MEMORANDUM

DATE: January 6, 2015
TO: Unit Managers
FROM: Gregory L. Calloway, AED Finance
Brad Geene, Director, Budgeting & Planning
RE: FY 2016 BUDGET INSTRUCTIONS

Within the overall framework of the Association’s mission, core values and programmatic priorities, the Fiscal Year 2016 budget will specifically focus on the following strategic directions:

- Advocacy
- Information Policy
- Professional and Leadership Development

These Strategic Directions support the Council-approved programmatic priorities:

   I:   Advocacy for Libraries and the Profession
   II:   Education and Lifelong Learning
   III:  Intellectual Freedom
   IV:   Organizational Excellence
   V:    Diversity
   VI:   Equitable Access to Information and Library Services
   VII:  Literacy
   VIII: Transforming Libraries

The strategic directions are, in turn, supported by a number of enabling strategies:

- Create an assessment and evaluation process to measure the effect of the strategic initiatives.
- Review governance structure (including committees and round tables) to identify changes to address the strategic initiatives.
- Review staff structure and compensation to ensure focus on strategic initiatives.
- Build a more robust public communication and public relations/marketing capacity.
- Identify revenue streams and fundraising opportunities to support the strategic initiatives.
• Engage division leaders and staff to define their role and contribution to the strategic initiatives.
• Build a sustainable technological infrastructure that enables ALA to advance the strategic initiatives.
• Align ALA publishing and conferences to support the strategic initiatives.
• Strengthen pathways for member involvement/engagement in strategic initiatives.
• Leverage partnerships to increase organizational impact

The FY 2016 budget process will occur within the framework of:

1) The current base budget and FY 2015 projections and
2) Preliminary FY 2016 revenue projections developed as part of a five year budget plan

This budget packet builds on the concept that to achieve ALA’s strategic areas, collaboration among and between all ALA units is essential. Central to this process is joint investment between the ALA General Fund, Divisions, Round Tables, and external partners to accomplish the ALA Strategic Directions.

The FY 2016 budget will provide financial support to the following:

1) The ALA programmatic priorities
2) The ALA Strategic Directions
3) Unit and divisional programmatic and member service goals within these broad frameworks.
4) The ALA organizational goals.
5) The enabling strategies.

The FY 2016 budget guidelines are based upon analysis of ALA’s FY 2015 projected results as compared to the current FY 2015 budget, as well as in relation to preliminary 2016 revenue projections. Each unit manager will prepare projections for FY 2015 using current information and the most recent financial monthly actual results.

Guidelines for the FY 2016 budget are to be applied based on the FY 2015 budget. The FY 2016 budget will be prepared at the same level as the FY 2015 approved budget with the following exceptions:

- **Salary lines (5000)** will include a 2.0% increase
- **Attrition (5005)** will be reduced from 5.0% to 4.8%. Please recall that the Prophix template does not perform this calculation. You must multiply your Salary line by .048 and enter the result manually.

Please refer to the FY 2016 Budget Assumptions when preparing your budget.
The due dates for the FY 2016 budget schedules are as follows:

- Divisions - **February 9, 2015**
- APA and all other GF and RT Units (except Membership Dues, Publishing, Conference Services & ITTS) – **February 9, 2015**
- Membership Dues, Publishing, Conference Services & ITTS - **February 16, 2015**

Submit the following FY 2016 budget schedules to both Brad Geene and your respective Department Head:

- Budget Overviews-Attachment D
- Updated Division Strategic/Financial Plan
- Organizational Chart
- FY 2016 Prophix Budget Templates including Budget Notes
- Salary Worksheet-Exhibit 2 (mark changes on the worksheet and return).
- Depreciation Worksheet-Exhibit 3 (mark changes on the worksheet and return).
- Long-term Investment Fund Transfer/Withdrawal Request-Exhibit 4 is provided for requesting Division Fund balance transfers to the Long-term Investment Fund. The actual transfer will be determined based on the economic conditions at that time.
- Capital Request-Exhibit 6
- A one page New Revenue Development proposal summary
- An FY 2015 Projection column will be incorporated within the Prophix FY 2016 budget template.

In addition to the schedules provided, there may be additional information that you will be asked to submit with your budget documentation. BARC will review budget assumptions at the Midwinter Meeting. If there are any changes in the inflation assumptions or the budget development process, you will be notified immediately.

Please note that the Executive Board will meet on April 18-19, 2015. Please adhere to the due dates in order that senior management will have sufficient time to review and prepare the budget presentation. Early submission of the budget would be greatly appreciated.

The FY 2016 budget packet and worksheets can be accessed in the share drive directory: **S:\Management\UnitManagers\___FY2016 Budget Packet**. After completion of your budget, please email all your budget documents to Brad Geene (bgeene@ala.org) by or before the due date.

The Budget Review Meetings will be held from March 16, 2015 through March 23, 2015. A detailed meeting schedule in Excel format can be found in the Budget Calendar folder on the share drive. If you have any questions, please call Brad Geene at extension 4253.

cc: Keith Michael Fiels, Executive Director
Department Heads
BARC
The ALA budget instructions and guidelines are attached to assist you with your budget preparation. Direct any questions to Brad Geene, Director Budgeting & Planning at bgeene@ala.org or 312-280-4253.
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   (1)  Review projects within your Budget
   (2)  Review and include FY 2016 assumptions in budget notes
   (3)  Complete Budget and Notes (due dates)
   (4)  Complete unit budget overview
   (5)  Update and submit Unit Organizational Chart

BUDGET SCHEDULES

Exhibits are available on the shared drive at S:\Management\Unit Managers\_FY 2016 Budget Packet except for the Salary and Benefit Worksheet (Exhibit 2) which will be emailed.

Exhibit 1 – Prophix FY 2016 Budget Template

Exhibit 2 – Salary and Benefit Worksheet (emailed)

Exhibit 3 – Depreciation Worksheet

Exhibit 4 – Long-term Investment Fund Transfer Request (Divisions & RT)

Exhibit 6 – Capital Request Form – General Fund Units
Exhibit 6A – Capital Request Form – Divisions (paid by Division Funds)

Exhibit 7 – New Revenue Development Plan

Other Accounts (Budget Line #’s)
I

Economic Environmental Scan


However, strengthening of the macro economy does not offer immediate relief to many of the factors that will drive ALA’s FY 2016 budget considerations. At the macro level, global economic weakness, primarily in Europe, could halt the aforementioned domestic improvements during fiscal year 2016.

Additionally, ALA’s potential FY 2016 available resources will be impacted by factors which include the historical lag in restoration of Library funding after a recession, retirement rates within the sector, and the contraction of the profession by approximately 60,000 positions over the last five years. Limited growth in new student enrollments in degree granting programs will impact dues revenue and may impact conference attendance.

Publishing continues to wrestle with issues related to the transition to a hybrid print and electronic model, changes in the dynamics of textbook publishing, and a predicted 2015 increase in publishing-quality paper of 6%.

While market growth has had a significant positive impact on the association’s endowment, the low interest rates that have tempered inflationary increases in costs have also impacted the return on these and other cash investments which support the association’s programs and services.

Based on these broad considerations and preliminary 2016 revenue projections, the FY 2016 budget will be prepared at the same level as the FY 2015 approved budget with the following exceptions:

- **Salary lines (5000)** will include a 2.0% increase
- **Attrition (5005)** will be reduced from 5.0% to 4.8%. Please recall that the Prophix template does not perform this calculation. You must multiply your Salary line by .048 and enter the result manually.

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1 BLS Current Population Survey (CPS) is published in the Employed Persons by Detailed Occupation tables. The CPS is a telephone survey of a sample of residents in the United States. The CPS results show a decrease in librarians (down by 21,000), a decrease in library technicians and assistants, (down by 13,000) and a decrease in library clerks, (down by 26,000). The total decrease for all of these library positions is 60,000.
II

Business and Operational Goals

As a not-for-profit [501(c)(3)] corporate entity, the Association must recruit members, build financial resources to support members, recruit and train staff, utilize technology appropriately, evaluate and improve operations, and manage effectively. The Association must be able to respond effectively to growth, to new expectations from members and the public and to changing conditions. The Association operates within the framework provided by its mission, policies, programmatic priorities, strategic directions enabling strategies, goals and objectives. Business and operational goals should complement and support achievement of Association goals.

ALA’s key FY 2016 organizational goals and strategies are as follows:

A. FY 2016 Organizational Goals

1. **Financial Performance**: General Fund net revenue will reach or exceed $250,000.

2. **Members/Customers/Partners**: Total membership will grow by 1% over the total number of members in 2015.

3. **Personal Learning**: Each ALA staff member will engage in professional development activities.

4. **Efficiency & Improvement**: Maintain member satisfaction at the high rate achieved in FY 2015.

B. FY 2016 Organizational Strategies

- Exercise prudent management of ALA resources to support strategic priorities and position the Association advantageously for the future
- Identify new revenue generating opportunities and allocate necessary resources to support revenue growth.
- Continuously increase effectiveness and efficiency by identifying activities and programs that can be eliminated, reduced or phased out.

C. FY 2016 Funding Requests

1. FY 2016 Capital Requests – please fill in the appropriate version of Exhibit 6 - Capital Request Form.

2. New Revenue Development – Funding requests that will generate additional net revenue within FY 2016.
III

Steps to Prepare a Budget Request

(1) Review projects within your Budget

In preparing FY 2016 unit budgets, please review your existing projects to see if any changes, additions, deletions, or consolidations are necessary for the new fiscal year. A threshold of $5,000 should be used as a guide for the creation and maintenance of an individual project.

If you need to make any changes, please inform Brad Geene so that adjustments can be made to your budget during your budget preparation process. You should prepare GL Project Request Form-Attachment C and submit to John Cuculich for any new project request or project change. A copy of Attachment C should be submitted along with your budget request.

(2) Review and include FY 2016 assumptions in budget notes

In your FY 2016 budget, please use the FY 2013 ALA composite indirect cost rate of 25.9%.

Budget assumptions are provided to you as a reference for preparing the FY 2016 budget. The preliminary budgets are to be prepared at the same level as the FY 2015 approved budget with the following exceptions:

- Salary lines (5000) will include a 2.0% increase
- Attrition (5005) will be reduced from 5.0% to 4.8%. Please recall that the Prophix template does not perform this calculation. You must multiply your Salary line by .048 and enter the result manually.

You may reallocate the funds among budget lines. If the FY 2015 budget is inappropriate as a base (e.g. because of a programmatic cycle), it is important to adjust your FY 2016 budget schedule and clarify your assumptions in your budget notes. Also, please use 2.85% when preparing your FY 2016 bank fee budget.

(3) Complete budget and notes

Due dates:

- **February 9, 2015** - Divisions
- **February 9, 2015** - All other General Fund and Round Table Units (except Membership Dues, Publishing, Conference Services, & ITTS)
- **February 16, 2015** – Membership Dues, Publishing, Conference Services & ITTS

For all applicable budget lines, please calculate the budget amount and input your FY 2016 budget request amount in the budget of the appropriate project in your unit’s budget. Please submit your completed proposed FY 2016 budget request & FY 2015 projections to Brad Geene.
Detailed notes should be prepared for each line of each project in your budget. Notes are important and are the main source of information that explains how the budgeted revenues and expenses are computed. Management relies heavily on your notes for preparation of the consolidated budget and during presentations to BARC and the ALA Executive Board. Please express assumptions clearly and briefly, providing relevant calculations where possible.

(4) Complete Unit budget overview

Please refer to Instructions to Develop Budget Overview-Attachment for preparing Unit budget overview. Complete Budget Overview Form - Attachment D (Microsoft Excel file) for specific Unit program and activities related to the following:

- Unit key functions
- Key environmental assumptions
- Positive/negative trends (internal)
- Major multiyear Unit goals
- FY 2016 Unit plan changes
- Major FY 2016 projects as it relates to the Association’s Strategic Directions.
- Significant additional information.

(5) Update and submit Unit Organizational Chart

Include an organizational chart of your Unit reflecting your FY 2015 Unit's reporting structure, job titles and job grades. Identify all funded and unfunded employees. If changes are requested, include current and proposed organizational chart.
BUDGET SCHEDULES

Budget exhibits are available on the shared drive at S:\Management\Unit Managers\FY 2016 Budget Packet except for the Salary and Benefit Worksheet (Exhibit 2) which will be emailed.

Exhibit 1 – Prophix Budget Template

For the second year, budgets will be prepared in Prophix. Training will be provided to budget managers during January 2015. If you have not been introduced to the ALA budget process, please contact Brad Geene (x 4253) to schedule a time for review.

A Prophix budget template will be designed for your Unit/Department/Division based on FY 2015 budgets. If additional projects are needed, please contact Brad to have projects added to your Unit’s budget. New projects should include revenues or expenses which total $5,000 or greater. If some of your current projects have a total of $5,000 or less, please review and consider combining, or eliminating, those projects, if possible. Also, indicate any projects that you will not budget in FY 2016. Attachment C is to be used to request new projects or to request changes to existing project titles. Please complete this form and forward to John Cuculich for approval and processing. A copy of the approved Attachment C should be sent to Budgeting & Planning along with your FY 2016 budget request.

Exhibit 2 – Salary and Benefit Worksheet (emailed)

A listing of the FY 2015 approved positions in your unit is provided. Salary figures are based on the December 19, 2014 payroll. Review FY 2015 unfunded FTEs to see if the same assumptions should be applied to FY 2016. Please request a revised salary schedule to reflect the new unfunded FTE assumptions for FY 2016. Benefits are projected at 33% of total salaries less attrition for FY 2016. Overtime and in-house temp are assessed at 15% for benefits.

Your review of this worksheet entails the following steps:

A) If you need to update any aspect of this document, just let Brad Geene know and a new worksheet will be prepared for you. For the General Fund, please do not include upgrades to salaries on this schedule. Highlight upgrades in your budget overview and submit upgrades to your department head and Human Resources.

B) Due to an increase in healthcare costs, 33% of salary less attrition should be budgeted for employee benefits (Line 5010).

C) Estimated overtime for non-exempt employees should be budgeted under Line 5002. Notes should be provided for all budgeted overtime. 15% of overtime wages should be added to the fringe benefit line (Line 5010).

D) Review the accuracy of all the data on the salary worksheet. The information on the salary worksheet was provided by Payroll/Human Resources. However, you may have more updated/revised data regarding employee names, title, grade level, and/or FTE %.
Indicate all the necessary changes on this worksheet and return it to Budgeting & Planning in a confidential envelope or highlight the changes in the salary worksheet and email it back to Brad Geene.

E) In-house temporary employees should be budgeted under expense **Line 5001** (wages/temporary employees). Cross charges from other units should be budgeted as in-house temporary employees and not as outside consultants. The Unit will not be charged the full benefit rate for temporary employees. However, there are benefit costs incurred. ALA is responsible for paying FICA, State and Federal FY 2016 Unemployment and Workers Compensation for in-house temporary employees. You should budget fringe benefits for temporary employees by applying 15% to the gross wages.

**Exhibit 3 – Depreciation Worksheet**

This worksheet contains all fixed assets purchased by your unit through FY 2014 and the **budgeted** capital purchases for FY 2015. Total projected depreciation/amortization expense for FY 2016 has been calculated by Budgeting & Planning before any FY 2016 new additions which must go through an approval process. Depreciation should be allocated to the administrative project (-0000).

For your information, depreciation expense is calculated in the following manner:

1) All units requesting capital items in FY 2016 will be charged depreciation/amortization on approved items in FY 2016. Budgeting & Planning will adjust your FY 2016 budget after the Capital Budget request is approved.

2) Computer Related Equipment (printers, software, etc.) -- based on a three-year depreciable life. Allocate one-sixth (one-half of one-third) of the item's purchase price to depreciation expense in the year purchased, one-third of the purchase price each of the second and third years, and one-sixth in the fourth year.

3) Office Equipment and Furniture -- based on a five-year depreciable life. Allocate one-tenth (one-half of one-fifth) of the purchase price in the year purchased, one-fifth each of the second through fifth years, and one-tenth in the sixth year.

4) Development cost for software – based on a five-year life. Allocate one-tenth (one-half of one-fifth) of the purchase price in the year purchased, one-fifth each of the second through fifth years, and one-tenth in the sixth year.

**Exhibits 6 & 6A – Capital Request Forms**

All ALA purchases of **desktops, laptops and tablets** should be capitalized as well as all other purchases exceeding $1,000. Please use the following forms to request these FY16 Capital additions which must go through an approval process before being budgeted.
The Capital Request Form—Exhibit 6 is used for General Fund Units to request items of equipment or furniture costing more than $1,000.

Capital Request Form—Exhibit 6A is used for Divisions to request items of equipment or furniture costing more than $1,000 and will be paid by the Division.

Units anticipating building improvements or furniture additions should also use the Capital Request Form to submit your request.

ITTS will no longer lease personal computers and monitors; therefore computer-related equipment (such as scanners, printers, and software over $1,000) will be capitalized and depreciation expense will be charged to units. For lease expense of other equipment, please see budget instructions for Equipment Lease Expense account #5520.

A) UNIT NUMBER: The Unit requesting the equipment should be included here. Where more than one Unit will be sharing the cost and depreciation, all should be included and an appropriate percentage division of such costs should be identified.

B) ITEMS REQUESTED: Multiple items can be combined on one request. For instance, a personal computer and printer would constitute a single Capital Request. Software and maintenance must be budgeted in your Unit's operating budget, accounts #5501 and #5140.

C) DESIRED MONTH OF ACQUISITION: To assist in forecasting the cash flow, identify the earliest desired and latest possible month for which you need the equipment.

D) ESTIMATED LIFE: For computer related equipment, use a depreciable life of three years. For furniture and office equipment use a life of five years. These depreciation assumptions conform to industry standard. Please contact Planning & Budgeting for the life of other equipment.

E) ESTIMATED PURCHASE PRICE: Provide your best estimate of cost, obtained from catalogs or vendor quotes. For standard equipment, the Office of Support Services and Facility can provide estimates for you. For estimated purchase price of computer-related equipment, please contact ITTS.

F) SUMMARIZE JUSTIFICATION: Provide a brief description of the purpose or functions to be fulfilled through the use of this equipment. Use additional pages if necessary. Include software applications.

G) STAFF/SPACE REQUIREMENTS: If you require additional office and workspace to operate the new equipment, identify the estimated square footage.

Other Accounts (Budget line #’s):

4400 -- Material Contributions/Sponsorship

In order to comply with accounting standards, please budget in FY 2016 any material future contributions/sponsorships including pledges, which are legally enforceable at
the time the budget is prepared. It is important to note if the donor placed any restrictions on the use of the funds.

4421 -- Royalties – Non-exempt

For Divisions, overhead is assessed to revenues received from licensing agreements for on-line products and the Publishing overhead rate should be applied.

5301 -- Conference Equipment Rental

For audio/visual equipment for Midwinter and Annual Conferences business meetings and programs to be budgeted in the Conference Arrangements budget, please forward estimates for your conference equipment needs to Conference Arrangements. Equipment for pre- and post-conferences are to be budgeted in your Unit's budget.

5520 - Equipment Lease Expense

If your equipment lease expense account includes leased equipment, please provide detail of all equipment leases in your budget notes.

5905 - IUT - Subscription Processing

All subscriptions processed in house by Customer Service should charge their related expenses to account #5905. Please apply the rate of $6.00 per subscription ($6.25 for RDA), for FY 2016 as provided by Customer Service.

5911 - IUT - General Overhead

The ALA composite rate is based on the FY 2013 Indirect Cost Study – 25.9% for the FY 2016 budget.

5940 - IUT - Registration Processing

All registration expenses processed in house by Customer Service should be charged to account #5940.

5999 - IUT - Miscellaneous Expense

For those units budgeting separately-ticketed events (e.g. tours and meal functions) add $1.00 to the ticket price. The budget should be reflected in #5999.
# FY 2016 Budget Assumptions

<table>
<thead>
<tr>
<th>Revenue Factors</th>
<th>Account #</th>
<th>Assumptions</th>
<th>% over FY 2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest/Dividend Income</td>
<td>4420</td>
<td>5% rolling average of last 20 calendar quarters of the net asset balance of Long-term Investment (calendar quarter Sept 30, 2009 - June 30, 2014)</td>
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</table>

## Expense Factors

<table>
<thead>
<tr>
<th>Expense Factors</th>
<th>Account #</th>
<th>Assumptions</th>
<th>% over FY 2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALA Expense reduction Rate</td>
<td></td>
<td>0.0%</td>
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</tr>
<tr>
<td>General Inflation</td>
<td></td>
<td>General inflation rate</td>
<td>1.3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>Capitalize and depreciate, equipment purchases greater than $1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Bank service fees</td>
<td>5122</td>
<td>2.85%</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>5210</td>
<td>Airfare Rate Increase</td>
<td></td>
</tr>
<tr>
<td>Lodging &amp; Meals</td>
<td>5212</td>
<td>General inflation rate</td>
<td>1.3%</td>
</tr>
<tr>
<td>Postage</td>
<td>5523/5909</td>
<td>General inflation rate</td>
<td>4.0%</td>
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<tr>
<td>Supplies</td>
<td>5500</td>
<td>General inflation rate</td>
<td>1.3%</td>
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<tr>
<td>Bad Debt</td>
<td>5543</td>
<td>As a Percentage Of Gross Sales</td>
<td>1.0%</td>
</tr>
<tr>
<td>Returns</td>
<td>4601</td>
<td>As a Percentage of Gross Sales</td>
<td>10.0%</td>
</tr>
<tr>
<td>IUT - Marketing</td>
<td>5900</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>IUT - Production Services</td>
<td>5901</td>
<td>Production Services will communicate the % increase to Units</td>
<td></td>
</tr>
<tr>
<td>IUT - Data Processing/ITTS</td>
<td>5902</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IUT - Subscription Processing</td>
<td>5903</td>
<td>Note: $6.25 for RDA</td>
<td>$6.00</td>
</tr>
<tr>
<td>IUT - Reprographics</td>
<td>5910</td>
<td>General inflation rate</td>
<td>1.3%</td>
</tr>
<tr>
<td>Paper/Publications</td>
<td></td>
<td>Uncoated Paper</td>
<td>5.0%</td>
</tr>
<tr>
<td>Income Taxes</td>
<td>5600</td>
<td>As a Percentage of Gross Advertising Revenue:</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Booklist</td>
<td>1.0%</td>
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<tr>
<td></td>
<td></td>
<td>CHOICE</td>
<td>1.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C&amp;RL News</td>
<td>1.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All Other Units</td>
<td>1.0%</td>
</tr>
<tr>
<td>Library Materials</td>
<td>5502</td>
<td>General inflation rate</td>
<td>1.3%</td>
</tr>
<tr>
<td>Employee benefits - Exempt &amp; Non-exempt</td>
<td>5010</td>
<td>As a percentage of salary cost less attrition, apply a 33% factor</td>
<td></td>
</tr>
<tr>
<td>Employee benefits - In-house temp/OT</td>
<td>5010</td>
<td>As a percentage of salary cost, apply a 15% factor for in-house temporary and overtime</td>
<td></td>
</tr>
<tr>
<td>Attrition - General Fund only</td>
<td>5005</td>
<td>As a percentage of salary cost, apply a (-4.8%) factor</td>
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</tr>
<tr>
<td>Staff Development</td>
<td>5031</td>
<td>Based on Unit discretion</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost Rates</td>
<td>5911</td>
<td>ALA Overhead Rate:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Composite: Based on FY 2013 Analysis = 25.9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fed Gov't Grant Preliminary Rate:</td>
<td>19.42%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Fed Gov't Grant Preliminary Rate:</td>
<td>19.42%</td>
</tr>
</tbody>
</table>
This following information will be used in reviewing the proposed FY2016 budget and in developing the budget overview. Please be both informative and succinct.

### UNIT/DEPARTMENT

### KEY FUNCTIONS:

### KEY ENVIRONMENTAL ASSUMPTIONS:

### POSITIVE/NEGATIVE TRENDS:

### MAJOR MULTIYEAR UNIT GOALS:

1. 
2. 
3. 
4. 
5. 

### FY16 UNIT PLAN CHANGES:

### MAJOR FY16 PROJECTS/ACTIVITIES

Please enter a **brief** description of **3-5** planned FY16 projects. List them according to primary focus. **There is no anticipation that each unit will have a project in each category.** Rather, the FY16 projects should reflect the specific focus of your unit and its unique contribution to the achievement of programmatic priorities and strategic directions.

### STRATEGIC DIRECTIONS

*Within the broad programmatic priorities approved by the ALA Council, the ALA Executive Board has called for specific focus on these areas of strategic direction.*
### FY 2016 BUDGET OVERVIEW

#### Attachment D-Budget Overview Form

<table>
<thead>
<tr>
<th>Advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Policy</td>
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<tr>
<td>Leadership and Professional Development</td>
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#### KEY ACTION AREAS

*These are the Council-approved Programmatic Priorities of the Association, developed over time and infrequently modified. They are tied to the enduring values of the Association.*

<table>
<thead>
<tr>
<th>Advocacy for Libraries &amp; the Profession</th>
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<tbody>
<tr>
<td>Education &amp; Lifelong Learning</td>
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<td>Intellectual Freedom</td>
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<tr>
<td>Transforming Libraries</td>
</tr>
</tbody>
</table>
In order to progress in our areas of programmatic priority and strategic direction, the ALA Executive Board has defined enabling strategies.

<table>
<thead>
<tr>
<th>ENABLING STRATEGIES</th>
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<tbody>
<tr>
<td>Assessment and Evaluation</td>
</tr>
<tr>
<td>Governance and Committee Structure</td>
</tr>
<tr>
<td>Staffing</td>
</tr>
<tr>
<td>Communications, PR and Marketing</td>
</tr>
<tr>
<td>Revenue Streams and Fundraising</td>
</tr>
<tr>
<td>Division Engagement</td>
</tr>
<tr>
<td>Technology Infrastructure</td>
</tr>
<tr>
<td>Publishing and Conferences</td>
</tr>
<tr>
<td>Member Involvement and Engagement</td>
</tr>
<tr>
<td>Partnerships</td>
</tr>
</tbody>
</table>

Significant Additional Information Not Included Elsewhere: