

**YALSA Board of Directors Meeting  
ALA Midwinter Meeting, Seattle  
January 25 – 29, 2013**

**Topic:** FY14 Budget Priorities

**Background:** As the first step in the budgeting process, the Board will want to discuss budget priorities for FY14, based on the strategic plan and other association priorities in order to provide direction to the Executive Director as she develops the proposed FY14 budget, the first draft of which is due to ALA Feb. 6th. The draft budget can be refined right up through the ALA Annual Conference, but must be finalized immediately afterwards. Changes are normally made to the draft in the spring, when more is known about the current fiscal year and future projects are more fully fleshed out. A draft budget will be presented to ALA's Budget Analysis and Review Committee during their meeting at the end of April. It is beneficial to have the budget as finalized as possible by that time.

**Action Required:** Discussion

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**The Board needs to accomplish the first two steps in the budget process at Midwinter:**

- 1. Agree on goals**
  - Prioritize program delivery goals
  - Set organizational financial goals
  - Clarify annual goals from strategic plan
  
- 2. Understand current financial status** (addressed in the previous board doc)
  - Review current year income and expense compared to budget
  - Forecast to the end of the year
  - Analyze and understand any variances

**Budget Process**

<b>Step</b>	<b>Details</b>	<b>When</b>	<b>Who</b>
Agree on goals	<ul style="list-style-type: none"> <li>• Prioritize program delivery goals</li> <li>• Set organizational financial goals</li> <li>• Clarify annual goals from strategic plan</li> </ul>	January	Board
Understand current financial status	<ul style="list-style-type: none"> <li>• Review current year income and expense compared to budget</li> <li>• Forecast to the end of the year</li> <li>• Analyze and understand any variances</li> </ul>	January	Board
Develop draft budget	<ul style="list-style-type: none"> <li>• Determine costs (expenses) to reach program goals</li> <li>• Determine costs to reach organizational and strategic goals</li> <li>• Project income based on current fundraising and revenue activities</li> <li>• Project new income based on new activities</li> </ul>	January	Executive Director, with support from Fiscal Officer
Review and refine draft budget	<ul style="list-style-type: none"> <li>• Verify that the draft meets program and organization goals</li> <li>• Review and discuss all assumptions</li> <li>• Make adjustments, based on goals and capacity, to match income and expenses</li> <li>• Review final draft for all goals and objectives</li> </ul>	February through May	Executive Director, with input from Board
Approve budget	<ul style="list-style-type: none"> <li>• Executive Director and Fiscal Officer present to the board for approval</li> </ul>	June	Board
Implement budget	<ul style="list-style-type: none"> <li>• Assign management responsibilities</li> <li>• Incorporate into accounting system</li> </ul>	September through August	Executive Director
Evaluate budget	<ul style="list-style-type: none"> <li>• Monitor and respond to changes as needed</li> </ul>	September through August	Executive Director, with support from Fiscal Officer

**Possible FY14 Major Priorities**

<b>Program, Service or Initiative (from Action Plan)</b>	<b>Strategic Plan Alignment</b>	<b>Anticipated Expenses</b>	<b>Anticipated Revenues</b>
Maintain net asset balance between 6 -12 months' worth of expenses	<ul style="list-style-type: none"> <li>• All five goals</li> </ul>	Must at least break even, but a surplus is ideal	
Continue process of promoting standards, guidelines and research agenda	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of exhibits at ALISE etc.</li> <li>• Cost of creating, printing and shipping materials</li> <li>• Cost of email blasts</li> </ul>	
Based on marketing evaluation and study, implement recommendations	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Member Recruitment &amp; Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of outside contractors and/or graphic designers</li> </ul>	Dues, product sales
Implement congressional briefings	<ul style="list-style-type: none"> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of travel</li> <li>• Staff and member time</li> <li>• Cost of creating and printing materials</li> </ul>	
Continue marketing lists and awards to members and general public	<ul style="list-style-type: none"> <li>• Research &amp; Best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of printing and shipping materials</li> <li>• Cost of ads</li> </ul>	
Build finances for future projects <ul style="list-style-type: none"> <li>• Grow the Leadership Endowment</li> <li>• Continue to participate in ALA's planned giving effort</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous learning</li> <li>• Member engagement</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Printing and mailing materials</li> <li>• Swag</li> </ul>	<ul style="list-style-type: none"> <li>• Monetary donations to endowment</li> </ul>

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Implement member recruitment and retention efforts and continue supporting Spectrum and Emerging Leaders	<ul style="list-style-type: none"> <li>• Member recruitment and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of printing and mailing materials</li> <li>• Cost of mail blasts</li> <li>• Cost of swag</li> <li>• Cost of exhibiting at other division &amp; state conferences</li> <li>• Cost of Spectrum and Emerging Leader support</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from dues</li> </ul>
Continue Board building and development process to increase board effectiveness	<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Fees for trainings like webinars, e-courses, conferences, etc.</li> <li>• Fees for professional memberships</li> <li>• Fees for purchasing materials such as books, periodicals</li> </ul>	
Possible addition of staff	<ul style="list-style-type: none"> <li>• All goals</li> </ul>	<ul style="list-style-type: none"> <li>• Salary, wages, benefits</li> </ul>	
Continue to roll out curriculum kits	<ul style="list-style-type: none"> <li>• Continuous Learning</li> <li>• Research &amp; Best Practices</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Expenses for development, incl. stipend for developer, design, printing, etc.</li> <li>• Revenues from kit sales</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from kit sales</li> </ul>
Planning for 2014 symposium & possible 2015 symposium, based on board approval	<ul style="list-style-type: none"> <li>• Continuous Learning</li> <li>• Research &amp; Best practices</li> <li>• Member engagement</li> <li>• Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Staff travel</li> <li>• Staff time</li> <li>• AV</li> <li>• Food for events</li> <li>• Program design and printing</li> </ul>	<ul style="list-style-type: none"> <li>• Ad sales</li> <li>• Product sales</li> <li>• Registration fees</li> <li>• Sponsorships</li> </ul>

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	building		
Publishing (likely a 3 <sup>rd</sup> edition of OBCB)	<ul style="list-style-type: none"> <li>• Continuous Learning</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Publishing expenses (design, proofing, printing, editing)</li> </ul>	<ul style="list-style-type: none"> <li>• Book sales or royalties</li> </ul>
Based on TRW & TTW evaluations, if approved by board, revise TRW and TTW	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Member and staff time</li> <li>• Fees from outside consultant</li> </ul>	Product sales, sponsorships
Implement road trip, if approved by the board	<ul style="list-style-type: none"> <li>• Member recruitment &amp; engagement</li> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Member and staff time</li> <li>• Cost of exhibit booth rental</li> <li>• Cost of printing &amp; shipping materials</li> </ul>	<ul style="list-style-type: none"> <li>• Dues</li> <li>• Product sales</li> </ul>
Digital badges build-out, based on outcome of grant	<ul style="list-style-type: none"> <li>• Continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>• Member and staff time</li> <li>• Tech support</li> </ul>	
Based on board approval, implement addition of YA Literature section and IF Interest Group on membership form	<ul style="list-style-type: none"> <li>• Member recruitment &amp; engagement</li> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• dues</li> </ul>
Other?			

**Additional Resources**

- Business Plan, <http://ow.ly/gBU32> (.pdf)
- Strategic Plan, [www.ala.org/yalsa/aboutyalsa/strategicplan](http://www.ala.org/yalsa/aboutyalsa/strategicplan)