

American Library Association Three-Year Budget Cycle

Budget Development, Implementation and Review Calendar

At any given point, ALA staff and member leaders may be looking at prior year results (FY1), monitoring current year budget implementation (FY2), and/or developing the budget for the next fiscal year (FY3). These three budgets are "in play"—each at different points in their life cycle. **Note:** The ALA fiscal year begins on September 1.

Schedule	FY1 – Immediately Prior Fiscal Year	FY2 – Current Fiscal Year	FY3 – Upcoming Fiscal Year
September	The prior year budget (actual) "close" begins, with the normal August monthly close on about September 21. At year-end, there will be additional year-end closes, usually two, to: a) Ensure that all prior fiscal year transactions have been accounted for, and b) Complete year-end and periodic transactions, e.g., certain types of budget/endowment transfers.	The new fiscal year begins. Note that because of the overlap with the prior year close, the first monthly financial performance report will typically not be available for review until November.	
September - October	Fiscal year close and annual audit. Unaudited year-end results are prepared for the Fall meetings of BARC and the ALA Executive Board.	Budget (unit) managers work with ALA Finance to ensure that final budgets are accurate and reflect any significant changes.	ALA Management begins review of Association's Organizational Goals, in preparation for new budget-planning cycle.
Fall BARC Meeting (usually October, preceding ALA Executive Board meeting)	BARC reviews unaudited year-end results.	BARC recommends final budgetary ceilings to the ALA Executive Board, reflecting any significant changes which occurred at or subsequent to Annual Conference.	BARC begins preliminary discussion of trend data (internal and external) in preparation for new budget planning cycle.

Fall Executive Board Meeting (October)	Board reviews unaudited year-end results.	<ul style="list-style-type: none"> a) Board reviews current strategic plan implementation. b) Board approves final budgetary ceilings, reflecting any changes since Annual Conference. 	Board approves programmatic priorities (key action areas) for the following fiscal year.
November - December	ALA Treasurer reviews year-end audit results with auditors and ALA Finance.	Initial monthly performance reports are produced and budget (unit) managers begin regular preparation of monthly commentary. Based on monthly performance reports and other trend data, managers will adjust implementation strategies.	<ul style="list-style-type: none"> a) ALA Management holds planning retreat to review economic and other trend data and business plans. b) Annual budget instructions are reviewed by ALA Management and distributed to Unit Managers (budget/unit managers). c) Budget (unit) managers begin preparation of new fiscal year budget.
Midwinter Meeting	<ul style="list-style-type: none"> a) Auditor meets with Board's Finance & Audit Committee. b) Auditor reports to ALA Executive Board. c) ALA Treasurer presents year-end results to ALA Council. d) BARC reports to ALA Council. 	BARC reviews year-to-date results. ALA Executive Board receives reports on year-to-date budget status.	<ul style="list-style-type: none"> a) ALA Treasurer (on behalf of the Executive Board) recommends the programmatic priorities for the next fiscal year to Council for approval. b) ALA president-elect presents proposed presidential budget to BARC for review and recommendation to the ALA Executive Board. c) Division Boards and Round Table Executive Committees discuss preliminary budget proposals, based on recommendations from staff/finance committees.

February - March		Unit Managers and Department Heads continue to prepare monthly reviews of year-to-date budget implementation (actuals compared to budget).	<ul style="list-style-type: none"> a) Unit Managers/budget managers complete proposed budgets for upcoming fiscal year. b) ALA Management meets with each Unit Manager/budget manager to review budget proposals. c) ALA Management prepares overall budget. d) ALA Management prepares proposed budget presentation for the Spring Board meeting. e) BARC liaisons discuss proposed budgets with appropriate staff/members.
Spring Executive Board Meeting (April)		The ALA Executive Board receives updated information on year-to-date budget performance.	The ALA Executive Board receives and discusses the proposed budget for the upcoming fiscal year. The Board refers the proposed budget to BARC for more detailed review.
Spring BARC Meeting (April-May)		BARC reviews year-to-date budget performance (actuals compared to budget).	BARC reviews budget proposals for the upcoming year.
May - June		Unit Managers and Department Heads continue to prepare monthly reviews of year-to-date budget implementation, including year-end projections.	Staff updates budget proposals, based on BARC review, on continuing review of trend data, and on continuing programmatic discussion with members.

Annual Conference		BARC, ALA Executive Board, Division Boards, RT Executive Committees review year-to-date (actual vs. budget) reports.	<ul style="list-style-type: none"> a) BARC reports to Council. b) ALA Treasurer reports to Council on the current financial state of the Association and the proposed budget. c) ALA Council approves the "annual estimate of income" for the following fiscal year. d) The Division/RT Boards/Exec Ctes review proposed budgets. e) On recommendation by BARC, the ALA Executive Board approves preliminary budgetary ceilings.
July - August	Preparations for the annual audit begin.	Staff monitor 4th quarter performance (actual vs. budget) and prepare year-end projections. The fiscal year ends August 31.	Staff makes final adjustments to the upcoming budget within budgetary ceilings approved by the Board. Revenues and expenses are allocated or spread by month, by Unit (budget) Managers.