

**YALSA Board of Directors Meeting  
ALA Midwinter Meeting, Dallas  
January 20 – 24, 2012**

**Topic:** FY13 Budget Priorities

**Background:** As the first step in the budgeting process, the Board will want to discuss budget priorities for FY13, based on the strategic plan and other association priorities in order to provide direction to the Executive Director as she develops the proposed FY13 budget, the first draft of which is due to ALA Feb. 2nd. 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 board doc #24)
  - 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 FY13 Major Priorities

The focus here is primarily on new initiatives and programs that would not likely have been included in past budgets.

Program, Service or Initiative (from Action Plan)	Strategic Plan Alignment	Anticipated Expenses	Anticipated Revenues
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	
Apply for grant from Dollar General to expand summer reading and Teen Read Week™ efforts	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Research &amp; Best Practices</li> <li>• Continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Grant funds received to support programs</li> </ul>
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>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of outside contractors and/or graphic designers</li> </ul>	
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>• Advocacy</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>	

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<p>Build finances for future projects</p> <ul style="list-style-type: none"> <li>• Grow the Leadership Endowment</li> <li>• Implement planned giving effort</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Continuous learning</li> <li>• Member engagement</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>
<p>Implement member recruitment and retention efforts and continue supporting Spectrum and Emerging Leaders</p>	<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>
<p>Implement TRW impact study. Based on TRW impact study, retool TRW program</p>	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Fees from outside consultant</li> </ul>	
<p>Continue Board building and development process to increase board effectiveness</p>	<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>	
<p>If Junior Board proposal is approved, begin implementation</p>	<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Stipend for coordinator</li> <li>• Travel costs for teens and chaperone (goal is to have this funded by a corporate partner)</li> </ul>	

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If state grant proposal passes, implement state grant	<ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Research &amp; Best Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of monetary award (goal is to have this funded by a corporate partner)</li> </ul>	
Give out first student conference scholarship	<ul style="list-style-type: none"> <li>• Member recruitment &amp; engagement</li> <li>• Continuous Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of stipend (funded by Leadership Endowment)</li> </ul>	
Next round of advocacy contest	<ul style="list-style-type: none"> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Stipend to winners</li> <li>• Staff and member time</li> </ul>	
Implement another round of Excellence	<ul style="list-style-type: none"> <li>• Research &amp; Best Practices</li> <li>• Member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Cost of cash prize to winners</li> <li>• Publishing expenses (design, proofing, printing, editing)</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from book sales</li> </ul>
Create promotional items for YALSA's lists and awards	<ul style="list-style-type: none"> <li>• Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of design, printing and shipping (to be funded by Morris Endowment)</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, etc.</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>• Advocacy</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>
2012 symposium	<ul style="list-style-type: none"> <li>• Continuous Learning</li> <li>• Research &amp; Best practices</li> <li>• Member engagement</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> </ul>
Publishing (likely a second	<ul style="list-style-type: none"> <li>• Continuous</li> </ul>	<ul style="list-style-type: none"> <li>• Publishing expenses (design,</li> </ul>	<ul style="list-style-type: none"> <li>• Book sales</li> </ul>

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edition of Cool Teen Programs and the second Best of YALS)	Learning • Capacity building	proofing, printing, editing)	
Other?			