

**AMERICAN LIBRARY ASSOCIATION**  
**Five-year Projections**  
**FY 2015 Actual through FY 2024 Plan**

<b>ALA Investment Plan (WORKING DRAFT FALL MEETINGS 2019)</b>												<i>Key Assumptions:</i> - Annual staff salary increases of 2%		EBD 3.2
ALAAmericanLibraryAssociation												- Annual 7% Increase Health Care Expense		BARC 3.2
5 Year Plan FY 2020-2024												- Inflation 2%		
												- Investment Plan Cost Savings + Growth		
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019 3rd Close	Budget 2019	Projections 2019	Budget 2020	Plan 2021	Plan 2022	Plan 2023	Plan 2024		
<b>TOTAL ALA</b>														
Publishing - Gross Revenue	\$ 12,645,125	\$ 11,706,423	\$ 11,025,969	\$ 12,153,013	\$ 10,789,543	\$ 11,493,944	\$ 10,932,696	\$ 10,950,816	\$ 11,114,002	\$ 11,309,692	\$ 11,517,942	\$ 11,736,902		
Conference - Gross Revenue	9,305,898	8,349,976	9,404,288	8,963,170	9,519,281	9,445,240	9,425,240	10,287,280	9,895,000	10,225,000	10,350,000	10,460,000		
Membership Dues - Gross Revenue	5,415,745	5,515,846	5,294,533	5,369,789	5,309,136	5,391,800	5,336,800	5,530,879	5,647,904	5,917,842	6,003,861	6,281,799		
Divisions - Gross Revenue	14,308,907	15,813,475	13,805,979	16,286,664	13,286,949	13,375,007	13,375,007	15,772,485	13,375,007	15,772,485	13,375,007	15,772,485		
Round Tables - Gross Revenue	428,775	434,927	467,454	557,998	687,264	408,286	408,286	530,738	500,000	500,000	500,000	500,000		
Grants - Gross Revenue	7,224,274	6,329,463	6,319,708	6,970,509	6,820,972	4,908,019	4,908,021	4,578,828	5,518,894	5,726,969	5,945,447	6,174,850		
Interest Income and Investment Earnings	1,780,996	2,104,677	1,879,361	1,945,351	2,030,134	1,779,632	1,429,632	1,573,817	1,600,000	1,600,000	1,600,000	1,600,000		
NEW Endowment									550,000	600,000	650,000	700,000		
NEW Fundraising									300,000	400,000	500,000	600,000		
NEW Purchasing									100,000	100,000	100,000	100,000		
NEW Business Initiatives									200,000	200,000	200,000	200,000		
Other	569,870	564,475	611,335	948,063	565,040	607,542	603,057	637,922	637,922	637,922	637,922	637,922		
<b>Total Gross Revenue</b>	<b>\$ 51,679,590</b>	<b>\$ 50,819,262</b>	<b>\$ 48,808,627</b>	<b>\$ 53,190,557</b>	<b>\$ 49,008,319</b>	<b>\$ 47,409,470</b>	<b>\$ 46,418,739</b>	<b>\$ 49,862,765</b>	<b>\$ 49,438,729</b>	<b>\$ 52,989,910</b>	<b>\$ 51,380,179</b>	<b>\$ 54,763,958</b>		
<b>OVERHEAD RATE</b>	<b>25.4%</b>	<b>25.9%</b>	<b>26.4%</b>	<b>26.4%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>	<b>26.5%</b>		
<b>GENERAL FUND</b>														
Publishing Net Revenue (Before NS Amortization)	\$ 1,119,674	\$ 841,511	\$ 479,992	\$ 264,796	\$ 111,465	\$ 189,328	\$ (216,707)	\$ 196,819	\$ 239,037	\$ 322,579	\$ 457,312	\$ 547,164		
Conference Net Revenue	747,678	45,871	752,015	287,049	273,034	780,755	462,755	1,048,416	1,727,825	1,624,375	1,767,250	1,733,100		
Membership Dues, net	5,327,140	5,422,789	5,195,935	5,272,729	5,207,420	5,291,800	5,236,800	5,430,879	5,556,404	5,825,842	5,911,861	6,189,799		
Interest Income and Investment Earnings	1,087,785	1,168,625	1,333,533	1,110,410	804,186	1,200,000	850,000	800,000	800,000	800,000	800,000	800,000		
NEW Endowment									550,000	600,000	650,000	700,000		
NEW Fundraising									300,000	400,000	500,000	600,000		
NEW Purchasing									100,000	100,000	100,000	100,000		
NEW Business Initiatives									200,000	200,000	200,000	200,000		
Existing Biz Growth From Investments									155,733	161,455	163,896	169,008		
Other	569,870	564,475	611,335	948,063	565,040	607,542	603,057	637,922	637,922	637,922	637,922	637,922		
<b>Total Net Revenue and Income</b>	<b>8,852,148</b>	<b>8,043,271</b>	<b>8,372,810</b>	<b>7,883,047</b>	<b>6,961,145</b>	<b>8,069,425</b>	<b>6,935,905</b>	<b>8,114,036</b>	<b>10,266,921</b>	<b>10,672,173</b>	<b>11,188,241</b>	<b>11,676,993</b>		
Publishing Overhead	3,211,500	3,031,812	2,909,301	3,208,395	2,859,070	3,045,893	2,892,291	2,901,966	2,945,210	2,997,068	3,052,255	3,110,279		
Conference Overhead	2,363,698	2,162,644	2,482,732	2,344,365	2,502,178	2,494,868	2,494,868	2,666,140	2,622,175	2,709,625	2,742,750	2,771,900		
Division Overhead	1,652,971	2,034,562	1,601,847	2,153,166	1,567,127	1,609,286	1,539,782	2,215,574	1,539,782	2,215,574	1,539,782	2,215,574		
Round Table Overhead	16,365	16,348	16,832	18,853	19,371	17,761	17,761	18,169	20,000	20,000	20,000	20,000		
Grant Overhead	413,229	601,115	462,289	576,557	579,536	564,534	514,612	332,027	607,078	629,967	653,999	679,234		
<b>Total Overhead</b>	<b>7,657,763</b>	<b>7,846,481</b>	<b>7,473,001</b>	<b>8,301,336</b>	<b>7,527,282</b>	<b>7,732,342</b>	<b>7,459,314</b>	<b>8,133,876</b>	<b>7,734,246</b>	<b>8,572,234</b>	<b>8,008,786</b>	<b>8,796,986</b>		
<b>Net Revenue and Overhead</b>	<b>\$ 16,509,911</b>	<b>\$ 15,889,752</b>	<b>\$ 15,845,811</b>	<b>\$ 16,184,383</b>	<b>\$ 14,488,427</b>	<b>\$ 15,801,767</b>	<b>\$ 14,395,219</b>	<b>\$ 16,247,912</b>	<b>\$ 18,001,167</b>	<b>\$ 19,244,407</b>	<b>\$ 19,197,027</b>	<b>\$ 20,473,979</b>		
<b>General Fund Expenses</b>														
Medical Benefits/CPI									506,907	524,407	542,771	562,052		
Savings - Other									(231,125)	(235,747)	(240,462)	(245,272)		
Investments Advocacy						410,000	410,000	492,000	499,834	529,334	559,569	590,561		
Investments Development						176,750	176,750	276,000	292,000	292,000	292,000	292,000		
Investments IT						1,360,498	1,360,498	1,060,110	744,443	1,953,203	1,872,138	1,881,251		
Occupancy								1,700,000	1,700,000	1,700,000	1,700,000	1,700,000		
Occupancy Savings								(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)		
Savings Support Services									(300,000)	(300,000)	(300,000)	(300,000)		
Savings TBD									(200,000)	(200,000)	(200,000)	(200,000)		
Savings - IT Department									(96,000)	(146,000)	(146,000)	(146,000)		
ALA Offices and Member Relations	1,869,308	1,955,710	1,969,129	2,763,019	2,599,136	2,723,466	2,596,441	2,881,521	2,881,521	2,881,521	2,881,521	2,881,521		
Advocacy and Member Relations Offices	2,699,288	2,965,045	2,202,629											
Member and Customer Service			744,816	746,850	705,183	750,791	750,791	828,904	828,904	828,904	828,904	828,904		
Washington Office	2,080,437	2,163,492	2,163,986	2,452,784	2,767,054	2,338,841	2,338,841	2,458,796	2,458,796	2,458,796	2,458,796	2,458,796		
Executive Office	2,531,545	2,529,502	2,722,936	3,490,889	4,286,729	3,957,224	3,943,292	4,702,218	4,702,218	4,702,218	4,702,218	4,702,218		
IT Department	2,184,708	2,582,281	2,895,515	3,243,369	3,448,321	2,095,493	2,145,493	2,693,528	2,693,528	2,693,528	2,693,528	2,693,528		
Finance	1,501,601	1,507,481	1,610,502	1,650,284	1,610,013	1,528,752	1,503,752	1,384,789	1,384,789	1,384,789	1,384,789	1,384,789		
Staff Support	289,519	283,861	249,498	228,443	167,208	198,752	198,752	198,120	198,120	198,120	198,120	198,120		
<b>General Administration Expenses</b>	<b>2,584,464</b>	<b>2,600,517</b>	<b>2,620,430</b>	<b>2,485,277</b>	<b>3,067,223</b>	<b>2,671,188</b>	<b>2,598,638</b>	<b>2,083,875</b>	<b>2,083,875</b>	<b>2,083,875</b>	<b>2,083,875</b>	<b>2,083,875</b>		
<b>Total General Fund Expenses</b>	<b>\$ 15,740,870</b>	<b>\$ 16,587,889</b>	<b>\$ 17,179,441</b>	<b>\$ 17,060,915</b>	<b>\$ 18,650,867</b>	<b>\$ 18,211,755</b>	<b>\$ 18,023,248</b>	<b>\$ 19,059,860</b>	<b>\$ 18,447,809</b>	<b>\$ 21,348,947</b>	<b>\$ 21,311,767</b>	<b>\$ 21,366,343</b>		
<b>Net General Fund Revenue (Expense) Before NS Amortization</b>	<b>\$ 769,041</b>	<b>\$ (698,137)</b>	<b>\$ (1,333,630)</b>	<b>\$ (876,532)</b>	<b>\$ (4,162,440)</b>	<b>\$ (2,409,988)</b>	<b>\$ (3,628,029)</b>	<b>\$ (2,811,948)</b>	<b>\$ (446,643)</b>	<b>\$ (2,104,540)</b>	<b>\$ (2,114,740)</b>	<b>\$ (892,364)</b>		
<b>Use from Net Assets</b>						\$ 2,409,988	\$ 3,628,029	\$ 2,811,948	\$ 446,643	\$ 2,104,540	\$ 2,114,740	\$ 892,364		
<b>General Fund Net Revenue (Expense)</b>						\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

**NOTE:** During FY 2019, some organizational changes were made to reassign units and/or combine offices/units performing similar work to enhance efficiency, effectiveness and impact. These changes are reflected beginning with the 2018 Actuals.