

**Board of Directors Meeting
 ALA Midwinter Meeting
 January 30 - February 2, 2015, Chicago**

Topic: FY14 Final Figures & Implications for FY15

Background: The 2014 fiscal year ended August 31st. YALSA’s Executive Director has provided the following summary report.

Action Required: Information






YALSA FINANCIAL OUTLOOK:











August 2014 – 4th close

OPERATING BUDGET	Actual FY13	Budgeted FY13	Variance FY13	Actual FY14	Budgeted FY14	Variance FY14
Total Revenue	667,145	757,890	-90,745	587,601	598,140	-10,539
Total Direct Expenses	644,659	662,853	18,194	584,539	559,972	-24,567
Contribution Margin (what’s left over after you subtract cost from revenue)	22,485	95,037	-72,552	9,580	32,303	-22,723
Overhead (what we contribute to ALA in return for services)	43,540	58,952	15,412	18,717	27,652	8,935
Tax	0	243	243	197	197	0
Net Revenue	-21,055	36,085	-57,140	-9,333	4,454	-13,787
Ending Net Asset Balance	158,285			168,795		







* In accordance with not-for-profit best practices, YALSA’s fund balance needs to remain at or slightly above \$301,753 (6 months’ expenses), or above \$201,168 (4 months’ expenses) at a minimum.

Revenues: (blue = big 3 revenue streams)

Revenue Stream	Performance	Commentary	
	Dues	3.2% behind budget	Dues are down slightly; however, membership totals are up slightly
	Events	Midwinter did better than budget, and Annual was close to budget	The MAE brunch sales were slightly below target
  	Sales	<ul style="list-style-type: none"> • Books were 58% behind budget • YALS subscriptions at budget • Bulk seals were behind budget 	The delay of 2 book publications impacted sales somewhat

	by 23%	
   	CE <ul style="list-style-type: none"> • Webinars are behind 51% • e-courses are up 4% • Institutes up 6% • Instructional kits are 83% behind budget 	Sales figures show the demand for instructional kits was over estimated
 	Ads <ul style="list-style-type: none"> • YALS ads are 43% better than budget • E-News ads are 25% behind budget 	Total ad sales were 17% ahead of budget
  	donations <ul style="list-style-type: none"> • TRW & TTW donations are better than budget • FOY donations are above budget 	YALSA collected \$18,394 in personal donations in FY14 for FOY, BFT & the Endowments
	Endowment interest 17% under budget	Combined interest from Morris & Leadership is \$25,325

Expenses:

	Expense	Performance	Notes
	YALS	5% under budget	YALS has historically had a negative net each year, although it has been shrinking
	Board & Committees	over budget	The rising cost of travel impacts this part of the budget, which also varies year to year based on the # of trips and the location of board members
	Wages	at budget	Vacancy in Communications Manager position offset salary adjustment for ED
	Events	Close to budget	Expenses were adjusted based on registration #s
	Book publishing	57% under budget	Primarily due to delayed projects
	Recruitment	52% under budget	Leveraging grant funds and contributions from ALA led to savings

TREND DATA: NET REVENUE

Questions for consideration

Many of the items below are color coded. As you look at each of them, consider the following questions.

- How do we best support the green items so they can continue to grow?
- Of the yellow items, which have the most potential to turn to green? What do we need to do to get them there?
- Of the red items, do they have a good potential to turn around, or are they mature revenue streams that have run their course?

- Are there non-dues revenue streams YALSA isn't pursuing but should be?
- How can we best increase dues revenue?
- What do the member survey results tell us that would help with making decisions about revenue streams?
- What are the capacity issues related to strategic priorities?
- In lieu of looking at this data through the lens of a new strategic plan, how does the futures report (which the new strategic plan will align with) have an impact the budget? Should YALSA be adding or sunseting revenue generating or loss activities to better align with that report?

KEY:

Green = growing

Yellow = fluctuating

Red = mainly in decline since recession

Revenue Stream	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Award seals	23,116	9,912	36,876	63,151	46,442	46,204	44,838	54,047
Dues	183,484	213,459	216,082	207,366	209,044	220,194	236,718	232,956
E-courses	18,081	28,506	18,427	4,123	6,068	5,609	3,162	4,543
Webinars	N/A	N/A	N/A	500	8,161	11,755	5,339	3,076
Curriculum Kits	N/A	N/A	N/A	N/A	N/A	N/A	(3,012)	6,651
Licensed Institutes	9,600	4,000	9,500	12,000	8,774	5,041	3,926	6,688
Periodicals	(37,182)	(13,856)	(24,540)	(12,337)	22,069	19,623	11,035	(6,709)
Books	8,436	10,758	1,676	19,654	9,225	8,199	6,360	985
TRW & TTW	68,609	85,815	9,464	8,000	20,796	23,669	18,176	24,216
Events at ALA	41,228	42,101	32,289	13,300	29,334	11,648	38,652	30,445
Symposium	N/A	N/A	24,241	N/A	40,059	N/A	32,503	N/A
Donations	4,850	5,708	6,340	12,156	17,422	15,040	16,880	18,394
Interest	18,219	20,601	24,236	21,508	19,400	22,917	22,258	25,325
Grants	10,000	7,500	5,000	5,000	85,954	144,000	268,937	276,680

Additional Resources

- 15 Ideas for Non-Dues Revenue Streams, <http://ow.ly/D30tN>
- Data Shows Non-Dues Revenue Key to Association Sustainability, <http://ow.ly/D2Zfp>
- Future of Library Services for and with Teens report, <http://ow.ly/D6XcT>
- Generating Non-Dues Revenue Streams, <http://ow.ly/D2XES>
- Need more Non-Dues Revenue?, <http://ow.ly/D2Yrw>
- YALSA Business Plan, <http://ow.ly/D3sVp> (.pdf)
- YALSA member survey results: <http://ow.ly/CWt4y>
- YALSA Strategic Plan, www.ala.org/yalsa/aboutyalsa/strategicplan