

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

Topic: FY16 Budget Priorities

Background: As the first step in the budgeting process, the Board will want to discuss budget priorities for FY16, based on the strategic plan and other association priorities in order to provide direction to the Executive Director as she develops the proposed FY16 budget, the first draft of which is due to ALA Feb. 9th. 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 in April. It is beneficial to have the budget as finalized as possible by that time. Linda Braun and Beth Yoke have submitted the following information to guide the board's discussion.

Action Required: Discussion

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

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

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Implement budget	<ul style="list-style-type: none">• Assign management responsibilities• Incorporate into accounting system	September through August	Executive Director
Evaluate budget	<ul style="list-style-type: none">• Monitor and respond to changes as needed	September through August	Executive Director, with support from Fiscal Officer

Possible Priorities for FY16

(focusing on new or major ongoing efforts)

The Board will split up into standing board committees and discuss only their specific goal area. Please record feedback on the worksheet and return it to Beth.

ADVOCACY & ACTIVISM

Program, Service or Initiative (from Action Plan)	Anticipated Expenses	Anticipated Revenues
Implement congressional briefings	<ul style="list-style-type: none"> • Cost of travel • Staff and member time • Cost of creating and printing materials 	N/A
EST. TOTAL	\$4,000 per briefing	N/A

RESEARCH AND BEST PRACTICES

Program, Service or Initiative (from Action Plan)	Anticipated Expenses	Anticipated Revenues
Implement member PhD fellowship	<ul style="list-style-type: none"> • \$3,000 annually for Phd • Staff time for marketing, interactions w/ ALISE and applicants 	N/A
EST. TOTAL	\$4,000	N/A

CONTINUOUS LEARNING & PROFESSIONAL DEVELOPMENT

Program, Service or Initiative (from Action Plan)	Anticipated Expenses	Anticipated Revenues
Publishing: identify & work on materials that support the Futures report	<ul style="list-style-type: none"> • Publishing expenses (design, proofing, printing, editing) 	<ul style="list-style-type: none"> • Book sales or royalties
2015 & 2016 symposia	<ul style="list-style-type: none"> • Staff travel • Staff time • AV • Food for events • Program design and printing 	<ul style="list-style-type: none"> • Ad sales • Product sales • Registration fees • Sponsorships
EST. TOTAL	\$90,000	\$120,000 (\$35,000 net)

MEMBER RECRUITMENT & ENGAGEMENT

Program, Service or Initiative (from Action Plan)	Anticipated Expenses	Anticipated Revenues
Member retention efforts	<ul style="list-style-type: none"> • Member and staff time • Cost of supplies • Cost of printing & shipping materials 	<ul style="list-style-type: none"> • Dues

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Implement member recruitment to targeted audiences	<ul style="list-style-type: none"> • Staff time • Cost of printing and mailing materials • Cost of mail blasts • Cost of swag • Cost of exhibiting at other division & state conferences • Cost of Spectrum and Emerging Leader support 	<ul style="list-style-type: none"> • Revenues from dues
EST. TOTAL	\$65,000	\$237,000

CAPACITY BUILDING

Program, Service or Initiative (from Action Plan)	Anticipated Expenses	Anticipated Revenues
Build finances for future projects <ul style="list-style-type: none"> • Grow the Leadership Endowment • Continue to participate in ALA’s planned giving effort 	<ul style="list-style-type: none"> • Staff time • Printing and mailing materials • Swag 	<ul style="list-style-type: none"> • Monetary donations to endowment

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Continue Board building and development process to increase board effectiveness	<ul style="list-style-type: none"> • Staff time • Fees for trainings like webinars, e-courses, conferences, etc. • Fees for professional memberships • Fees for purchasing materials such as books, periodicals 	N/A
Possible addition of staff (turn .5 position into full time one; add another part time spot, apply for ACLS Public Fellows Program)	<ul style="list-style-type: none"> • Salary, wages, benefits 	N/A
Apply for a grant(s) to support changes recommended in new report	<ul style="list-style-type: none"> • Member and staff time • Possible fees from a grant writer 	<ul style="list-style-type: none"> • Applied for \$161,472 from Best Buy (to use in 1 year) • Applied for \$354,567 from IMLS (to use over 3 years)
Determine strategy for using MAE Trust funds	<ul style="list-style-type: none"> • Member and staff time 	Estimate \$35,000 in interest from the fund
EST. TOTAL	\$75,000	\$590,000

Midwinter 2015: Standing Board Committee Worksheet

YOUR STRATEGIC PLAN GOAL:

Missing budget priorities – based on recent discussions related to our outcomes focus, strategic planning and the Futures Report, what isn't included in the draft priorities that should be? What do you think YALSA should commit to spending money on over the next 12 months in the area for which your standing committee is responsible? As you discuss these questions consider what YALSA's current fiscal situation is, what the association's capacity is, and what our priorities are for the future. Feel free to add items not included in the document.

Program/activity	Anticipated Expenses	How Will the Activity Generate Revenue?	What is the Outcome/Impact for YALSA and/or Members

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Obsolete activities –based on recent discussions, is there anything YALSA is doing, whether it was mentioned on the board document or not, that you feel is no longer a good fit for YALSA’s needs, or for whatever reason, has become unnecessary or irrelevant and should be left out of the draft budget?

Program/activity	Anticipated Expenses	Anticipated Revenues	Rationale for removal

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Questions or Concerns – what budget related questions, concerns, etc. do you have around your particular strategic plan goal and/or related to implementation of the outcomes and strategic planning work ahead?

1.

2.

3.