452</td>
<td>$54,676</td>
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<tr>
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<td>$(91,770)</td>
<td>$(91,770)</td>
<td>$(70,952)</td>
<td>$(50,457)</td>
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<td>$(33,119)</td>
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<td>$(4,219)</td>
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</tr>
<tr>
<td>Project</td>
<td>TOTAL GRANT</td>
<td>TOTAL SPENT</td>
<td>BALANCE</td>
<td>FY18 Budget</td>
<td>FY18 (as of February 2018)</td>
<td>BALANCES</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td>-------------</td>
<td>---------</td>
<td>-------------</td>
<td>---------------------------</td>
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<td></td>
</tr>
<tr>
<td>Subproject</td>
<td>through FY17</td>
<td>Close of FY17</td>
<td>FY18 full year</td>
<td>Budget</td>
<td>Actual</td>
<td>Variance</td>
<td>Post Feb 2018</td>
</tr>
<tr>
<td>Gates Performance Measurement (3190)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Jan 2015 - Dec 2017 (FY15-FY18)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><em>NOTE: FY18 budget for Perf Measurement (3190) is inflated due to limitations of ALA budgeting system</em></td>
<td></td>
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<tr>
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<td>$562,902 *</td>
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<td>$(196,182)</td>
<td>$(502,358)</td>
<td>$(413,167)</td>
<td>$(203,407)</td>
<td>$209,760</td>
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<tr>
<td>OH &amp; Taxes</td>
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<td>$(293,229)</td>
<td>$(23,542)</td>
<td>$(60,544)</td>
<td>$(49,706)</td>
<td>$(21,071)</td>
<td>$28,635</td>
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</tr>
<tr>
<td>Gates EDGE Technology Benchmarks (3194)</td>
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<tr>
<td>Feb 2011 until funds are spent</td>
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</tr>
<tr>
<td>Revenue</td>
<td>$867,448</td>
<td>$833,787</td>
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<tr>
<td>Expenses</td>
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<td>$(740,420)</td>
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<td>OH &amp; Taxes</td>
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<td>Net</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Gates Gen Ops (3199)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>April 2015 until funds are spent</td>
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</tr>
<tr>
<td>Revenue</td>
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<td>$75,507</td>
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<tr>
<td>Expenses</td>
<td>$(181,247)</td>
<td>$(113,586)</td>
<td>$(67,661)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>OH &amp; Taxes</td>
<td>$(21,753)</td>
<td>$(13,907)</td>
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<tr>
<td>OH &amp; Taxes</td>
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<td>through FY17</td>
<td>Close of FY17</td>
<td>FY18 full year</td>
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TO: PLA Board of Directors
FROM: Barb Macikas, Executive Director
RE: FY 2019 Budget Overview
DATE: April 23, 2018

Attached are draft FY19 budgets, one for PLA’s general fund projects and one for grants and contracts. These include comparisons with FY15-17 actual figures and FY18 budgeted figures.

**General Comments**
- These are first drafts and were submitted March 14 to meet ALA timelines. This was a busy time, between ALA Midwinter and the PLA conference. Staff expects to review and analyze figures in more detail before the second draft is submitted.
- Salary and benefit figures have not been reviewed with Finance. Finance enters those figures using historical information, and PLA still needs to confirm positions and allocations with Finance, some of which will change in FY19.

**FY19 Draft Operating Budget Overview**
- As noted above, there will be adjustments to the budget prior to presenting it to the board for final review in June. Most categories are budgeted at similar levels to FY17 actuals. Significant variances are:
  - Overhead-Exempt Revenues (line 4429). In FY17, that line included one-time revenues ($150K) for the new DigitalLearn customized module. For FY19, PLA is exploring new business models for DL, like finding third parties that will pay for the sites for libraries. Having a project manager position filled will also help us market the program.
  - Transportation, lodgings, and meals (lines 5210, 5212). The IMLS grant program for Inclusive Internship Initiative has $100K for in-kind travel. (PLA did not have the grant in FY17.)
  - Professional services (5110). $100K is budgeted for a board facilitator and travel. In the next budget revision, this will be removed and included in grant budget.

**FY18 Grant Budget Overview**
- PLA has budgeted spending nearly $2.4 million in grant revenue in FY19. Two thirds of that amount is the Gates legacy grant.
- The total amount is lower than the previous two fiscal years because Project Outcome, which was approximately $1 million per calendar year, has ended.
- Funded/active projects in FY19 will include the legacy grant (Gates), African leadership training (Gates), short story dispensers (Knight), and the inclusive internship initiative (IMLS). PLA received a $2.9 million general operating grant from Gates in late 2017; only a modest amount of this has been budgeted for professional services and indirects while a more detailed plan is developed.
- As of this draft, no funds have been budgeted as pending or likely. PLA has one proposal in process (to continue the Healthy Communities project with the National Network of Libraries of Medicine), and status of that should be known before FY19 budgeting has concluded, so the budget will include confirmed figures once they are known.
### American Library Association

**Fiscal Year 2019 Budget**

**Fund: OPERATING/DIVISIONS FUND (12)**

**Unit_Project: PLA**

**FIRST DRAFT FY19 BUDGET created March 2018**

<table>
<thead>
<tr>
<th>Line Item</th>
<th>2015 Actual</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Budget</th>
<th>2019 Budget</th>
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## American Library Association
### Fiscal Year 2019 Budget

**Fund: OPERATING/DIVISIONS FUND (12)**

**Unit_Project: PLA**  
**FIRST DRAFT FY19 BUDGET created March 2018**

<table>
<thead>
<tr>
<th>Line Item</th>
<th>2015 Actual</th>
<th>2016 Actual</th>
<th>2017 Actual</th>
<th>2018 Budget</th>
<th>2019 Budget</th>
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<tr>
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### American Library Association  
#### Fiscal Year 2019 Budget  
---  
#### Fund: Roll up 476 & 48649  
**FIRST DRAFT FY19 GRANTS BUDGET created March 2018**  
---  
#### Unit Project: PLA  
---  

<table>
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<tr>
<th>Line Item</th>
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**Total Revenues**: $846,611  
$1,371,794  
$3,021,261  
$2,762,791  
$2,393,693

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<th>Line Item</th>
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**Total Expenses plus Taxes/Income**: $846,611  
$1,371,794  
$3,021,261  
$2,762,791  
$2,382,588

**Net Revenue Over Expenses**: $0  
$0  
$0  
$0  
$11,105
TO: PLA Board of Directors  
FROM: Barb Macikas, Executive Director  
RE: ALA Organizational and Financial Status  
DATE: April 11, 2018

ALA continues to consider ways to restructure and to improve revenue opportunities. As of this writing, the ALA FY19 budget (includes most of the organization except divisions and round tables) will be submitted as an investment budget, with a deficit of $1.7M in the general fund. Included in this budget are additional funds for IT, advocacy (via the Washington Office), and ALA Development. ALA is also exploring these options:

- **Evaluation of benefit/cost of selling the 40 E.-50 E. Huron building in Chicago.** A real estate consultant has been hired; staff have been surveyed on how current space is used, with recommendations to be made by end of May. Recommendation could include staying but reconfiguring and/or leasing existing space; selling and moving to new space either leased or purchased; or doing nothing.

- **Determining the fate/purpose of the ALA Midwinter Meeting.** A recommendation from the ALA Conference Committee is expect sometime late 2018 or early 2019. See document 12.37 from ALA Spring board meeting.

- **Loans from either the ALA Endowment and/or commercial lenders.** These would support some of the IT and new business development efforts.

- **New Business Development.** A group chaired by ALA Endowment Trustee and former ALA treasurer Rod Hershberger, along with ALA President Jim Neal, Mary Ghikas, Mary Ellen Davis (ACRL), Mary MacKay (ALA Publishing), Mark Leon (ALA Finance), Miguel Figueroa (ALA Center for the Future of Libraries) and me has met a few times to see if there are new opportunities or collaborations that would increase revenue or decrease cost.

- **Governance Review and possible restructuring.** ALA President Jim Neal is leading this effort. A steering committee of various association groups is being appointed, led by an Executive Oversight Group that includes Jim Neal, Mary Ghikas, a chair to be named, and a consultant to be hired. An RFP for a consultant will be issued soon. Proposals from consultants from the library and the non-profit sectors will be considered. The timeline for this process includes sharing and soliciting feedback on alternative governance models with membership, including proposed changes on the Spring 2019 ballot and, based on election results, implementation to begin Spring 2020. See: Document 12.36.

How these changes will impact PLA is to be determined. At the Midwinter PLA board meeting, the idea of scenario planning was briefly discussed. I have attached some background related to scenario planning.
Attachments:
ALA EBD #14.9
How to build scenarios
About scenarios

All ALA Spring board documents are here: ALA board documents
TO: ALA Executive Board

RE: Planning for FY19 and Beyond

ACTION REQUESTED: Discussion and Action

DRAFT MOTION: The ALA Executive Board received and discussed Management’s proposed FY2019 preliminary budget and refers it to the ALA Budget Analysis and Review Committee for further discussion, to come back to the Executive Board for discussion and preliminary approval, including any changes, at the 2018 ALA Annual Conference meeting of the Board.

REQUESTED BY: Mary W. Ghikas, ALA Executive Director
Mark Leon, ALA Chief Financial Officer

DATE: 16 April 2019

BACKGROUND: The Planning and Investment to Date

At the Fall meeting of the ALA Executive Board in October 2017, based on the work of an expanded Management team, the Board reviewed a substantial amount of data, including:

- 10-year financial summaries for ALA business areas, completed by ALA Finance to support ongoing executive planning as well as the work of individual business groups;
- FY2017 Operating Budget results, as well as Balance Sheet information;
- A Development Audit, with accompanying implementation recommendations from Sheila O’Donnell (Director, ALA Development);
- An IT investment plan, developed by Sherri Vanyek (Director, ALA ITTS) and Jenny Levine (Executive Director, LITA);
- Membership 10-year summaries, developed by Cathleen Bourdon (AED, Communications and Member Relations) and Ron Jankowski (Director, Membership Development); and,
• A substantially revised (reduced) FY2018 budget, based on FY2017 results and other changes in the budget environment, including both additional grant overhead and favorable benefits negotiation outcome.

In presenting this data, Management strongly recommended (a) that in FY2019 ALA begin a multiyear investment cycle, designed to fundamentally change the operating and business environments of ALA to be sustainable in the 21st century, (b) that making needed investments – particularly in specialized personnel, would require internal reorganization, (c) that extraordinary investment steps would also be required to undertake these improvements, and (d) that ALA is now positioned – based on earlier work – to take advantage of such investment.
• The ten-year financial data showed flat or declining revenues in major business areas. This is not a sustainable position for any business, whether for-profit or nonprofit.
• Opportunities for innovation had not been fully realized due to underinvestment since the 2008 recession. Insufficient investment in areas such as IT negatively impacted both member and customer perceptions and staff productivity, digging the hole deeper.
• Both labor market decline and membership decline had negatively impacted growth and investment. Data relating to both employment trends and LIS program enrollments provide grounds for optimism. ALA’s market penetration also rests at about 50%, which variations between subsets of the marketplace. Again, this is a basis for optimism. The potential for growth exists.

Based on extensive discussion during the Board meeting, there was support for the following steps:

1. Management would proceed with the necessary internal reorganization. Internal reorganization is essential (a) to increase staffing in investment areas and (b) to enable new ways of working to respond to both new opportunities and new challenges.
2. Development of the FY2019 budget would proceed with the understanding that an “investment budget” could be developed.
3. Management was authorized by the Board to explore other options for “extraordinary” investment, including loans and use of ALA assets, including potential monetization of ALA real estate assets, with recommendations to go back to the Board for decision.

The attached FY 2019 proposed budget was developed in the context of the data and the discussion outlined above.
FY2017-2019 Budget and Strategy

**Summary: FY17→FY18 Restructure/Revision→FY2019 Development**

Coming out of a challenging FY2017, the priority for the new Management team at the beginning of FY2018 was to modify the FY 2018 budget (for Board review at the Fall meeting), based on FY2017 results, recast FY2018 assumptions, and new market information.

**Total ALA**

As of the 2017 ALA Annual Conference, the proposed FY2018 total ALA budget was $51,775,544. As of Fall 2017, the proposed FY2018 total ALA budget was $51,724,565. The revised budget reflected the following changes:

<table>
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<th>Total ALA Gross Revenues</th>
<th>Total FY18 Budget</th>
<th>Final FY18 Budget</th>
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<td>Net Revenues (B)</td>
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<td>General Fund Net Revenue/(Expense)</td>
<td>$58,452</td>
<td>$78,753</td>
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Table 1: Total vs. Final ALA FY18 Total ALA & General Fund Budgets

- Based on consideration of FY2017 actuals, projected FY 2018 ALA Publishing gross revenues were reduced by $911,007.
  - Expenses related to non-repeating artifacts in Publishing’s FY2017 performance (the warehouse move, the ALA Store build) were set aside.
  - Projected revenues from the new AASL Standards (FY2018) were considered.
  - The impact of major Publishing staffing changes was considered.
  - All ALA Publishing unit budgets were reviewed and revised.
- Membership revenue (gross) was reduced by $118,000
- Grant revenue was increased by $1,504,337, based on new grants received or credibly in the pipeline.

**ALA General Fund**

The above changes resulted in the following impacts to funding for the ALA General Fund:
- There was a decrease of $375,411 in net revenue and income to the ALA General Fund.
- The changes in gross revenue and total grants resulted in a small net increase in general overhead to the ALA General Fund.
  - Overhead from ALA Publishing was reduced by $235,821.
Overhead from Divisions was increased by $99,309 (reflecting overhead on AASL and ACRL ad revenue).

Overhead from Grants was increased by $202,804. The largest portion of the increase in grant overhead was attributed to a new grant (through PLA) from the Bill & Melinda Gates Foundation, 2017-2019. 50% of the allowable overhead was moved into the FY 2018 budget; the remaining 50% was held for the FY2019 budget.

There were, then, necessarily changes to the ALA General Fund expense budget.

- Total General Fund expenses were decreased by $325,724. Each department decreased budget an average of 2-3%. {Note: No decrease was made in the IT budget. Changes in the expenses for business units – Conferences and Publishing – were already reflected in the net revenue contribution.}
  
  - Of the decreased General Fund expense above, approximately $210,000 was the result of flat healthcare insurance costs to ALA in calendar 2018 (FY2018). The budget had been prepared (spring 2017) with an assumed 7% increase, based on preliminary data. The revised (fall 2017) budget was based on actual 2018 rate proposals. The amount attributable to the ALA General Fund was approximately 70% of the total savings; savings also positively affected ALA Division budgets.
  
  - Subsequent to initial recalculation of the FY2018 proposed budget, budget for an extended ALA Executive Director search was added. The budget was rebalanced using salary and related savings from the combined ALA Executive Director and ALA Senior Associate Executive Director budgets. {Note: The FY2018 year-end projection represents yet another rebalancing, following the appointment of Mary Ghikas.}

- There were also modest investments retained or added to the General Fund FY2018 budget:
  
  - Planned IT capital investment of $876,000 (a decrease of $319,000 from FY2017) and operating budget of $3.17M (an increase of $94,000 from FY2017) were retained.
  
  - $150,000 of one-time mission-related or revenue-generating initiatives were retained, funded by FY2017 donations.
  
  - The 2% salary increase for ALA staff was retained in the FY2018 and will carry through into FY2019.
  
  - A minor capital and operating investment was made, in the original budget proposal, to provide specialized productivity software in the ALA Office for Accreditation. That investment was preserved.
  
  - A Conference Content and Professional Development Manager position was already included in the preliminary FY2018 budget (within the Conference net revenue) and was retained.
An initial investment in ALA Membership Recruitment/Engagement was made by the addition of a member engagement position in the ALA Communications & Member Relations Department.

The revised FY2018 budget (Fall 2017) was effectively balanced at a budgeted net revenue of $78,753.

Part I: FY2018 YTD Financial and FY2018 Year-End Projection

FY2018 Results YTD (Six Month Financial Results as of February 28th, 2018)

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<th>Difference</th>
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<td>$23,370,574</td>
</tr>
<tr>
<td>Net</td>
<td>$(1,700,938)</td>
<td>$(1,776,739)</td>
<td>$75,801</td>
<td>$(3,157,355)</td>
</tr>
</tbody>
</table>

Table 2: Total ALA Six Month Financial Actuals vs. Budget

As of the halfway (6 month) mark for FY 2018, Total ALA financial results are roughly on budget, with total revenues missing budgeted revenues by 1% and total expenses beating budget by 1% and a smaller net expense than projected for the period.

<table>
<thead>
<tr>
<th></th>
<th>H2 FY18A</th>
<th>H2 FY18B</th>
<th>Difference</th>
<th>H2 FY17A</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Overhead &amp; Net Revenues</td>
<td>$12,300,139</td>
<td>$12,879,631</td>
<td>$(579,492)</td>
<td>$11,826,187</td>
</tr>
<tr>
<td>General Fund Expenses</td>
<td>$13,709,063</td>
<td>$13,306,339</td>
<td>$(402,724)</td>
<td>$13,731,618</td>
</tr>
<tr>
<td>Net</td>
<td>$(1,408,924)</td>
<td>$(426,708)</td>
<td>$(982,216)</td>
<td>$(1,905,431)</td>
</tr>
</tbody>
</table>

Table 3: ALA General Fund Six Month Actuals vs. Budget

For the same period, ALA’s General Fund fell short of budgeted revenues by -4.5%, largely due to Midwinter Meeting performance and lower actual Division overhead contribution to revenues, with General Fund expenses 1% lower than budget.
**FY2018 Year-End Projections**

<table>
<thead>
<tr>
<th>General Fund Overhead &amp; Net Revenues</th>
<th>Projected FY18</th>
<th>Budgeted FY18</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 16,775,754</td>
<td>$ 17,224,463</td>
<td>$(448,709)</td>
</tr>
<tr>
<td>General Fund Expenses</td>
<td>$ 16,642,659</td>
<td>$ 17,145,710</td>
<td>$ 503,051</td>
</tr>
<tr>
<td>Net</td>
<td>$ 133,095</td>
<td>$ 78,753</td>
<td>$ 54,342</td>
</tr>
</tbody>
</table>

Table 4: Projected FY 2018 General Fund vs. FY 2018 Budget

Subsequent to the Midwinter Meeting in Denver, ALA management reviewed the Association’s five-month financial results, including the Denver Midwinter Meeting, and individual business line operating pipelines to project General Fund results for the remainder of the fiscal year. Based on this exercise, management anticipates that the General Fund will meet its FY 2018 balanced budget target.

Despite Midwinter Meeting revenues that missed their target, projected lower General Fund personnel expenses related to re-allocation of positions within General Fund to meet mission priorities, stronger performance of selected Publishing units, higher grant overhead (PLA) and fundraising in second half of year should offset Midwinter Meeting performance. A key assumption in this projection is that ALA’s Annual Conference in New Orleans will meet its targets in June.

**Part II: Preliminary FY 2019 Budget**

**Summary**

The major challenge in a fiscally-constrained FY2019 is to begin a five-year program of organizational investment and change that will lead to revitalized revenue streams and more mission-effective operations in a period of rapid, continuing change and social stress. By the end of the five-year program of investment and organizational development, revenue growth -- looking across all revenue-generating areas, including Development -- must support operations at a sustainable level.
The FY2019 investment budget is year one of a three-year total investment plan of $8.8M in new positions, systems, and initiatives to build organizational capability that will lead to longer term financial sustainability for ALA.

<table>
<thead>
<tr>
<th>Investment by Focus Area</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>$176,750</td>
<td>$276,000</td>
<td>$292,000</td>
<td>$744,750</td>
</tr>
<tr>
<td>IT</td>
<td>$1,360,498</td>
<td>$1,513,498</td>
<td>$3,948,165</td>
<td>$6,822,161</td>
</tr>
<tr>
<td>Advocacy</td>
<td>$410,000</td>
<td>$432,000</td>
<td>$432,000</td>
<td>$1,274,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,947,248</td>
<td>$2,221,498</td>
<td>$4,672,165</td>
<td>$8,840,911</td>
</tr>
</tbody>
</table>

Table 5: Three Year Investment Plan by Focus Area

<table>
<thead>
<tr>
<th>FY19 Investment by Focus Area</th>
<th>Operating</th>
<th>Capital</th>
<th>Total</th>
<th>FY19 Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>$226,947</td>
<td></td>
<td>$226,947</td>
<td>$(226,947)</td>
</tr>
<tr>
<td>IT</td>
<td>$397,919</td>
<td>$49,330</td>
<td>$447,249</td>
<td>$(447,249)</td>
</tr>
<tr>
<td>Advocacy</td>
<td>$364,171</td>
<td></td>
<td>$364,171</td>
<td>$(364,171)</td>
</tr>
<tr>
<td>FY19 General Fund Operating Net Expense</td>
<td>$ (676,676)</td>
<td></td>
<td>$ (676,676)</td>
<td></td>
</tr>
<tr>
<td><strong>FY19 ALA Investment Budget</strong></td>
<td></td>
<td></td>
<td></td>
<td>$(1,715,043)</td>
</tr>
</tbody>
</table>

Table 6: FY2019 Investment Budget

**FY2019 Investment Budget Assumptions**

Major starting assumptions for the FY 2019 budget include:

- FY2019 includes a single Division conference (ACRL), which reduces Division overhead to the ALA General Fund by approximately $500,000, in comparison with FY2018 (or FY2020) with two Division conferences. This two-year zigzag is a recurring pattern within current ALA operations.

- 50% of the overhead from the latest Bill and Melinda Gates grant received in FY2018 was set aside to support the FY2019 budget; 50% is being currently used in the FY2018 budget.

---

1 Differences in amounts from 3-year plan due to reclassification of certain projects (e.g. Advocacy CRM, a capital project) from one area (e.g. Advocacy) to another (e.g. IT) as well as recognition of capital projects as depreciation expense over the useful life of the asset produced (usually 5 years)
A 10% increase in healthcare costs should be assumed, based on 0% increase in FY2018 and broader market experience. [Note that healthcare rates are based on a calendar year, not the ALA fiscal year. Calendar 2018 rates will carry through the first four months of the FY2019 fiscal year. Likewise, any rate increase for calendar 2019 will carry through the first four months of FY2020.] A prudent 10% increase is currently budgeted for FY2019, based on general market experience.

The 2% staff salary increase (FY2018) will carry forward into FY2019; the General Fund impact is approximately $250,000. This does not include position-specific increases related to position reevaluations.

Continuing the recent pattern, non-personnel, non-IT spending in General Fund Offices was held flat.
- Certain software expenses were increased due to vendor-imposed increases

While major investments requirements are being identified in professional and leadership development, the process of developing consensus around direction, and the probable size of the required investment, are pushing that into FY2020.

Scarce FY2018 resources would be invested in two studies, to provide a more solid basis for improved organizational effectiveness and potential revenue growth in FY2019: a communications study and a membership model study. Recommendations are expected by October 2018 (early FY19).

Reorganization – including personnel changes – would be required.

Personnel Changes integrated into FY 2019 Proposed Budget

The ALA budget is heavily weighted on personnel (54% of the ALA General Fund expense) – though less so than many libraries. [Note that when you take out units with significant manufacturing or other production costs, the percentage of budget related to personnel – in ALA’s program offices, for example, rises significantly.] Critical funding in areas such as staff development has been largely removed as ALA struggled to meet growing demands in a post-recession environment. Significant personnel reductions have been made since 2008 – 49 positions in the ALA General Fund and a net of 35 positions for ALA overall. [Note: This does not include grant positions or contractual services used in lieu of staff in areas such as ITTS, Conference Services, Divisions and the Washington Office. In many cases, contractual services
are used to facilitate agile response to changing issues (Washington Office) or changing technology (ITTS).

The reorganizations outlined below have yield modest “salary savings” to support the FY 2018 budget. All positions have been reallocated to investment areas. There is no net gain or loss in total positions at this point.

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY18B</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund FTE's</td>
<td>214</td>
<td>165</td>
<td>(49)</td>
</tr>
<tr>
<td>Non-GF FTE's</td>
<td>86</td>
<td>100</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total ALA</strong></td>
<td><strong>300</strong></td>
<td><strong>265</strong></td>
<td><strong>(35)</strong></td>
</tr>
<tr>
<td>GF FTE's as % of Total</td>
<td>71%</td>
<td>62%</td>
<td></td>
</tr>
</tbody>
</table>

Table 7: ALA FTE’s FY 2008 vs. FY 2018

Despite the earlier loss of positions, it was clear to Management that internal reorganization would be essential to meet need for new/additional staffing in investment areas. As of this point, a number of changes have been made and are incorporated in the proposed FY2019 budget.

- ALA will run with one fewer Management position in the General Fund. With Cathleen Bourdon’s (Associate Executive Director, Advocacy and Member Relations Department) retirement in July 2018, Lorelle Swader has been appointed Associate Executive Director, ALA Offices and Member Relations, taking the budget line previously occupied by Mary Ghikas.
  - AED-OMR reporting group: ALA Library & Research Center, ALA Public Programs Office, ALA Member and Customer Service, ALA Membership Development, ALA Office for Accreditation, ALA Office for Diversity/Literacy/Outreach, ALA Office for Human Resource Development & Recruitment, ALA Office for Intellectual Freedom; ALA-APA. Danielle Alderson will remain in the new Offices and Member Relations Department, taking on Round Table liaison, with the aim of increasing consistency in information delivery.
  - The ALA Office for Library Advocacy will report to Kathi Kromer, AED ALA Washington Office; personnel in that office will remain in Chicago.
  - Other positions in both the AED, AMR and Senior AED, MPS reporting lines will shift to or remain with the ALA Executive Director: ALA International Relations Office/Chapter Relations Office, ALA Communications and Marketing (currently Public Awareness Office), ALA ITTS, ALA Conference Services, ALA Divisions. The Governance Office, Development Office and Center for the Future of Libraries were already reporting to the Executive Director, along with the Senior
Managers (AEDs) in Finance, HR, Marketing, Washington, and now OMR. Additional future changes should be anticipated.

- With the departure of Jeff Julian, the Public Awareness Office will become ALA Communications and Marketing.

- The ALA Library and ALA Office for Research have been combined. There is a combined staff of 3 (vs. 5 previously), including 2 librarians and 1 library assistant. The focus of the reorganized unit will be special library services in support of ALA and its members, research guidance (e.g., for ALA groups wanting to survey members), and research review and curation (e.g., reports such as The State of America’s Libraries). Significant research projects will require contractual services.

- The ALA Governance Office will work with a staff of 3 (vs. 4.5 previously). This will require process streamlining, as well as effective collaboration between staff and member leaders.

- Reallocated positions have been shifted in the proposed FY2019 budget to ITTS and Development. The ALA Washington Office has made internal shifts, reducing from 3 groups to two; positions have been shifted within the ALA Washington Office.

Additional changes are probable as Management seeks to address the needs in areas such as IT and Marketing, and as the outlines of recommendations related to Membership, Communications and Organization Review become clearer.

**Three-Year Investment Plan (FY 2019-2021) and Funding Strategy**

The following investments are currently included in the proposed FY2019 budget. In each case, they are initial steps in a multi-year strategy.

- **Information Technology:** Major investments are being made in IT [see also EBD#12.33]
  - 2 new personnel in ITTS (Project manager, Drupal developer)
  - $643,298 for 7 Capital projects (Depreciation is reflected in the FY19 budget.)
    - Laptop & monitor rollout
    - Server platform virtualization
    - Outsourced server management (managed services)
    - Outsourced PC management (PC services)
    - eCommerce system improvements

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2 Detailed descriptions of the investment initiatives, amounts, and anticipated member and financial benefits are provided separately to the ALA BARC, F&A, and Board members.
• Security audit remediation
  • Advocacy CRM [See #EBD#12.32]
  • $106,200 for ongoing Dashboard license

The requested investment in ALA’s IT infrastructure and staffing will dramatically improve members’ user experience and engagement and further ALA’s mission as well as support ALA’s existing lines of business, leading to more stable revenues and cost efficiencies.

• Development: Major investments are being made in ALA Development, to implement recommendations of the Development Audit (Fall 2017). See EBD#6.5
  o 2.5 in additional FTE (upgrade Development Coord, Prospect researcher, Major Gifts director)
  o $65,000 in ongoing advertising and travel expense

The requested investment in ALA’s Development infrastructure to strengthen its financial position while bolstering engagement with ALA’s mission. Further, investments in new technology will enable better tracking of fundraising return on investment, ensuring that the Association use its resources efficiently and effectively. Development is a current growth area at ALA; the record of the past several years shows evidence of a clear return on investment in Development.

In a related area, the Deputy Director position in ALA Public Programs has been moved from split-funding (ALA/Grant) to full-time ALA funding, to enable that position support additional grant development and to work with ALA offices and divisions.

• Advocacy and Information Policy: Major investments are being made in Advocacy.
  o $200,000 in ongoing outreach and engagement
  o $50,000 in engagement software license expense
  o $100,000 for Advocacy Fly-In
  o CRM to support Advocacy (see IT)

These investments support development of a national advocacy network to build stronger relationships in support of libraries issues and funding. (See EBD#12.36, Appendix 2, section 3: Summary Proposal: That ALA build – over the next 5 years – a national network of key advocates, at least one in each Congressional district, supported by ALA core resources in both Chicago and Washington DC, linked to and collaborating with – but not subsuming – the state networks existing within the various states, as well as a variable array of other ALA-based (or state-based) special focus networks.)

It also begins the process of reimagining on-site activities in Washington DC, adding a targeted “fly-in” to the mix. A combination of the “fly-in” and 2019 Annual Conference (Washington DC)-related activities will lead the way to a reimagining National Library Legislative Day in 2020.
• **Professional and Leadership Development**: While major investments requirements are being identified in professional and leadership development, the process of developing consensus around direction, and the probable size of the required investment, are pushing that into FY2020.

**SUMMARY and NEXT STEPS**

In light of changing (and challenging) markets and evolving member requirements from a professional development and mission advocacy standpoint, as well as unrealized opportunities for investment and innovation since the recession, ALA management strongly believes that a multi-year investment plan is critical to the Association. Our strategy is to make substantial, strategic investments, including structural changes, that will position the Association for continued success and financial sustainability going forward. Over the next three years (FY2019 – 2021) this will require the use of the net asset balance that the Association has built over many years of careful stewardship.

At the Annual Conference in New Orleans, will present a more detailed funding strategy to finance the $8.8M investment plan presented here. This will include a review of options and a recommendation as to the “highest and best use” of ALA’s Chicago real estate. There will also be an update on other extraordinary investment – including investment by the Endowment Trustees in ALA new business development. We will also present an updated five-year ALA Financial Plan that details the anticipated mission and financial benefits from these investments over the longer term.

This will be an ongoing discussion. We cannot know at this point the final recommendations related to ongoing studies – of potential membership models, of communications changes, of ALA’s organizational structure. What we can be reasonably certain of is based on information from these studies and review by ALA governance groups, there are likely to be continuing changes over the coming years. The goal is a stronger ALA, equipped to support its mission and its members through the demands of the 21st century.
Attachments:

^ ALA Ten Year Financial Results (FY2008 – FY 2017), April 19, 2018
^ ALA5YrFinancial Plan FY19-23 4.17.18 FINAL
^ ALA Five Year Plan Assumptions as of 4-17-18
ALA Ten Year Financial Results (FY2008 – FY 2017)

April 19, 2018
Average over 10 years = 58,350 members and a -13.3% change since 2008.
Source: Membership Stats Reports.
ALA General Membership Dues Revenue

10 year average = $5,626,617 and a -5.9% change since 2008.
Source: ALA Audited Financial Statements.
ALA General Fund Revenues & Expenses

Source: ALA Audited Financial Statements
ALA General Fund Net Revenues (Expenses)

Budget reflects targeted investments in Advocacy, ITTS and Development

Revenue


Fiscal Year

*FY18 Management Projection
Source: ALA Audited Financial Statements
ALA Publishing Revenues: Budget vs Actual

Revenue


Source: ALA Audited Financial Statements and the ALA Budget System.
### Average Rate of Change Since 2014

<table>
<thead>
<tr>
<th></th>
<th>Publishing Revenues</th>
<th>Annual Change</th>
<th>Average Annual Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$ 13,219,338</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$ 12,645,124</td>
<td>-4.3%</td>
<td>-5.5%</td>
</tr>
<tr>
<td>2016</td>
<td>$ 11,705,839</td>
<td>-7.4%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$ 11,025,967</td>
<td>-5.8%</td>
<td></td>
</tr>
</tbody>
</table>

Source: ALA Audited Financial Statements
ALA Publishing Expenses

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$10,690,327</td>
<td>$10,500,000</td>
</tr>
<tr>
<td>2009</td>
<td>$11,643,932</td>
<td>$11,500,000</td>
</tr>
<tr>
<td>2010</td>
<td>$9,931,468</td>
<td>$9,500,000</td>
</tr>
<tr>
<td>2011</td>
<td>$10,311,227</td>
<td>$10,000,000</td>
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<tr>
<td>2012</td>
<td>$12,522,723</td>
<td>$12,114,419</td>
</tr>
<tr>
<td>2013</td>
<td>$12,155,207</td>
<td>$12,015,121</td>
</tr>
<tr>
<td>2014</td>
<td>$14,236,994</td>
<td>$12,791,919</td>
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<tr>
<td>2015</td>
<td>$12,025,924</td>
<td>$11,836,620</td>
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<tr>
<td>2016</td>
<td>$11,234,329</td>
<td>$12,311,169</td>
</tr>
<tr>
<td>2017</td>
<td>$11,537,783</td>
<td>$13,500,000</td>
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</tbody>
</table>

Source: ALA Audited Financial Statements and the ALA Budget System
## Average Rate of Change Since 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Publishing Expenses</th>
<th>Annual Change</th>
<th>Average Annual Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$12,275,684</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>$12,015,121</td>
<td>-2.1%</td>
<td>-3.8%</td>
</tr>
<tr>
<td>2016</td>
<td>$11,234,329</td>
<td>-6.5%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$10,906,143</td>
<td>-2.9%</td>
<td></td>
</tr>
</tbody>
</table>

Source: ALA Audited Financial Statements
ALA Publishing Overhead Contribution

Source: ALA Audited Financial Statements and the annual Indirect Cost Study
ALA Publishing Net Margin

Net Margin = Net Revenue/Total Revenue
Source: ALA Audited Financial Statements

- 2008: 11.7%
- 2009: 8.5%
- 2010: 9.1%
- 2011: 7.6%
- 2012: -0.6%
- 2013: 2.8%
- 2014: 7.1%
- 2015: 5.0%
- 2016: 4.0%
- 2017: 1.1%

Net revenue of $355,217 before non-operating NS impairment expenses of $880,000.
ALA Division Operating and Grant Revenue

Source: ALA Audited Financial Statements
Division and Other Grant Revenue

*Includes Public Programs Office, Round Tables, Offices and ALA Awards
Source: ALA Audited Financial Statements and the ALA Budget System
ALA Division Dues Revenue

Source: ALA Audited Financial Statements
ALA Annual Conference Revenue & Expenses

Source: ALA Audited Financial Statements
ALA Annual Conference Revenues

Source: ALA Audited Financial Statements and the ALA Budget System
ALA Annual Conference Attendance

Source: Annual Conference Registration Reports
## ALA Annual Conference Expenses

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$4,400,789</td>
<td>$4,606,893</td>
</tr>
<tr>
<td>NOL</td>
<td>$4,764,944</td>
<td>$5,196,909</td>
</tr>
<tr>
<td>2012</td>
<td>$4,942,438</td>
<td>$5,847,316</td>
</tr>
<tr>
<td>ANA</td>
<td>$4,707,802</td>
<td>$5,883,137</td>
</tr>
<tr>
<td>2013</td>
<td>$4,660,340</td>
<td>$5,220,728</td>
</tr>
<tr>
<td>CHI</td>
<td>$5,000,000</td>
<td>$5,697,070</td>
</tr>
<tr>
<td>2014</td>
<td>$5,933,708</td>
<td>$5,829,794</td>
</tr>
<tr>
<td>2015</td>
<td>$5,933,708</td>
<td>$5,933,708</td>
</tr>
<tr>
<td>2016</td>
<td>$5,933,708</td>
<td>$5,933,708</td>
</tr>
<tr>
<td>2017</td>
<td>$5,933,708</td>
<td>$5,933,708</td>
</tr>
</tbody>
</table>

Source: ALA Audited Financial Statements, ALA Budget System
# ALA Midwinter Meeting Revenue & Expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars</td>
<td>$2,832,361</td>
<td>$2,539,468</td>
<td>$2,485,168</td>
<td>$2,488,869</td>
<td>$2,620,625</td>
<td>$2,587,255</td>
<td>$2,674,882</td>
<td>$2,634,778</td>
<td>$2,710,903</td>
<td>$3,083,377</td>
</tr>
</tbody>
</table>

Source: ALA Audited Financial Statements and the Prophix Financial system
ALA Midwinter Meeting Revenues – Actual vs Budget

Source: ALA Audited Financial Statements, ALA Budget System
ALA Midwinter Meeting Attendance

Source: Conference Services Registration Reports
ALA Midwinter Meeting Expenses

Source: ALA Audited Financial Statements and the ALA Budget System
ALA ITTS Expense/Investment – Actual vs Budget

Source: ALA Audited Financial Statements, ALA Budget System
Overhead Contribution* to the General Fund

*Overhead contributed by Publishing, Conferences (AC/MW), Divisions and Grants – Excludes Roundtables

Source: ALA Audited Financial Statements and the ALA Budget System
Annual Overhead Rate and Budget Year Applied

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Overhead Rate</td>
<td>24.0%</td>
<td>26.1%</td>
<td>25.5%</td>
<td>24.2%</td>
<td>25.4%</td>
<td>25.9%</td>
<td>26.4%</td>
<td>26.4%</td>
<td>26.5%</td>
</tr>
</tbody>
</table>

Revenues

Fiscal Year

Total ALA Revenue Assumptions

1. Publishing
   FY 2020 through FY 2023: modest revenue growth of 1-2%

2. Conference - based on venue
   FY 2019 - Seattle (MW); DC (Annual)
   FY 2020 - Philadelphia (MW); Chicago (Annual)
   FY 2021 - Indianapolis (MW); Chicago (Annual)
   FY 2022 – San Antonio (MW); DC (Annual)
   FY 2023 – New Orleans (MW); Chicago (Annual)

3. Membership dues
   FY 2019 – $5 proportional increase pending Council and personal member ballot approval
   FY 2020 – FY 2023 – 2.5% CPI dues increase pending Council and personal member ballot approval

4. Divisions - consistent with prior year actuals, reflecting the see-saw pattern where odd years have one Division conference and even years have two Division conferences

5. Round Tables
   FY 2020 through FY 2023 - estimated at $400k per year based on an average for the prior six years

6. Grants
   FY 2020 through FY 2023 - estimated at $5.5 million per year using the average for FY 2014 through FY 2019 as a guide

7. Revenue held relatively flat for:
   - Interest income and investment earnings
   - Interest income (includes $250k investment earnings for FY 2020 through FY 2023)
General Fund Overhead Assumptions

1. Overhead rate is set at 26.5% for FY 2019; this same percentage is used for FY 2020 through FY 2023, for projection purposes

2. Divisions – Average overhead rate for all Divisions combined is 12% for FY 2019. Overhead is applied as follows:
   - Dues – exempt
   - Publishing revenue (includes Online Continuing Education) – ½ of overhead rate
   - Registration fees – full overhead rate

3. Round Tables - 4% of Round Tables revenue based on the average percentage for FY 2014 through FY 2019

4. Grants – 10% of all General Fund and Division grant revenue based on the average percentage for FY 2014 through FY 2019 plus a 3% increase in the Federal Indirect Cost Rate

General Fund Expenses

This section shows overall increases in General Fund net revenues and overhead. This additional revenue would fund strategic priority initiatives; salary and benefit increases; and inflationary increases.

Beginning in FY 2017, Member and Customer Service expenses are shown separately.

For FY 2020 through FY 2023, expenses are not allocated in this model; only the overall increase is shown.

Net General Fund Revenue - available to support growth opportunities and increased health care costs
How to Build Scenarios
Planning for “long fuse, big bang” problems in an era of uncertainty.

BY LAWRENCE WILKINSON
Cofounder, Global Business Network


It happens to us all. We look out into the future, trying our best to make wise decisions, only to find ourselves staring into the teeth of ferocious and widespread uncertainties. If only everything didn’t depend on, well, everything else. How do we decide what kind of career path to pursue when it’s not clear what industries will exist in 20 or 15 years? How do we plan our children’s education when we can’t know what sort of society they’ll live in? As we face each of these problems, we confront a deeper dilemma: how do we strike a balance between prediction—believing that we can see past these uncertainties when in fact we can’t—and paralysis—letting the uncertainties freeze us into inactivity.

The senior managers of large corporations face a similar dilemma, but they often carry the additional weight that on their decisions rest the livelihoods of thousands. The cliché is that it’s lonely at the top. But for most managers these days, the bigger problem is that it’s confusing up there. It’s no longer enough simply to execute, to “do things right.” Like us, senior executives have to choose the right thing to do: set a course, steer through the strategic issues that cloud their companies’ horizons. Do we or don’t we buy that competitor? Build that semiconductor fab plant? Replace the copper in our network with fiber? Or wait and save billions?

Questions like these are known as “long fuse, big bang” problems. Whatever you decide to do will play out with a big bang—often a life or death difference to an organization—but it can take years to learn whether your decision was wise or not. Worse yet, “long fuse, big bang” questions don’t lend themselves to traditional analysis; it’s simply impossible to research away the uncertainties on which the success of a key decision will hang.

Still, like us, the managers must make a decision—and make it now. The rest of the stampeding world will not wait until certainty appears. Anything that can help make a decision in the midst of uncertainty will be valuable. One such tool is scenario planning. A growing number of corporate executives are using scenario planning to make big, hard decisions more effectively. And it’s not just for bigwigs; scenario planning can help us at a personal level as well.

Scenario planning derives from the observation that, given the impossibility of knowing precisely how the future will play out, a good decision or strategy to adopt is one that plays out well across several possible futures. To find that “robust” strategy, scenarios are created in plural, such that each scenario diverges markedly from the others. These sets of scenarios are, essentially, specially constructed stories about the future, each one modeling a distinct, plausible world in which we might someday have to live and work.

Yet, the purpose of scenario planning is not to pinpoint future events but to highlight large-scale forces that push the future in different directions. It’s about making these forces visible, so that if they do happen, the planner will at least recognize them. It’s about helping make better decisions today.

This all sounds rather esoteric, but as my partner Peter Schwartz (see “The New World Disorder,” page 104) is fond of saying, “scenario making isn’t rocket science.” He should know. Not only did he help develop the technique back in the 1970s, but he’s also a rocket scientist.

Scenario planning begins by identifying the focal issue or decision. There are an infinite number of stories that we could tell about the future; our purposes is to tell those that matter, that lead to better decisions. So we begin the process by agreeing on the issue(s) that will be used as a test of relevance as we go through the rest of the scenario-making process.

As managers of our own lives, we can do the same exercise. Let’s say that our key concern is the quality of life that we’ll have in 15 or 20 years and the personal investments that we’ll need to make in preparation for the future.
We breathe in: driving forces

Since scenarios are a way of understanding the dynamics shaping the future, we next attempt to identify the primary “driving forces” at work in the present. These fall roughly into four categories:

- Social dynamics—quantitative, demographic issues (How influential will youth be in 10 years?); softer issues of values, lifestyle, demand, or political energy (Will people get bored with online chatting?).
- Economic issues—macroeconomic trends and forces shaping the economy as a whole (How will international trade flow and exchanges rates affect the price of chips?); microeconomic dynamics (What might my competitors do? How might the very structure of the industry change?); and forces at work, on or within the company itself (Will we be able to find the skilled employees we need?).
- Political issues—electoral (Who’ll be the next president or premier?); legislative (Will tax policies be changed?); regulatory (Will the FCC loosen its grip on radio spectrums?); and litigative (Will the courts break up Microsoft).
- Technological issues—direct (How will high-bandwidth wireless affect land-line telephony?); enabling (Will X-ray lithography bring in the next chip revolution?); and indirect (Will biotech allow easy “body hacking” and thus compete with more traditional forms of entertainment?).

Of course, categories are only handles. Real issues entail a bit of all four forces. The point of listing the driving forces is to look past the everyday crises that typically occupy our minds and to examine the long-term forces that ordinarily work well outside our concerns. It is these powerful forces that will usually catch us unaware.

Once these forces are enumerated, we can see that from our own viewpoint, some forces can be called “predetermined”—not in a philosophical sense, but in that they are completely outside our control and will play out in any story we tell about the future. For instance, the number of high school students in California 10 years from now is more or less predetermined by the number of elementary school children now. Not all forces are so evident, or so easy to calculate, but when we build our stories, predetermined elements figure in each one.

Scenario logics

After we identify the predetermined elements from the list of driving forces, we should be left with a number of uncertainties. We then sort these to make sure they are critical uncertainties. A critical uncertainty is an uncertainty that is key to our focal issue. For instance, will the percentage of women in the work force continue to increase? Our goals are twofold—we want to understand all of the uncertain forces and their relationship with each other. But at the same time, we want the few that we believe are both most important to the focal issue and most impossible to predict to float up to the surface.

At first, all uncertainties seem unique. But by stepping back, we can reduce bundles of uncertainties that have some commonality to a single spectrum, an axis of uncertainty. If we can simplify our entire list of related uncertainties into two orthogonal axes, then we can define a matrix (two axes crossing) that allows us to define four very different, but plausible, quadrants of uncertainty. Each of these far corners is, in essence, a logical future that we can explore.

(We could, of course, spin hundreds of scenarios from combinations of our forces, but experience teaches that fewer are better. The right one, two, or three axes give us a very effective framework in which to explore all of the other forces.)

Wired staff developed, as an illustration, the following matrix as one set of scenarios for the future. The question: What will be the general tenor of commercial life on a global scale in the year 2020? (see chart)

**The first (horizontal) axis of uncertainty** is the character of our desire, an “I” or “We,” individual or community.

This uncertainty about the quality of our individual hopes and intentions cuts at the most fundamental level: Will the energy of democratization and the ascendance of the ultimate individualized “I” continue to prevail? Or will our social organization and self-definition be rooted in a group—a nation, a tribe, a collection of users of a particular brand, a more communitarian “We”? The I or the We will never disappear, but which will come to be the prevailing influence in our culture? It could go either way, and with a bang; that is the uncertainty.

**The second (vertical) axis** shows the uncertain character of social structure: Will society be a center that holds and provides stability, or will it fragment?

Here, we stake out the extreme possibilities of social organization: Will social and political structures (either new or traditional) provide a society-wide coherence and order? Or will society shatter into shards, the jagged edges of which do not mesh into a coherent whole? Will there be a state to impose order, level the playing field, and unify a commonwealth? Or, will permanent fragmentation, increasing plurality, and unfeathered free-marketism bring us to “bottom-up” functioning anarchy?
Scenario 1: I Will

The world fragments into a working pandemonium of individuals, organized by jobs rather than geography. Communication is pervasive and focuses on personal empowerment. The Net becomes the chief exchange medium for decentralized work, personal gratification, and global commerce. Physical infrastructure in North America stagnates, while personal spaces thrive. Art and attention are turned inward, as personal expression flourishes in new media and old public spaces crumble. Technology is the global culture. The have-nots become the have-lates. Ethnic or group differences give way to a homogenized patchwork of unbridled individual variety. Europe is wracked with civil strife as its socialistic civilization unravels. Russia rebounds. Japan lags. China and the developing countries become huge flea markets where just about anything goes.

Scenario 2: Consumerland

The world is populated by consumers rather than citizens. Technology breeds unlimited customized choices. The consumer is served by highly evolved companies, aggressively nimble and conscientious of the market’s whims. Computers do increasing amounts of white-collar work. Manufactured products are heavily personalized, but do-it-yourself dies. Real leisure increases; dissent withers. Politics means electronic voting. Governments are virtual corporations, with their heavy lifting privatized to commercial ventures. The have-nots are given spending vouchers. Southeast Asia and the coast of China manufacture most of Consumerland’s goods, and consume almost half themselves. Latin America is their branch office. Japan gets richer and unhappier. Russia exports trouble in the form of neoreligious cultists and mafia. The US and Europe become huge theme parks.

Scenario 3: Ecotopia

The world slows the growth of development. In reaction to earlier decades of high crime and chaos, communitarian values triumph over strictly individualistic ones. Slimmed-down and digitized governments win the trust of people. Directed taxation funds public works, some of them large-scale. Corporations adopt civic-responsibility programs out of long-term economic self-interest. Technology, such as online shopping, makes urban living very resource-friendly. Net access is a subsidized right. Dirty technologies are outlawed, forcing less-developed countries to leapfrog to clean and light technologies, if they can. Initially, this widens the gap between rich and poor nations. Europe erupts into a second renaissance, becoming a moral beacon. Japan mobilizes not much later. The Islamic world awakens. Asia and Latin America become lifeboats for the young and restless of the developed world who find the environmentalism and communitarianism too dogmatic; they settle in “free economic zones,” where their migration and energy help to vitalize growth. North America stumbles as its cowboy individualism is tamed.

Scenario 4: New Civics

The world settles into small, powerful city-states. Rural areas of the world are second-class, but have widespread virtual hookups. Europe fractionalizes into 57 countries; China Russia, Brazil, and India also devolve into black market ethnic states. Gangs in developing countries and old inner cities transform into political law-and-order machines. Citizens use networks and databases to watch over and protect each other. Average life spans increase dramatically; general health improves. Civic pride blossoms. Governments use advance technologies to create the largest public works yet, both citywide and global. Corporations are reigned in by civic regulations, although they increase in size—there’s the Fortune Global 5,000. Conglomerates fund most of the UN-type activities.
Our second uncertainty might seem at first blush an outcome of the first. But in fact, while they’re related, they’re separately uncertain. Indeed, it’s precisely the way they’re intertwined that makes them interesting by giving us four scenarios, four very different “future spaces” to explore.

**Fleshing out the scenarios**

We return to the list of driving forces that we generated earlier; these dynamics become “characters” in the stories that we develop. Our goal is not to try to tell four stories, one of which—we hope, as futurists—will be true. Instead, we recognize that the “real” future will not be any of the four scenarios, but that it will contain elements of all of our scenarios. Our goal is to pin down the corners of the plausible futures. These corners are exaggerated—the outer limits of what is plausible. Thus, our scenarios will have a near-caricature quality.

**Here’s how the Wired scenarios play out in each of the four corners:**

**I Will** is the quadrant where individualism (I-ness) meets fragmentary or marginal control by large organizations. It is a future in which you want and get the ability to make your life uniquely yours. The Net is the ubiquitous medium through which you realize your desires and discharge your few and relatively unimportant social duties. Government has withered in the face of privatization, replaced by a largely electronic marketplace that connects and clears transactions of every type. Most large, centralized institutions have crumbled into a much more finely grained pattern, a many-to-many landscape on which each individual is alternately producer and user. In this future, you co-produce the products and experiences that you consume. Your loyalty is to your tools, knowledge, and skills.

**Consumerland** is the quadrant where individual desires meet a social and corporate center. It is a future in which everyone is the ultimate consumer, possessed of almost infinite choices. The Net is again a ubiquitous medium—but a medium through which corporations deliver marketing messages tailored directly to your unique preferences, via personal catalogs, personalized ads and coupons, and the like. The products, of course, are “mass customized” to your desires. Government plays an active role, laying down the rules (standards, regulations) by which corporations play. Social organizations proliferate but it is clear that they serve individual yearnings. The citizen becomes a consumer—served by society.

**Ecotopia** is the quadrant where a communal sense of “We” meets a strong social center. It is the future where the center holds. Government plays a large role in supporting the commonwealth, but more important than government is the emergence of widely shared ecological values. These are not coercive values but a voluntary embrace of cohesion, cooperation, and reduced consumption, backed by legislation and even corporate policies. The Net acts as replacement technology; it’s maximized to eliminate the need to travel on business, to cut down on the amount of paper used, etc.

**New Civics** is a future in which values are shared but in many small, competing groups. It is a decentralized world of tribes, clans, “families,” networks, and gangs. It is a future in which we want to build and enjoy the benefits of community but without the help of a benevolent Big Brother government. The Net encourages each group to move most of its members’ economic activity and their social services inside a closed group. Thus, government’s role and influence are eclipsed by the sway of these emergent groups; small—often deadly—conflicts among groups pop up continually around the globe. Our primary concern is to be good members of our group. Our loyalty is to its membership, it’s mores, and its brands. While this future conjures visions of pride, heroism, and the satisfactions of belonging.

Note that the scenarios don’t fall neatly into “good” and “bad” worlds, desirable and undesirable futures. Like the real life from which they’re built, the scenarios are mixed bags, at once wonderfully dreadful and dreadfully wonderful.

**The implications of our scenarios**

Given that we don’t know which scenario will unfold, what do we do to prepare?

Some of the decisions we make today will make sense across all of the futures. Others will make sense only in one or two. Once we’ve identified those implications that work in all of the scenarios, we get on with them in the confidence that we’re making better, more robust plans. The decisions that make sense in only one or some of the scenarios are tricky. For these we want to know the “early warning signs” that tell us those scenarios are beginning to unfold. Sometimes, the leading indicators for a given scenario are obvious, but often they are subtle. It may be some legislation or technical breakthrough, or gradual social trend. Then, of course, it is important to monitor these critical signs closely.

Ultimately, that’s the power of scenario planning. It can prepare us in the same way that it prepares corporate executives: It helps us understand the uncertainties that lie before us, and what they might mean. It helps us rehearse” our responses to those possible futures. And it helps us spot them as they begin to unfold.
Scenario Planning
A Brief Overview

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Scenario Planning:  
An Introduction

The use of scenarios—telling stories about what the future might hold—is probably as old as humankind. When applied to strategic thinking, as it has been by successful organizations for the last 30 years, a set of scenarios is a tool for ordering perceptions about alternative future environments in which today’s decisions might play out— and thus for building more robust strategies.

The scenario process plots a course between prediction (denial of uncertainty) and paralysis (too much uncertainty). The purpose is **not** to predict the most probable future. Instead, scenario thinking can prepare organizations and individuals to be responsive to the full range of opportunities and challenges. As a result of scenario planning, organizations create and “own” a framework and vocabulary for planning that makes for radically more effective planning and action.

- **Scenarios help us think more flexibly** about the future, so that we can react more quickly to a changing world.
- **Scenarios encourage innovation and creativity** by asking us to consider surprising possibilities and requiring that we think further out into the future than we normally take the time to do.
- **Scenarios are a risk management tool** that encourages us to imagine what might happen if our expectations for the future do not come true.
- **Scenarios provide a framework** to create alignment and help learning “stick” as it occurs.
- **Scenarios help divergent voices-- and separate units-- come to alignment** creating coordination and cross-pollination, rather than conflict.
- **Scenarios help us to wade through the sea of uncertainties** that surround us to identify those few differences that truly make a difference.

...Once we have created a set of scenarios, we have a framework and a vocabulary for an ongoing strategic conversation-- we can navigate into the future more effectively.
Strategy: What We Experience

Business environment forces

Intended strategy

Emergent strategy

Scenarios help us manage the future that actually emerges… which is never the future that our plans anticipate
The Elements of Strategy
Scenarios inform and illuminate traditional planning

Where We Have to Work
Scenarios: Issues, Opportunities and Risks

Who We Are
Capabilities: Strengths & Weaknesses

Who We Want to Be
Vision: Strategic Intent

Scenarios work alongside other strategic planning techniques to assure that strategy accounts for-- and takes advantage of-- the environment in which it has to work
Scenarios compensate for the flaw in most forecasting: The inability to see the ways in which the future may not be an extension of the present…

**Forecast Planning**
*Planning for One Future*

**Scenario Planning**
*Planning for Any Future*

**Knowns**

**TODAY**

**Knowns & Uncertainties**

**TODAY**
Some Major Applications of Scenarios

**Strategy**
- Creating/refining vision
- Framing strategic issues and defining strategic imperatives
- Reaching a decision on a specific strategic issue or question
- “Wind-tunnelling” strategy– testing against possible futures
- Creating a framework and vocabulary for ongoing strategic conversation

**Innovation**
- Identifying new products, services, and white-space opportunities

**Investment**
- Identifying opportune sectors, categories, targets
- Vetting investments, portfolios, approaches

**Thought Leadership**
- Convening a group of clients/constituents to create a shared framework— a map of the future— that can then be used more effectively to market to and serve those clients and/or to reach deals or agreements
Scenario thinking has become an important tool for corporate strategy

Most Commonly Cited Strategy Tools

- Scenario Planning: 31%
- BCG Growth Share Matrix: 22%
- SWOT Analysis: 19%
- Five Forces Analysis: 18%
- Simulation or War Gaming: 13%
- Value Chain Analysis: 9%
- Brainstorming or Visioning Exercises: 9%

Source: Corporate Strategy Board Member Survey
Corporate Strategy Board analysis
Scenarios are not predictions

Scenarios are important for the conversations they spark and the decisions they inform.

“The task is not so much to see what no one yet has seen, but to think what nobody has yet thought about that which everyone sees.”

- Schopenhauer
How are scenarios created?

Scenario thinking is a rigorous process of envisioning multiple plausible futures in order to improve the quality of today’s decisions and strategies. The fundamental approach is “outside-in” thinking. Most individuals and organizations are surprised by discontinuous events because they spend their time thinking about the areas over which they have the most control and with which, the most comfort: their own field or organization. They think from the inside—the things they can control—out to the world they would like to shape. Outside-in thinking starts with understanding the external dynamics and environmental factors and drivers that may affect your work in expected and unexpected ways. It allows for strategies to emerge that might not have been visible if one only looked for the world one would like to create. Here’s a picture of “outside-in” thinking:

Doing outside-in thinking by using scenarios usually begins by framing the decision to be made or the issue to be explored. Sometimes, scenario projects are very specific and ask questions such as “Should we make this acquisition?” or “Should we enter this market?” Sometimes issues are more general, such as the many projects we have done exploring the changing nature of a company’s market, or the one recently completed for a major media organization: “where might the opportunities be for a content a decade from now, and how do we capitalize on them?”

The process then identifies driving forces, including social, economic, political, and technological factors—predetermined elements, such as demographic patterns already in the pipeline; and critical uncertainties, unpredictable dynamics such as public opinion or the state of the economy. These are then prioritized according to both importance and uncertainty.

These exercises usually culminate in three to four carefully constructed scenarios—a small number because only a few scenarios can be fully developed and remembered. Each represents a plausible alternative future— not a best case, worst case, and “most likely” continuum. The test of a good scenario is not whether it portrays the future accurately, but whether it enables an organization to learn, adapt, and make better decisions.

Once the scenarios have been fleshed out and woven into a narrative, the next step is to identify their implications for the organization and its focal question. This can take a number of forms depending on the needs of the organization. In some cases, the scenarios are used to guide a specific decision, while in other settings they are used to generate ideas, frame new areas for exploration, or accelerate organizational learning.
Heminge & Condell provides corporate strategic counsel and venture design services to corporations, not-for-profit institutions, and governments worldwide. H&C serves a broad and varied range of organizations on specific assignments, and is involved in on-going ways through its Chairman, Lawrence Wilkinson, with a group of companies and not-for-profits that he has helped create. H&C’s principals have expertise earned through over 50 years of combined experience in strategic and entrepreneurial work in the worldwide. H&C also draws on a network of distinguished thinkers, managers, entrepreneurs, and designers. H&C was named for the Seventeenth Century publishers of Shakespeare’s First Folio.

Lawrence Wilkinson is Chairman of Heminge & Condell (H&C), and Co-Founder of Global Business Network (GBN), and a pioneer in the development and application of scenario planning. Through H&C, Lawrence is involved in venture formation work, and as a director and counselor to a number of companies that he helped create. At the same time, Lawrence continues to offer strategic counsel to a number of corporate clients NGOs, and governments around the world. Named a “Jedi Knight of Innovation” by Fast Company, Lawrence is a widely consulted and cited authority on strategic issues, and is active in a number of not-for-profit organizations.


Lawrence co-founded GBN in 1987, and served as its President through 1998. GBN was central to the development and spread of the Scenario Planning technique, an approach to addressing very large decisions and long time horizons that has become a critical component of organizational and project planning worldwide.

Lawrence served as Director and Advisor to Ealing Studios, Ltd. Ealing, which celebrated its Centennial in 2002, is the oldest continuously-operating film studio in the world. Lawrence served as Vice-Chairman of Oxygen Media, Inc., a cable television programming service that he co-founded in June of 1998 with partners including Geraldine Laybourne, Oprah Winfrey, Carsey-Werner, and Disney, providing a cable television service reaching over 80 million households in the U.S. and award-winning web services www.oxygen.com and www.oprah.com. He co-conceived the company, and led Oxygen’s planning and formation. Lawrence also helped form, then served as Director and Chief Architect of Wired Ventures, the partnership that built and managed Wired Magazine, Wired Digital/HotWired, and other ventures. And he helped form and served as a director, of Design Within Reach, Colossal Pictures, Broderbund Software, Public Bikes, Particle Therapeutics, and a number of other companies.

Lawrence has authored and edited numerous publications and Harvard Business School case studies ranging from Public Broadcasting in the U.S. (Harvard Business School Press) to The Cambridge Milton (Cambridge University Press). He is the author of How To Build Scenarios (Wired, 1995) and of The Future of Shopping (forthcoming). He has produced and executive-produced numerous television programs, multimedia titles, and feature films, including the award-winning Crumb (Sony Pictures Classics). He also has contributed regularly to general and business periodicals and national television, cable, and radio business news programs, including Wired, Backstage, Business Times, Nightly Business Report, and The Wall Street Journal Report. His articles and essays have been anthologized in a number of collections, most recently in Strategy Bites Back (edited by Henry Mintzberg, et al., Pearson/Prentice-Hall). Lawrence is a frequent speaker at business and industry meetings, has taught on the faculties of The World Economic Forum’s annual Davos Summit, the Microsoft CEO Summit, the Salzburg Global Seminar, and at various business and graduate schools. He has served as a McKinsey Prize judge, and chairs the board of The Institute for the Future.

Lawrence graduated with honors from Harvard Business School, Oxford University, and Davidson College.
TO: PLA Board of Directors  
FROM: Barb Macikas, Executive Director  
RE: Consideration of Revision to PLA Board Composition  
DATE: April 11, 2018

BACKGROUND

Per PLA bylaws (Article 5, section 1), our board consists of ten voting members:

- President
- President-elect
- Past President
- Six Directors-at-large
- One Division Councilor Director-at-large
- PLA Executive Director serves ex officio

This configuration has served PLA well since 2008, when PLA reorganized and reduced the size of its board from 22. PLA is similar in this regard to many associations and non-profits that have trended toward smaller boards. A recent report by BoardSource, 2017 National Index of Nonprofit Board Practices notes (page 17) that “the average board size has decreased over the past 20 years” but that while the size of the board impacts how it works, there is no “right” size for a board. Rather, “the best size for a board is one that reflects the needs of the organization.”

While there is always room for improvement, a read of the BoardSource report indicates that PLA is at minimum on pace and in some cases ahead of other organizations when it comes to how well the board functions and is engaged in building a strategic, inclusive, diverse board, with a strong culture. I’d encourage everyone to read the full BoardSource report. We may want to think about some board development work that we could do at our Fall meeting to ensure this positive direction and results. This discussion would be a first step toward considering how the board is organized and how it works.

DISCUSSION/ACTION REQUESTED

It was suggested by PLA past-presidents at the 2018 ALA Midwinter past-president’s breakfast that PLA consider adding a fiscal officer position to its board to insure strong financial oversight. This suggestion was made in light of ALA’s current and likely longer term financial challenges, the financial opportunities and responsibilities of the Gates Legacy grant and other grants PLA has and will manage, and because the new individual giving campaign will require additional financial oversight. While the past-president’s request was not formal, I am bringing the suggestion to the board to discuss.
With reference to practices by other divisions and ALA, several ALA divisions have a fiscal officer-type position as a voting member (see attached ALSC Roles and Responsibilities document) and ALA has an elected treasurer position on its board. Division boards use a range of models related to the fiscal officer position. Some include the position as an elected position; others have created a structure where the position is appointed by the president-elect, with input from the board. In most cases, the fiscal officer also chairs the division finance committee, either composed of a subset of the board or as a entirely separate committee.

If the PLA board decided to add this position, per bylaws, it would necessitate a vote of the membership. If we put it on the 2019 ballot and chose to make the position an appointed one, the new board fiscal officer could begin their term in fall 2019. If the board determined the new bylaw should require the position be elected from the membership, and the measure passed in the 2019 election, it would be another year before the position would join the board. It might be that for the latter approach, we could simultaneously run candidates with the bylaw change measure. If the measure passed, the new position could also begin fall 2019. I would need to double check with ALA Parliamentarian on that option.

Attachment—sample ALSC roles and responsibilities of fiscal officer
Roles and Responsibilities of the ALSC Fiscal Officer

The Fiscal Officer is elected to a three-year term. The Fiscal Officer serves as a member of the ALSC Executive Committee and the Board of Directors.

The Fiscal Officer acts as the liaison with the ALSC Budget Committee, as well as the liaison between ALSC and ALA on financial matters. The Fiscal Officer works closely with the Executive Director on the long-term fiscal sustainability of the organization ensuring that the organization has diversification of assets and revenue streams to fulfill its long-term mission.

Board of Directors
This body provides general oversight and direction of the affairs of the association. It conducts all business pertaining to the association at a strategic and policy level, and has authority to make decisions for the association. Directors are elected by the ALSC membership and serve three-year terms. The ALSC Board of Directors works toward the good of the overall association, operating as a cohesive whole with one voice, rather than as individual members. Each position is of equal importance to the success of the whole; if one officer or director fails in the job, the operation, productivity, effectiveness, and authority of the entire Board and association is negatively impacted. A Board thrives on mutual respect among its members.

Executive Committee
This body facilitates the actions of the Board of Directors between Board meetings and to consider such items that require interim decisions for the Association. It shall review agendas for the meetings of the Board of Directors, and for the annual membership meeting of the Association, and may make recommendations to the Board regarding items reviewed and under consideration.

Time Commitment
Members considering the position of Fiscal Officer should understand that it is a significant three-year service commitment. Candidates should understand the commitment involved and be willing to devote the considerable time necessary to be prepared for both ALSC Board and Executive Committee meetings and ALA finance meetings, ask questions, and contribute to discussions.

Conferences. The Fiscal Officer attends two annual face-to-face conferences (January and June). In addition to the required ALSC Board and Executive Committee meetings at conferences, the Fiscal Officer attends a variety of ALA meetings including Division Fiscal Officers/ALA Treasurer, Planning and Budget Assembly (PBA), with an additional meeting with the ALA Budget Analysis and Review Committee (BARC) during the Annual Conference. The Fiscal Officer will also usually informally meet with the ALSC Budget Chair and ALA BARC liaison at these meetings.

Virtual engagement. Between annual conferences, the Fiscal Officer will also participate in frequent online meetings and discussions. The Executive Committee communicates regularly between conferences and handles inquiries and association business on behalf of
the Board between conferences, via email. Additionally, the Board will meet online at least once per month. The Fiscal Officer is also expected to monitor emails from the ALA Treasurer and Planning and Budget Assembly and participate actively in virtual discussions.

**Leadership and collaboration.** Beyond meeting attendance, it’s important to be a visible leader, available to engage with members, when attending conferences, Institutes, online meetings, and other events throughout the year. The Fiscal Officer collaborates regularly with the ALSC Budget Chair and when appropriate with other Division Fiscal Officers.

A summary of major responsibilities is listed below. For a detailed list of duties please consult with the current ALSC Fiscal Officer, Paula Holmes at qsprite13@gmail.com. Additionally, a sample board schedule can be obtained by contacting Marsha Burgess, ALSC Program Coordinator, at mburgess@ala.org.

Based on the current Midwinter Meeting schedule, please plan to be available from early Friday morning to Monday evening over all three service years.

Based on the current Annual Conference schedule, please plan to be available from Noon on Thursday to 5:00 pm on Tuesday.

The Executive Committee meets in the fall, usually October, for two days in Chicago. Plan to arrive Thursday evening and end by 2:00 p.m. Saturday.

**Duties and Responsibilities of the Fiscal Officer**
Besides duties as a Board and Executive Committee member, the following responsibilities reside with this position.

**Division Responsibilities**
- Assist the Executive Director in developing and monitoring budgets that incorporate board actions and support the strategic plan.
- Assist the Executive Director with long-range planning and trend analysis.
- Provide financial literacy tools and assistance to the Board of Directors when considering monetary and budget considerations for all programs and activities of the division.
- Assist the Board of Directors in planning, implementing and evaluating revenue streams and fundraising initiatives including Friends of ALSC endowment, long-term investments, and planned giving.

**ALA Responsibilities**
- Serves as ALSC Representative (with the Budget Chair) to the ALA Planning and Budget Assembly and attend the meetings of ALA’s Budget Analysis and Review Committee (BARC), including the Planning and Budget Assembly (PBA) and the BARC/Division Leaders’ meeting.
- Communicate with Fiscal Officers of other Divisions and attend meetings convened by the ALA Treasurer for Divisions and Round Tables with the goal of communicating successes/challenges and identifying areas for collaboration.
• Read and understand any ALA polices that impact ALSC finances; in particular, the operating agreement (ALA Policy 6.4.1) between ALA and the divisions.

ALSC Committee Responsibilities
• Serve as a voting member of the Budget Committee. The Fiscal Officer’s role is to convey Board actions and discussion for the Budget Committee to consider.
• Review Committee and Task Force Quarterly Reports for budgetary implications, note and communicate them with Budget Chair and Executive Director.
• Educate and promote availability of funds to support initiatives of ALSC committees and task forces.
• Educate committees on how they can enhance or create revenue streams that contribute to the overall fiscal health of the organization.

Fiscal Officer Calendar
September – ALA Fiscal Year Begins
• Review Quarterly Reports for budgetary implications and communicate with Budget Chair and Executive Director. Educate and promote availability of funds to support initiatives of ALSC committees and task forces.

October
• Assist Executive Director with any financial reports if needed.
• Attend Fall ALSC Executive Committee Leadership Meeting.

December
• Review Quarterly Reports for budgetary implications and communicate with Budget Chair and Executive Director. Educate and promote availability of funds to support initiatives of ALSC committees and task forces.
• Prepare and/or update trend analysis reports for Board of Directors Midwinter document packet.
• Assist Budget Chair with Conference Agenda if needed.

Midwinter Meeting
• Attend Executive Committee and Board of Directors Meetings
• Attend Budget Committee meetings and share any Board recommendations or priorities.
• Attend key ALSC committee meetings such as Leadership & ALSC
• Attend meetings of the ALA Planning and Budget Assembly and BARC/Division Leadership Meeting.
• With the Budget Chair, set up meeting with ALSC’s liaison to BARC to discuss issues concerning the division and ALA.

February
• Review Quarterly Reports for budgetary implications and communicate with Budget Chair and Executive Director. Educate and promote availability of funds to support initiatives of ALSC committees and task forces.

April
• Participate on the Spring Executive Committee Conference Call.

May
• Review Quarterly Reports for budgetary implications and communicate with Budget Chair and Executive Director. Identify budgetary items that will need to be discussed as
part of the final proposed budget submitted to the Board. Educate and promote availability of funds to support initiatives of ALSC committees and task forces.

Annual Conference
- Attend Executive Committee and Board of Directors Meetings.
- Attend Budget Committee meetings and share any Board recommendations or priorities.
- Attend key ALSC committee meetings such as Leadership & ALSC
- Attend meetings of the ALA Planning and Budget Assembly and BARC/Division Leadership Meeting.
- Attend New Board Member Orientation and provide financial literacy training if requested.
- With the Budget Chair, set up meeting with ALSC’s liaison to BARC to discuss issues concerning the division and ALA.
- Attend Fiscal Officer meetings convened by the ALA Treasurer allowing understanding among Divisions and Round Tables communicating successes/challenges and identifying areas for collaboration.

Throughout the year
- Stay in regular touch with the chair of the Budget Committee and the Executive Director. Communicate any pertinent budgetary or fiscal concerns. Respond promptly to all correspondence, including email.
- Be available to members for discussion and concerns; report to Executive Director, President, and Budget Chair issues or concerns from members.
- Provide mentoring/support of new Budget Chairs.

ALSC Board and Executive Committee Schedule at Conferences
When attending conferences, Board members are asked to circulate and talk informally with ALSC members; many Board members do this by attending the full schedule of ALSC events. It is acknowledged that the Fiscal Officers time is limited due to additional responsibilities with ALA finance meetings; however, the Fiscal Officer may use this time to position and promote ALSC to the broader ALA community.

Annual Conference
Mandatory meetings for Annual Conference are:
Executive Committee Meeting – Thursday afternoon
Joint Executive Committee Meeting – Late Thursday afternoon
Board Orientation - Friday afternoon
Board Meeting I - Saturday afternoon (optional in outgoing year)
Board Meeting II - Tuesday afternoon

The Fiscal Officer is encouraged to attend as many other ALSC programs, celebrations, and meetings as possible. These include:

- ALSC 101 - Saturday late afternoon
- Leadership & ALSC meeting - Saturday morning
- All-Committee meeting - Sunday morning
- Pura Belpré Award Celebration - Sunday afternoon
• Newbery, Caldecott, Wilder Banquet - Sunday evening (All Board members receive an invitation to a pre-banquet reception; meal tickets are the responsibility of the member; but free, open seating is available along the perimeter of the room).
• Participation in the NCW Banquet receiving line - Sunday night
• ALSC Book & Media Awards Program - Monday morning
• ALSC Membership Meeting – Monday mid-morning
• Charlemae Rollins President’s Program – Monday early afternoon
• Odyssey Awards Program - Monday afternoon
• ALA Inaugural Brunch - Tuesday morning, prior to the final ALSC Board meeting (attendance for this ticketed event is sponsored and paid by ALSC)
• Any ALSC sponsored or co-sponsored program sessions

Midwinter Meeting

Mandatory meetings for Midwinter Meeting are:
Joint Youth Executive Committee Meeting- Friday morning
Executive Committee Meeting – Late Friday morning-early afternoon
Board Meeting I - Saturday afternoon
ALSC/REFORMA Executive Committee Meeting – Saturday evening
Board Meeting II - Monday afternoon

The Fiscal Officer, along with the Board, is encouraged to attend as many other ALSC programs, celebrations, and meetings as possible. These include:
• Leadership & ALSC meeting - Saturday morning (overlaps with Council Orientation session)
• All-Committee meeting - Sunday morning
• Youth Media Awards Press Conference – Monday morning
• Joint Youth Divisions Reception – Monday morning
• Any ALSC sponsored or co-sponsored program sessions
TO: PLA Board of Directors  
FROM: Barb Macikas, Executive Director  
RE: Next iteration of PLA Strategic Plan  
DATE: April 22, 2018

DISCUSSION/RECOMMENDATIONS
The next iteration of the PLA 2018-2020 strategic plan is attached for the board’s review. The Board may choose to accept the plan and approve it in May. Or, if significant revisions are needed, we will review and revise again with a goal of approving the final plan in June.

Some things to consider as you review the draft plan:

- EDI has been added as a core value. as a core value
- Related to EDI – Is there interest /opportunity to include Justice as part of EDI so it is EDIJ? We know there are sensitivities with terms like social justice that have unfortunately become too political. If justice is one of the main ideas, along with equity, diversity and inclusion, could it be supported and be less political? Currently, there is no language in the plan.
- Leadership – is the board comfortable with broadening how leadership is described?
  - In objective #3 under leadership – this was originally about library school curriculum. There was a lot of discussion in the focus groups about thinking beyond library school to other types of learning for library staff. Does this objective resonate and capture that feedback. We want to make sure the objective is true to what PLA can/wants to do in the next three years.
- Transformation – are we clear and comfortable with what transformation means in this context. In focus groups, people liked the term; many feel like this is already underway in libraries

BACKGROUND
In 2017, the PLA Board of Directors determined it was time to review PLA’s strategic plan and update it based on progress that has been made and anticipated growth and opportunities over the next three years (2018–2020). At the September 2017 Board meeting, members reviewed the strategic plan and discussed critical issues facing public libraries today and the changing library landscape. Through these discussions, a need to update PLA’s vision to reflect the evolution of collective thinking by the association’s board, leaders and members and the state of the library field emerged along with three recommended changes to the strategic plan goals: 1) add Equity, Diversity, & Inclusion as a goal; 2) separate Leadership & Transformation into two individual goals; and 3) remove Literate Nation as a goal.
Following the September board meeting, the board was asked to review a subsequent iteration of the plan. The plan was updated again and was discussed at PLA’s 2018 Conference through a series of member focus groups. Four focus groups were convened at the PLA 2018 Conference to collect member feedback. The groups included 26 members in a range of library roles, from directors to early-career staff, and discussion focused on four elements of the strategic plan:

- Refreshed vision statement
- Revised Leadership goal/objectives
- Revised Transformation goal/objectives
- New Equity, Diversity, & Inclusion (EDI) goal/objectives

The discussions were high-energy and produced a variety of constructive feedback for the Board’s consideration. The results of those conversations were incorporated into this next iteration of the plan.

Additionally, as part of the post-conference survey sent to over 5,000 attendees, questions were posed related to the goals of the strategic plan. Over 2,000 responded to the survey. The evaluation included a question about the strategic plan, asking to what extend they agreed with the 3 key goals on a scale of Perfectly to Not At All to each goal. The graph below captures 2,108 responses to that question.

**Analysis:** While all three goals received the majority of responses as fitting “Perfectly” or “Mostly,” the leadership goal had fewer “perfectly” responses than the other three categories. Transformation had the strongest “perfectly” response although only by a few percentage points above the EDI goal. Overall, these results point to the goals resonating with the library community although the leadership one may feel out of reach for some.
Q31 PLA is in the process of updating its strategic plan for 2018-2020, including refining some of its strategic goals. To what extent do you feel that each of the following goals reflects the support that you would like to receive from PLA?

Attachment—April iteration of PLA Strategic Plan
Overview

In 2017, the PLA Board of Directors determined it was time to review PLA’s strategic plan and update it based on progress that has been made and anticipated growth and opportunities over the next three years (2018–2020). Last updated in 2014, the strategic plan guided PLA and led to many successful initiatives under four goal areas: Advocacy & Awareness, Leadership & Transformation, Literate Nation, and Organizational Excellence.

At the September 2017 Board meeting, members reviewed the strategic plan and discussed critical issues facing public libraries today and the changing library landscape. Through these discussions, a need to update PLA’s vision to reflect the evolution of collective thinking by the association’s board, leaders and members and the state of the library field emerged along with three recommended changes to the strategic plan goals: 1) add Equity, Diversity, & Inclusion as a goal; 2) separate Leadership & Transformation into two individual goals; and 3) remove Literate Nation as a goal. These updates to the strategic plan were discussed at PLA’s 2018 Conference through a series of member focus groups and as questions on the post-conference survey, which returned over 2,000 responses. Further refinements were then made to the plan. The desired outcome of this planning process is to clarify and guide how PLA should invest its valuable and limited resources to meet the future needs of its members and other public library stakeholders.

The revised strategic plan includes the following:

- A list of relevant factors, including a core purpose, core values, and a vision for PLA’s future success;
- Goal areas that identify where PLA will direct its energy in the next three years, focused on outcomes beneficial to the association and its members;
- A set of Planning Assumptions for the public library profession the association represents, with revisions made in April 2018 (Appendix A).

Adoption of the revised strategic plan by PLA’s Board of Directors is an affirmation of the intent and direction articulated by the vision, goals, and objectives. PLA views strategic planning as an ongoing process within the organization. Therefore, progress toward achieving the plan’s objectives will be assessed annually, and the plan will continue to be updated based on achievement and the changing needs of members and stakeholders.
Core Ideology & Vision

Core ideology describes PLA’s consistent identity that transcends all changes related to our relevant environment. It consists of two elements: core purpose—our organization’s reason for being—and core values—essential and enduring principles that guide our organization. Our vision depicts a concrete yet unrealized future. It consists of an overarching statement of ambition and a vibrant description of the future of public libraries and PLA.

Core Ideology

Core Purpose
To strengthen public libraries and their contribution to communities.

Core Values
PLA is dedicated to:
- Visionary Leadership
- Member Focus
- Integrity and Transparency
- Equity, Diversity, and Inclusion (was Openness, Inclusiveness, and Collaboration)
- Excellence and Innovation

Our Vision

Statement of Ambition
A dynamic public library is the heart of every community.

Description
We envision the future, where public libraries serve at the intersection of vibrant communities and a strong democracy. The future will be realized as the ever-expanding value of libraries is acknowledged, accepted, and ingrained in every heart and mind. A deeper intertwining of library and community means that libraries are eagerly and appropriately funded, so that their democratizing force can continue to open possibility, both individually and collectively.
In the future, the library not only reflects the diversity of its community, but also becomes the leader of practicing inclusion at all levels, starting with the people that work there. It partners with community organizations to expand the reach of its benefits and those with whom it collaborates. It’s a hub of cultural and civic engagement, helping to facilitate understanding of how society is, and should be, shaped.

In the future, the library recognizes its own influence on communities, and is adept at advocating for the resources to do more. Libraries continue to fulfill their role as the place where everyone is welcome to take advantage of vital services and learning. More of the public, in turn, seeks out the library, because the library is continually tailoring its offerings to meet their needs. While the inside of the library remains quietly bustling, it knows how to raise its voice for good.

In the future, there is no more generative and generous environment for individual learning, enrichment, and economic opportunity than the public library. The community sees the library as a space to find the joy of personal growth through learning via expert assistance, relevant resources and research tools, content sharing and creation, and the opportunity for cultural enrichment. It is an integral component of a successful educational system, making abundant contributions to America’s status as a literate nation.

Finally, the future Public Library Association (PLA) has built a solid foundation to support the library profession—the indispensable ally to an essential institution. One hundred percent of North America’s library staff, trustees, and other supporters are members. The vast majority of them are actively engaged with the association, where anyone can contribute and everyone grows. Here, libraries hone their ability to respond to the needs of their communities. Here, libraries are transformed and librarians empowered through the pillars of leadership, kinship and innovation. Membership in PLA is indispensable to a successful library career, PLA is a hub where intuining trends in an ever-changing environment is second nature, and matching members with superior educational and training services is second to none.
Planning Horizon (2018-2020)

Goals and Objectives

The following goals will anchor and guide PLA for the next three years as we continue to advance toward our shared vision. The goals listed are considered of equal importance and are not necessarily in priority order. Objectives provide direction on how PLA will accomplish its articulated goals. Success toward achieving the goals will be reviewed annually by PLA leadership.

Goal: Transformation

Goal Statement: PLA advances public libraries’ transformation from a library focus to a community focus, to meet the specific needs of people and communities.

Objective (1):
Define and support the transition of public libraries to become more responsive to – and reflective of – community needs.

Objective (2):
Increase opportunities to explore and share effective emerging best practices that are addressing community priorities.

Objective (3):
Increase awareness of and access to the types of literacy necessary for skills development and success in the 21st century.

Objective (4):
Increase the number of libraries using meaningful and actionable measurements to understand and expand their community impact.

Goal: Leadership

Goal Statement: PLA builds and supports leadership for public libraries that is reflective of the needs of each community and the profession.

Objective (1):
Increase leadership and personal development training opportunities for all levels of public library staff reflective of the PLA leadership model.
Objective (2):
Support public library staff in the shift from a library-centered to a community-centered approach, through PLA trainings and resources.

Objective (3):
Encourage learning opportunities for all library staff through collaboration with library schools and support access to other types of learning available to library staff including CE, online courses, certificate programs and conferences.

Goal: Advocacy & Awareness

Goal Statement: PLA leads in public library advocacy and influencing perceptions of public libraries.

Objective (1):
Increase awareness and strengthen perceptions of public libraries among key audiences and stakeholders.

Objective (2):
Increase awareness and the effectiveness of PLA/ALA’s advocacy resources and create new tools to support current and future advocacy efforts.

Objective (3):
Increase library staff participation in public library advocacy at all levels (i.e., federal, state, local).

Objective (4):
Improve PLA’s capacity to serve as a resource to public libraries outside of the U.S. that are conducting library advocacy.

Goal: Equity, Diversity and Inclusion

Goal Statement: PLA advocates for equity, diversity, and inclusion to champion every member, library, and community where they live and work.

Objective (1):
Reflect EDI principles in association leadership, staffing, values, mission/vision, strategies and operations.

Objective (2):
Equip members with tools, mentoring/coaching, learning opportunities, and other resources to advocate and apply EDI principles in their libraries and communities.
**Objective (3):**
Identify measurable impacts, including professional competencies, that demonstrate progress in key EDI areas.

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**Goal: Organizational Excellence**

**Goal Statement:** PLA is entrepreneurial, resilient, and successful in the sustaining and growing of resources to advance its mission and work.  

**Objective (1):**
Maintain a financially stable and sustainable operating model.  

**Objective (2):**
Commit to and support ongoing, regular data-driven assessment of PLA impact on the library field.  

**Objective (3):**
Increase the number of income-generating products and programs.  

**Objective (4):**
Oversee successful stewardship of the multi-year Legacy and future grants.  

**Objective (5):**
Seek and adapt to new trends and models in association organization and membership.  

**Objective (6):**
Maintain strong relationships with existing partners and explore new partnership opportunities outside of the library field.  

**Objective (7):**
Invest in more professional development training for PLA staff to strengthen their capacity to meet member and library field needs.
Appendix A
Planning Assumptions (Updated Q2 2018)

To make progress toward PLA’s goals, it’s important to anticipate factors that could affect our ability to succeed and to assess the implications of those factors. This process will allow PLA to annually review and recalibrate our strategy based on these assumptions and to adjust, if needed, to the strategic plan.

Economic & Business Environment
- Public library budgets will continue to be constrained with more competition for funds; this will vary by community and will likely be more pronounced in communities where library services are viewed as discretionary.
- Funding sources for public libraries at the local, state, and/or federal level will be affected by the economy and may change, shrink, or go away.
- Diversification of funding sources will become more necessary.
- Libraries will need to continue to demonstrate a positive return on investment (ROI) to the public and those who make library funding decisions.
- There will be more options for private funding available—and more competition for those dollars.
- There will be an increase in partnerships and in pooled and shared resources.

Legislation & Regulation
- Understanding the legal environment, including employment and immigration laws, will require more time, energy and expertise.
- Copyright and digital licensing will continue to evolve and be volatile.
- Confidentiality/privacy will become more complex and will affect use, records, maintenance and requirements for registration, data collection and marketing.

Politics & Societal Values
- Stratification and polarization of society will continue.
- National, state, and local political agendas will change, and the public’s support for political agendas will continue to fluctuate.
- Attitudes toward the U.S. education system will affect support for libraries, as many see them as aligned.
- The library will have a greater role in civic engagement.
- The library will continue its role as a convener and facilitator.
• Library staff will continue to seek guidance on the appropriate response to salient issues based on their individual communities.
• Public library programs and services will continue to reflect the diversity of the communities they serve and fill their unique role as a safe place where everyone is welcome.
• Public libraries will continue to grow as a community gathering place and as a personal connection space.
• Supporting lifelong learning will continue to be a library priority.
• Reading will continue to be a critical skill to succeed in life.
• Continued growth in volunteerism will benefit public libraries.
• Expectations will increase for public libraries to make sustainable environmental practices part of standard library operations.

Demographics & Trends
• Changes in demographics will influence the ways people interact and behave in public spaces, including public libraries.
• New immigrants from countries without a public library tradition will need assistance in understanding the role and services of the U.S. public library.
• Baby Boomers (76.4 million) will continue to impact the services provided by public libraries.
• The socioeconomic gap will continue to grow, and the income level defining poverty will continue to rise.
• Trends in the way people learn, share knowledge, and interact with information and one another will evolve along with the tools and services libraries will need to provide.
• The workplace will continue to change and cater to the next generation workforce; professional collaboration will be more often hosted in a digital environment.

Technology
• Technology will allow libraries the opportunity to attract and serve new client groups; they will expect multiple access modes to the library.
• More people without technological skills or financial means will use the library’s technology resources; libraries will continue to be a technology safety net for a large percentage of the population.
• The library as a place for content creation will continue to grow; there will be greater interest and demand for user-generated content.
• Monitoring trends and exploring the role of libraries in the context of technology by library support organizations’ will need to be supported and grown
• Ongoing technology investments in upgrades and new tools will increase delivery of technology services at the library.

Structure & Tradition
• Public library operating and governance structures that fail to evolve may negatively impact long-term sustainability, including investment in research and development.
• Libraries will continue to be constrained by vendors in delivering solutions if they do not have their own roadmap.
• There will be ongoing tension around the need to collect user data and librarians’ value of privacy.
• Tensions about allocating public resources to market/promote library services will persist.
• The traditional staffing structure of public libraries will need to be adjusted; diversity among library staff will increase to reflect changing communities.
• There will continue to be discussion around how to recognize non-MLS library staff (e.g., Guides) who are essential to successful library operations.
• Library staff will stay in the workforce longer, potentially reducing opportunity for new library staff; an experience gap could result when they retire.
• While improving, the diversity of library school graduates will not catch up to reflect communities’ demographics in the near future.
TO: PLA Board of Directors
RE: From Awareness to Funding Survey Update
DATE: April 20, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Information

ACTION REQUESTED BY:
Larra Clark

DRAFT OF MOTION:
N/A

BACKGROUND:
PLA, ALA and OCLC/WebJunction jointly funded and coordinated an update to the 2008 “From Awareness to Funding” voter perception survey. The report was released March 21 and was followed one day later with a panel session at the 2018 PLA Conference. The full report, dataset and affiliated content (including an infographic of key findings that also was printed and distributed at the conference) are available online at oc.lc/awareness2018.

Key findings include:
- a majority of U.S. voters believe public libraries are essential to communities and a source of civic pride;
- voters still highly value traditional library services such as free access to books and quiet areas, but also increasingly value the library as a community hub.
- There continues to be a disconnect between the services libraries offer and public awareness and support for those services;
- although a majority of voters are likely to support library funding at the local ballot box, fewer are committed to definite support than a decade ago; and
- a majority of voters still do not realize that the primary source of library funding is local.

The report also included some preliminary thinking about actions library professionals and library service organizations might consider as next steps.

STATUS:
The PLA Conference panel, which included PLA Past President Vailey Oehlke, PLA Deputy Director Larra Clark, ALA Office for Library Advocacy Director Marci Merola and Web Junction (WJ) Director Sharon Streams, was well-attended. More than 275 people participated in an April 17 WJ webinar with the same presenters, and interaction was high both in person and online. To continue and feed the conversation, there also is a Twitter hashtag (#awareness2funding) and a Facebook group page jointly administered by PLA and WJ that was launched simultaneously to the webinar.
PLA, ALA and WJ staff are discussing next steps in terms of future presentations, FB conversations and how the new data might inform updates to current materials or projects (e.g., ALA’s Advocacy Bootcamp, ALA’s Libraries Transform campaign or a possible update to PLA’s Turning the Page content), as well as what new resources might be developed.

Among the potential next steps called out in the report are:

- Target public awareness efforts
- Leverage areas of positive public perception
- Amplify library resources and impacts for school-age children
- Cultivate and empower Super Supporters
- Engage the Library as Office segment
- Recognize local libraries as community hubs
- Address those in the Barriers to Support tier
- Clarify misconceptions about funding sources

**FUTURE:**

Next steps are in discussion, but there may be areas of overlap that are particularly opportunistic related to the PLA Strategic Plan, the Legacy work and/or Project Outcome—as well as the projects mentioned above. Any feedback or guidance from the PLA Board would be welcome.
TO: PLA Board of Directors
RE: 2020 Census Library Outreach and Education
DATE: April 20, 2018

ACTION REQUESTED/INFORMATION/REPORT:
Approval to jointly establish 2020 Census Library Outreach and Education Taskforce

ACTION REQUESTED BY:
Larra Clark

DRAFT OF MOTION:
I move that PLA support efforts to prepare librarians for the 2020 Census and jointly establish the 2020 Census Library Outreach and Education Taskforce with the ALA Office for Information Technology Policy, drawing from PLA and ALA members at large

BACKGROUND:
The decennial count of all U.S. residents is a long tradition: required by the U.S. Constitution to determine representation in Congress and the Electoral College, the Census also is key to the allocation of billions of dollars in federal funding to states and localities and to the production of widely-used datasets. However, each decade brings new innovations and challenges. In 2020, the Census will be conducted primarily online for the first time. Like past e-government efforts, this likely will place additional demands on library staff and technology resources to assist people in participating in the Census online or via another method of their choosing. It also presents an opportunity to increase awareness among key decisionmakers of the library as trusted local institutions and the roles we play in civic/community life.

STATUS:
ALA Washington Office and PLA staff (Gavin Baker and Larra Clark) have begun conversations with library leaders, the Census Bureau, advocates for a complete and inclusive Census, and funders involved or interested in underwriting activities with a particular focus on “hard to count” populations. We believe public libraries will be particularly impacted by the 2020 Census because of many people’s reliance on public library internet access (although, unlike other e-government forms, people will still be able to use a paper form) and are exploring avenues for best informing and positioning libraries to support their communities in this vital civic effort.

We currently are exploring:

- Development of a practical guide or toolkit about the 2020 Census that provides background, timelines, contacts and resources for supporting libraries in the lead up to the census (which usually officially begins April 1)
- Coordinating a Census presence and programming at ALA and other library conferences and meetings for current information sharing and easy member access
- Continuing to identify and raise awareness of library needs and resources with other key stakeholders, such as the National Association of Counties, National League of Cities and the Conference of Mayors
- Development of other materials that highlight the significant roles public libraries have played and can play with the Census and why it is vital to support this work
- Development of webinars and other virtual means of engagement with and for Census stakeholders and library staff

**FUTURE:**
To guide and support specific future library outreach and education activities, we ask that PLA support efforts to prepare librarians for the 2020 Census. We propose to create a member taskforce that would be co-convened under the auspices of PLA and the ALA Office for Information Technology Policy. A taskforce structure would enable a quick startup and indicate the nature of the time-limited nature of the work (two years). We hope to convene this group at or soon after the 2018 ALA Annual Conference. Through this taskforce, PLA members would ensure the tools and resources developed are aligned to member needs and advise on how to best disseminate these resources to the public library field.

*Attachment: Draft charge for 2020 Census Library Outreach and Education Taskforce*
2020 Census Library Outreach and Education Task Force

Charge
To advise the association on conducting outreach and education to inform library staff about potential impacts—particularly for public libraries—that may arise from the 2020 Census, gathering information from library colleagues about expected impacts and needs, and collaborating with the Census Bureau and other decisionmakers to best meet the needs of libraries and support an accurate Census.

Composition
The 2020 Census Outreach and Education Task Force consists of 10-15 members, appointed by the chair of the OITP Advisory Committee and the PLA President-Elect, drawn from the membership at large, serving one two-year term and led by two co-chairs.

Roster
3-4 members affiliated with OITP
3-4 members affiliated with PLA
1-2 members affiliated with Committee on Legislation
1-2 members affiliated with ACRL/academic libraries
1-2 members affiliated with state chapters
1-2 members affiliated with state library agencies
2-3 members from across association with specific expertise and/or characteristics that increase geographic and demographic inclusion across the task force.

Larra Clark (Staff Liaison)
Gavin Baker (Staff Liaison)
PLA Sustainability Strategies 2018

The following is a summary based on a milestone report submitted to the Bill & Melinda Gates Foundation as part of PLA’s legacy grant.

PLA’s traditional revenue sources have been: membership dues, conference registration, sponsorships and advertising, training fees, and publications and products. This model has served PLA well, but we’ve recently developed plans to diversify beyond our traditional sources of revenue and support. We have successfully begun taking up the challenge of shifting to new strategies including the following.

• **Staffing and board leadership:** Over the last few years, we expanded staff with a particular focus on the skills needed to support fundraising and new, sustainable partnerships. This approach is succeeding; PLA secured more than $850,000 for fiscal year 2017 projects - this is an increase of over $400,00 from each of the previous two years, and support from non-government sources is on the upswing. The additional staff capacity is leveraging new resources. The PLA board’s understanding of its role in sustainability planning also expanded. The board committed to increased efforts regarding individual donations (see below) and agreed to incorporate fundraising into orientation for new leaders.

• **Corporate/vendor sponsors:** PLA typically budgets for $50–70,000 in corporate/vendor grant revenue in non-conference years, and $100,000 in conference years. PLA has fallen short of budget goals in many of the recent fiscal years. While sponsorship of awards is consistent from year to year, PLA conferences have generated less revenue, despite new sponsorship options added every year. Theories for why PLA struggles with corporate/vendor sponsorships include reduced marketing budgets of library vendors, consolidation in the library vendor field resulting in fewer potential sponsors, more competition with other library events and libraries themselves, and difficulty sustaining personal relationships with vendors due to corporate staff turnover, lack of PLA staff time, and the decision to outsource fundraising for conference sponsorships to Corcoran Expositions. 2018 was an exception, and PLA did well with conference sponsorships. Outside of PLA Conferences, PLA has not been soliciting contributions from vendors. This is partly because PLA has not identified many sponsorable activities to promote to them, and partly due to lack of staff and member leader time.

The recent history of PLA’s vendor support is below.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Conference Year</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td></td>
<td>$69,000</td>
<td>$73,490</td>
<td>$4,490</td>
</tr>
<tr>
<td>FY10</td>
<td>X</td>
<td>$94,000</td>
<td>$135,020</td>
<td>$41,020</td>
</tr>
<tr>
<td>FY11</td>
<td></td>
<td>$69,000</td>
<td>$86,155</td>
<td>$17,155</td>
</tr>
<tr>
<td>FY12</td>
<td>X</td>
<td>$102,000</td>
<td>$111,541</td>
<td>$9,541</td>
</tr>
<tr>
<td>FY13</td>
<td></td>
<td>$69,000</td>
<td>$35,280</td>
<td>($33,720)</td>
</tr>
<tr>
<td>FY14</td>
<td>X</td>
<td>$104,500</td>
<td>$100,355</td>
<td>($4,145)</td>
</tr>
<tr>
<td>FY15</td>
<td></td>
<td>$54,500</td>
<td>$18,330</td>
<td>($36,170)</td>
</tr>
<tr>
<td>FY16</td>
<td>X</td>
<td>$100,000</td>
<td>$66,197</td>
<td>($33,803)</td>
</tr>
<tr>
<td>FY17</td>
<td></td>
<td>$54,500</td>
<td>$23,029</td>
<td>($31,471)</td>
</tr>
<tr>
<td>FY18</td>
<td>X</td>
<td>$125,500</td>
<td>$111,522</td>
<td>TBD</td>
</tr>
</tbody>
</table>

* to date
Comparison of the total number of Partners in the last three conference years are below.  
2012: 7 Platinum, 16 Gold, 14 Silver, 2 Bronze, TOTAL: 39  
2014: 7 Platinum, 11 Gold, 16 Silver, TOTAL: 34  
2016: 2 Platinum, 8 Gold, 14 Sliver, TOTAL: 24  
2018**: 26 unique conference sponsor companies, plus 10 author event sponsors of which 7 are unique, so 33 companies total; plus 3 unique award sponsors, TOTAL: 36  
** PLA stopped using Partner levels in FY18

- **Individual giving:** We are also energizing our efforts to solicit individual gifts from members and nonmember friends. In each of the last ten fiscal years, PLA received between 5-15 individual donations from members and other individuals, with low total contributions (for instance, under $1,000 in fiscal year 2017). Based on early, limited effort, this has already increased to over $17,000 from 50+ donors in fiscal year 2018. To achieve this, PLA expanded fundraising capacity beyond the PLA Board. For instance, the past-presidents of PLA constitute a “who’s who” of US public library leaders whose influence and commitment to PLA had not previously been leveraged. These past presidents were brought into the development conversation and enthusiastically committed to advancing PLA’s individual giving programs. Additionally, we plan to reach out to young members who have been active in our leadership development programs. Developing a philanthropy mindset will be important for these young people, as for our older, more established members and leaders.

- **Major/Planned Gifts:** PLA is supporting the ALA Development Office to contract with a prospect researcher in summer 2018. As part of this work, PLA will meet with the researcher and discuss longstanding PLA members, leaders in the public library field and others, and the researcher will develop a prospect list of 25-75 individuals who might be approached for major or planned gifts. PLA will coordinate next steps with the Development Office and PLA leadership.

- **Partnerships:** Another major investment is creation of actionable partnership strategies not just focused on library service organizations, but potential partners across many disciplines. For instance, collaborating with education, employment, and other groups may connect us to the major funding sources supporting those disciplines. This will lead to our ability to become more networked and further diversify partners and sources of funds. Every PLA leadership group (committees, task forces, past board members, etc.) can play a role in sustainability work, using their expertise to build new relationships and bring new partners to the table. These partnerships, combined with additional staff time and expertise related to grant writing, may leverage new funds for PLA.

- **Grant writing:** In the past, PLA actively sought out Federal grants to underwrite PLA to deliver leadership development training, strengthen its evidence-based early literacy programs, develop digital literacy programs, and improve diversity within the profession. These, however, were nearly all IMLS grants, and the need to diversify sources of support has been clear. We are spending more energy researching other federal agencies and private (corporate and foundation) grants. PLA has benefited from grants from the Gates, Knight, Packard and other foundations, but often due solely to established long-term relationships, unique or “one time” opportunities presented to PLA, or the efforts of partners who took the lead in grant writing. We are shifting to a more proactive approach, where we research and reach out to potential new funding sources.

The recent history of PLA’s government and private grants is below.
PLA Government and Private (Corporate/Foundation) Grant History
2007-2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Funder</th>
<th>Source</th>
<th>Project Code</th>
<th>Grant to PLA</th>
<th>Year</th>
<th>Time Period (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turning the Page 1.0</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3193</td>
<td>$8,739,310</td>
<td>FY07</td>
<td></td>
</tr>
<tr>
<td>Turning the Page 2.0</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3193</td>
<td>$623,723</td>
<td>FY10</td>
<td></td>
</tr>
<tr>
<td>Target National Reading Initiative</td>
<td>Target</td>
<td></td>
<td></td>
<td>$15,000</td>
<td>FY11</td>
<td></td>
</tr>
<tr>
<td>EDGE Technology Benchmarks</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3194</td>
<td>$867,448</td>
<td>FY11</td>
<td></td>
</tr>
<tr>
<td>Librarians for the 21st Century</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3182</td>
<td>$45,145</td>
<td>FY12</td>
<td></td>
</tr>
<tr>
<td>Summer Reading App</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3180</td>
<td>$50,000</td>
<td>FY12</td>
<td></td>
</tr>
<tr>
<td>Digital Literacy Clearinghouse</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3182</td>
<td>$291,179</td>
<td>FY13</td>
<td></td>
</tr>
<tr>
<td>Early Literacy Evaluation</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3180</td>
<td>$499,741</td>
<td>FY14</td>
<td></td>
</tr>
<tr>
<td>Leadership Implementation</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3182</td>
<td>$213,682</td>
<td>FY14</td>
<td></td>
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<tr>
<td>Performance Measurement</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3190</td>
<td>$2,956,530</td>
<td>FY15</td>
<td></td>
</tr>
<tr>
<td>General Operating</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3199</td>
<td>$203,000</td>
<td>FY15</td>
<td></td>
</tr>
<tr>
<td>Family Engagement</td>
<td>David &amp; Lucile Packard Foundation*</td>
<td>Foundation</td>
<td></td>
<td>$20,000</td>
<td>FY15</td>
<td></td>
</tr>
<tr>
<td>Legacy Grant</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3175</td>
<td>$10,805,701</td>
<td>FY16</td>
<td></td>
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<tr>
<td>DigitalLearn Improvements</td>
<td>Verizon</td>
<td>Corporate</td>
<td>116-0508</td>
<td>$243,653</td>
<td>FY16</td>
<td></td>
</tr>
<tr>
<td>Rural Gateways/STEM</td>
<td>National Science Foundation*</td>
<td>Government</td>
<td></td>
<td>$10,000</td>
<td>FY16</td>
<td></td>
</tr>
<tr>
<td>DigitalLearn Subsite Development</td>
<td>Various Chicago-area foundations</td>
<td>Foundation</td>
<td>3188</td>
<td>$140,000</td>
<td>FY16</td>
<td></td>
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<tr>
<td>African Leadership Training</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3176</td>
<td>$1,000,000</td>
<td>FY17</td>
<td></td>
</tr>
<tr>
<td>Inclusive Internships</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3184</td>
<td>$592,756</td>
<td>FY17</td>
<td></td>
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<tr>
<td>Digital Literacy Pilot</td>
<td>Cox Communications</td>
<td>Corporate</td>
<td>3188</td>
<td>$81,550</td>
<td>FY17</td>
<td></td>
</tr>
<tr>
<td>Healthy Communities</td>
<td>University of Iowa/NLM/GMR Office</td>
<td>Government</td>
<td>3180</td>
<td>$179,867</td>
<td>FY18</td>
<td></td>
</tr>
<tr>
<td>General Operating</td>
<td>Bill &amp; Melinda Gates Foundation</td>
<td>Foundation</td>
<td>3177</td>
<td>$2,900,000</td>
<td>FY18</td>
<td></td>
</tr>
<tr>
<td>Inclusive Internships</td>
<td>Institute of Museum &amp; Library Services</td>
<td>Government</td>
<td>3184</td>
<td>$318,606</td>
<td>FY18</td>
<td></td>
</tr>
<tr>
<td>Short Edition Story Dispenser</td>
<td>John S. and James L. Knight Foundation</td>
<td>Foundation</td>
<td>3178</td>
<td>$244,814</td>
<td>FY18</td>
<td>*anticipated</td>
</tr>
<tr>
<td>Opioid Case Studies/National Forum</td>
<td>Institute of Museum &amp; Library Services*</td>
<td>Government</td>
<td></td>
<td>$250,000</td>
<td>FY18</td>
<td>*anticipated</td>
</tr>
</tbody>
</table>

* original funding source; PLA received pass through funds as a subcontractor

**TOTAL** $31,291,705
**Challenges**

The approaches listed above can increase revenue to PLA, and have already shown some success. There are challenges and risks, however, including:

- The long lead time required to identify, research, connect with, and secure funding from new sources.
- The increased staff time needed to maintain activity – including stewardship/recognition for all donors, reporting, etc.
- The need to continually develop the expertise of PLA staff, make time for professional development and reflection on our own skills, and successfully handle staff transitions.
- Maintaining interest and enthusiasm for fundraising among our member leaders, and dealing with issues such as educating/orienting them to their tasks, and competing with their own efforts on behalf of their libraries.
- The challenges inherent in any partnerships; for instance, partnering with another library support organization to solicit grants may increase our chance at success, but raises issues related to turf, equity, trust, etc.
- As we reach out to non-library sectors, challenges include developing a relationship, communicating the value of public libraries and the need for their engagement, and strategizing a path forward that is mutually beneficial.
PLA Individual Giving Campaign 2018-2019
http://www.ala.org/pla/about/people/donors

In 2018, PLA is kicking off a new individual giving campaign, giving PLA members and others the opportunity to support the work of public libraries. Since fall of 2017, a small group led by Clara Bohrer and Deborah Jacobs have been personally soliciting gifts from “founders” of the campaign. These include past presidents, board members, executive directors, staff and partners from Gates Foundation, AfLIA, TASCHA and IFLA.

Founding donors are listed below. PLA has tentatively concluded the founding donor effort as of April 30, 2018. The amount raised and number of donors will be provided on site at the board meeting.

Updated as of 4/16/18

$1,000 and over
Clara Bohrer*
Jessica Dorr
Deborah L. Jacobs
Sarah Ann Long*
Barbara Macikas

$500 to $999
Sari Feldman*
June Garcia*
Toni Garvey*
Christine Hage*
Luis Herrera*
Susan Hildreth*
Darren Hoerner
Gina Millsap
Larry Neal*
Vailey Oehlke*
Jo Ann Pinder*
Charlie Robinson**

$100 to $499
Scott G. Allen and Steven Hofmann
Carolyn Anthony*
Helena Asamoah-Hassan
Nancy Bolt*
Charles M. Brown*
Audra L. Caplan*
Harriet Coalter*
Chris Coward
Judith Drescher*
Ron* and Bonnie Dubberly
Amy Gipson

Michelle Jeske
Christopher Jowaisas
Richard Kong
Buhle Mbambo-Thata
Gertrude Kayaga Mulindwa
James Neal
George Needham
Patrick O’Brien*
Carrie N. Plymire
Caroline Rosenberg
Kay K. Runge, MLS*
Joel Sam
Carol Sheffer*
Pamela Smith
Felton Thomas*
Pat Woodrum*

Under $100
Mary Hirsh
Angela Maycock
Linda Mielke*
Rebecca Sears
Greta Southard
Jacinta Were
Monique le Conge Ziesenhenne

* Past PLA President
* Donations given in memory of PLA Past President Charlie Robinson from Clara Bohrer, Ginnie Cooper, Ron Dubberly, Susan Kent and Jo Ann Pinder

* Past PLA President
Post-April/Post-Founding Donor Launch Plans

The following summarizes PLA’s plans for the rest of 2018 and early 2019 related to its individual giving campaign.

- Determine purposes and potential name for the fund (board meeting, May)
- Prepare for announcement of campaign at 2018 Annual Conference member breakfast
  - Pins/ribbons, info sheets/appeals, script/slides
  - Identification of founding donors/leaders to be at tables
- Announce campaign to members attending 2018 Annual Conference member breakfast (June)
- Follow up with full member announcement and appeal (July)
  - Press release
  - Solicitation letter
- Target other key audiences (July-September)
  - Vendors
  - Library consultants
  - Leadership training participants (trainees and mentors)
- Collaborate with the ALA Development Office on major and planned giving (May-August)
  - Meet with hired prospect researcher to determine 25-75 prospects for PLA to approach regarding major and planned gifts
  - Determine next steps with Development Office, ad hoc development committee
- Include short articles/updates in each issue of *Public Libraries* magazine
  - 2017 year end campaign, match, general thanks, PLA is focused on sustainability (no mention of 2018 campaign)
  - Thank founding donors, use of funds, watch for appeal
  - Campaign update, PLA’s work on grants, insert giving envelope?
  - 2018 annual appeal, Giving Tuesday, what we’ve been able to do with funds so far
  - 2018 results
- Coordinate with ALA Development Office on year-end appeal (Nov/Dec)
YOU KNOW THE POWER OF PUBLIC LIBRARIES

HELP PLA SUPPORT THEM TODAY.

Public libraries are constantly evolving—from information providers to critical centers of learning, creativity and community development. Libraries open possibility and contribute to increased employment, better health, higher literacy and education, and stronger civic engagement. As the demands on public libraries change, the library field must continue to be a wellspring of new leaders, new ideas, new connections and new programs. With your help, PLA can meet these urgent needs by expanding our role as the indispensable ally to public libraries.

WHY SUPPORT PLA?

Over the next decade, new funds from our members and other champions will sustain and expand PLA efforts, beyond what our current funding allows to help library professionals shape public libraries, so that public libraries can fulfill their essential role in communities. Together, we can strengthen networks to learn from each other, foster equity and diversity, build advocacy for libraries as a leadership skill, and accelerate the creation of new programs. PLA is building on its strong foundation and seeking out new funding from private and public sources, making our case that public libraries are unparalleled in their ability to help anyone learn, do, and grow. Outside funders support us because they see our members’ deep commitment to their libraries and to PLA.

We can make even more progress with your renewed support.

WHY GIVE TODAY?

You may already be supporting PLA or ALA, and we thank you. But whether you’re a longtime donor or a brand new one, this is the moment to lead—because your gift can inspire others to give. We will announce our individual giving campaign to the full membership soon—this is an opportunity to be part of a small but influential group of PLA leaders that can show others what commitment looks like. Your gifts will contribute to a new fund to create leaders, increase impact, and keep the library field strong. And your gift this year can have an even greater impact. Because of your sustained leadership and our shared success building PLA, the Global Libraries program of the Bill & Melinda Gates Foundation has pledged to match gifts from members and other individuals 3-to-1 during 2018. For example, a $500 gift will be matched by $1,500. This will help PLA kick off our individual giving campaign with a bang.
Thank you for everything you do. Your leadership makes a difference. You see and support the potential of public libraries through your work, every single day. Now we are asking you—as past presidents and board members, committee leaders and subject matter experts, beneficiaries of leadership programs, and thought leaders in our field—to take the lead once again and make a generous donation to PLA today.

ACT NOW.

PLA Individual Giving Campaign 2018-2019
Questions for Board Discussion

- What should the fund be named? Options suggested to date include PLA Leadership for Impact Fund, “BLANKs” of PLA (Friends, Champions, Supporters, etc.), something aligning it with the strategic plan (PLA Strategy Fund, Strategic Advancement Fund), or something playing on the positioning statement (evolving, expanding, inventing what comes next, etc.)

- What should be the purpose of the fund?
  - Should it be a standing, defined purpose – for instance Leadership, or Equity?
  - Should there be a regular (ie annual) process where the board identifies what the fund will support and promotes it? Is this a closed (ie board and staff) process or one where member leaders or members-at-large can make suggestions?
  - How does PLA use the funds to underwrite existing programs and needs, rather than always come up with new projects to support?

- PLA is targeting members, vendors serving the public library market, and some specific beneficiaries of PLA programs (like leadership trainees and mentors). What other groups might PLA target?

- How should PLA recognize donors?
  - Ribbons at meetings? Are ribbons too commonplace at ALA events?
  - Listing on web site
  - Other listings? In Public Libraries? In an annual report?
  - Other strategies?

- How should PLA update members about the fund and their donations, to create a sense of pride in what was accomplished with the funds and to encourage continued giving?

- A small group (Clara, Deborah, others) have led this work to date. How can member leaders continue to support and advance this effort?
  - What’s the board’s role in prospect identification? Solicitation? Thanking donors?
  - The effort initiated within the Past President’s group. Is this an ongoing expectation – that Past Presidents will oversee and advance PLA’s fundraising?
  - Does PLA need a formal fundraising/development body (committee or task force)?

- What other education or resources does the board need, now and in the future, to lead and fully support PLA’s efforts to improve fundraising and create a “culture of giving” within PLA?