

MEMORANDUM

DATE: December 12, 2012

TO: Unit Managers

FROM: Gregory L. Calloway, AED, Finance
Sandra Lee, Director, Planning & Budgeting

RE: **FY 2014 BUDGET INSTRUCTIONS**

FY 2014 marks the fourth year toward the implementation of the ALA 2015 Strategic Plan.

The FY 2014 budget process will occur in two ways:

- 1) Within the budgetary framework of the current base budget
- 2) In the context of projections for FY 2013

This budget packet builds on the concept that to achieve the ALA 2015 goals, collaboration among and between all ALA units is essential. Born out of this process will be joint investments between the ALA General Fund, Divisions, Round Tables, and its partners to fund the ALA 2015 Strategic Objectives.

The FY 2014 budget will provide financial support to the following:

1. Support of the Key Action Areas.
2. Support of ALA 2015 Goals.
3. Support for unit and divisional programmatic and member service goals.
4. Support for the ALA organizational goals.

The FY 2014 budget guidelines are based upon analysis of ALA's FY 2012 results as compared to the current FY 2013 budget. Each unit manager will prepare projection for the FY 2013 budget using current information and the most recent financial monthly result.

Guidelines for the FY 2014 budget are to be applied based on the FY 2013 budget. The FY 2014 budget will be prepared with a **zero percent** increase over the FY 2013 approved budget. Please refer to the FY 2014 Budget Assumptions when preparing your budget. Based on the preliminary revenue projection for FY 2014, no compensation adjustment will be assumed at this time.

At the D.C. Annual Conference, Council approved a new ALA 2015 Strategic Plan, which includes the following Goals:

- Goal Area I: Advocacy, Funding and Public Policy
- Goal Area II: Building the Profession
- Goal Area III: Transforming Libraries
- Goal Area IV: Member Engagement
- Goal Area V: Organizational Excellence

Ultimately this budget will reflect the coordination and alignment of these complementary goals and the establishments of priorities that are then implemented by staff.

The due dates for the following FY 2014 budget schedules are as follows: Divisions- **February 6, 2013**; APA and All other GF and RT Units except Membership Dues, Publishing; Conference Services & ITTS-**February 12**; Membership Dues, Publishing, Conference Services & ITTS-**February 19**.

Submit the following FY 2014 budget schedules to both Sandy Lee and your respective Department Head:

- Budget Overviews-Attachment D
- Updated Division Strategic/Financial plan
- Organization Chart
- FY 2014 Budget Workbook including Budget Notes and Exhibit 1
- Salary Worksheet-Exhibit 2 (Mark changes on the worksheet and return).
- Depreciation Worksheet-Exhibit 3 (Mark changes on the worksheet and return).
- Long-term Investment Fund Transfer/Withdrawal Request-Exhibit 4 (Based on BARC instructions, there will not be any Long-term Investment Fund transfer from Operating Fund to Endowment Fund for FY 2013 & FY 2014. However, you may include FY 2015 & FY 2016 Long-term Investment Fund transfer requests in this schedule. The actual transfer for FY 2015 & FY 2016 will be determined based on the economic conditions at that time.)
- ALA 2015 Strategic Objective Request or Organizational/Infrastructure Request-Exhibit 5-**no ALA 2015 funding is anticipated for FY 2014 at this time.**
- Capital Request-Exhibit 6
- A one page New Business Development proposal summary
- FY 2013 Projection worksheet will be issued in early January - actual unit figures for December, 2012 YTD will be included in this Excel file.

In addition to the schedules provided, there may be additional information that you will be asked to submit with your budget documentation. BARC will review budget assumptions at the Midwinter Meeting. If there are any changes in the inflation assumptions or the budget development process, you will be notified immediately.

Please note that the Executive Board will meet on April 19-21, 2013. Please adhere to the due dates in order that the senior management will have sufficient time to review and prepare the budget presentation. Early submission of the budget would be greatly appreciated.

The FY 2014 budget packet and worksheets can be accessed in the share drive directory: S:\Management\UnitManagers\FY 2014 budget_FY2014 Budget Packet. After completion of your budget, please **email** all your budget documents to Sandra Lee **by or before the due date**.

The Budget Review Meetings will be held from March 12 thru March 21. A detailed meeting schedule in Excel format can be found under Budget Calendar tab. If you have any questions, please call me at extension 3209 or Sandra Lee at extension 4229.

cc: Keith Michael Fiels, Executive Director
Department Heads
BARC

FY 2014 BUDGET PACKET
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(Prepare transfer projections for FY 2015 to FY 2016 only)
- Exhibit 5 - ALA 2015 Strategic Objective Request (no ALA 2015 funding is anticipated for
FY 2014 at this time)
- Exhibit 6, 6A & 6B - Capital Request
- Exhibit 7 - New Business Development Proposal Summary (If applicable)

ATTACHMENTS FOR INFORMATION AND REFERENCE:

- A - Chart of Accounts (Revised 12/11/12)
- B - Sample Budget Notes
- C - GL Project Request /Change Form
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*Note: Salary schedules will be emailed to you directly. All other
forms & schedules can be accessed in the directory --
**S:\Management\Unitmanagers\FY 2014 Budget_FY2014
Budget Packet.**

FY 2014 BUDGET INSTRUCTIONS

Planning & Budgeting Framework

I

Economic Environmental Scan

The ALA budget instructions and guidelines are attached for your preparation. Please be aware that the budget assumptions consider the significant challenges facing library related budgets across the nation. Due to the current economic condition, Library and other public sector services continue to experience budget reductions in FY 2014. This economic downturn will continue to have an impact on the ALA's FY 2014 operations and therefore very conservative revenue and expense projections are included in the budget assumption.

As a result, the FY 2014 budget will be prepared at the same level as the FY 2013 budget.

II

Business and Operational Goals

As a not-for-profit [501(c)3] corporate entity, the Association must recruit members, build financial resources to support members, recruit and train staff, utilize technology appropriately, evaluate and improve operations, and manage effectively. The Association must be able to respond effectively to growth, to new expectations from members and the public, to changing conditions. The Association must have a clear definition of success in any priority area or goal – and be able to accommodate the consequences of success. Here, too, the Association operates within the framework provided by mission, vision, key action areas, goals & Objectives and structure. Business and operational goals should complement and support achievement of Association goals.

Assuming macro-economic stability in FY 2014, ALA's key FY 2014 organizational goals and strategies are as follows:

A. FY 2014 Organizational Goals

1. **Financial Performance:** General Fund net revenue will reach or exceed \$250,000.
2. **Members/Customers/Partners:** Total **membership** will grow by 1% over the total number of members as of 08/31/13. There will be a specific focus on retention of first year members.
3. **Personal Learning:** 100% of staff will undertake a training, educational and/or developmental activity and will complete and submit to their supervisor the Personal Learning Form.
4. **Efficiency & Improvement:** Demonstrate an increase in member satisfaction above the rate achieved in FY 2012.

B. FY 2014 Organizational Strategies

- Exercise prudent management of ALA resources to (a) maintain core operations and services, (b) ensure programmatic stability, (c) position the Association advantageously for the future, and (d) identify activities that can be eliminated, reduced in level or phased out.
- Focus resources on new business development.
- Continue enhancement of ALA's technology infrastructure, particularly increased electronic access to ALA content, enhanced member-to-member communication and interaction, and continued growth in new publishing, financial, conference and educational delivery methods.
- Continue recruitment and retention of ALA's membership, including librarians, library support staff, student, trustees, advocates, corporate members and Library Champions.
- Focus on enhancing cooperative relationships within ALA, with ALA chapters and affiliates, with other library or education associations, with other external associations which share our values and interests, and with corporate members as a means to enhance delivery of ALA's messages and educational programs
- **Forth** Year of implementation of the ALA 2015 strategic plan.
- Work to increase number of scholarships, sponsorships, grants and planned giving; specifically implement the Spectrum Presidential Initiative.
- Identify opportunities for programmatic development
- Continue enhancement of governance, planning & evaluation, and communication reporting and organizational excellence.
- Provide increased value and generate sufficient funding of service and programs to members.
- Enhance investment opportunities to ensure endowment growth.

C. New Funding Requests

1. For FY 2014 Capital Requests – please fill in Exhibit 6 - Capital Request Form.
2. For FY 2014 Growth Fund Request – please submit proposals to Management-Group for review.

3. The 2015 Project Request for FY 2014 Request (Exhibit 5) - no ALA 2015 funding is anticipated for FY 2014 at this time.
4. Business Development

III

Steps to Prepare a Budget Request

(1) Review projects as listed on Budget Workbook

In preparing FY 2014 unit budgets, please review your existing projects to see if any changes, additions or deletions are necessary for the new fiscal year. If you need to make any changes, please inform Sandy Lee so that adjustments can be made to your budget workbook during your budget preparation process. You should prepare GL Project Request Form-**Attachment C** and submit the original to John Cuculich for any new project request or project change. A copy of **Attachment C** should be submitted along with your budget request.

(2) Review and include FY 2014 assumptions in budget notes

In your FY 2014 budget, please use the FY 2011 ALA composite indirect cost rate.

Budget assumptions are provided to you as a reference for preparing the FY 2014 budget. The preliminary budgets are to be prepared at the same level as the FY 2013 approved budget. You may reallocate the funds among budget lines. If the FY 2013 budget is inappropriate as a base (e.g. because of a programmatic cycle), it is important to adjust on your FY 2014 budget schedule and clarify your assumptions in your budget notes. Also, please refer to the analysis from John Cuculich when preparing your FY 2014 bank fee budget.

(3) Complete budget workbook and notes

(Due dates: Divisions-February 6, all other GF and RT Units except Membership Dues, Publishing, Conference Services & ITTS-February 12, Membership Dues, Publishing, Conference Services & ITTS-February 19)

For all applicable budget lines, please calculate the budget amount and input your FY 2014 budget request amount in budget notes of the appropriate project in your unit's budget workbook. Please email your completed proposed FY 2014 budget request & FY 2013 projections to Sandy Lee.

As was done last year, a **budget workbook including budget notes have been set up for each unit** and was prepared on the Excel spreadsheet by Planning & Budgeting. Access your unit's budget workbook from the S drive - **S:\Management\Unitmanagers\FY 2014 budget_FY2014 Budget Packet.**

Detailed notes should be prepared for each line of each project in your budget workbook. Sample notes are included as **Attachment B**. Notes are important and are the main source of

information that explains how the budgeted revenues and expenses are computed. Management relies heavily on your notes for preparation of the consolidated budget and during presentations to BARC and the ALA Executive Board. Please express assumptions clearly and briefly, providing relevant calculations where possible.

BUDGET SCHEDULES

Exhibit 1: BUDGET WORKBOOK

The budget notes worksheets in the budget workbook are directly linked to your unit's budget worksheet (the first tab), therefore there is no need to input the data in the worksheet. Simply prepare the budget notes worksheets in the budget workbook.

If you have not been introduced to the ALA budget process, budget workbook and other budget schedules, please contact Sandy Lee (ext. 4229) to schedule a time to go over these schedules.

Project Budget Notes: A worksheet has been provided for each project that is based on the FY 2013 budget figures. If additional projects are needed, please call Sandy Lee to have budget notes worksheet added to your unit's budget workbook. New projects should include revenues or expenses which total \$5,000 or greater. If some of your current projects have a total of \$5,000 or less, please review and consider combining those projects if possible. Also, indicate any projects that you will not budget in FY 2014. **Attachment C** is to be used to request new projects or to request changes to existing project titles. Please complete form and forward to John Cuculich for approval and processing. A copy of the approved **attachment C** should be sent to Budgeting along with your FY 2014 budget request.

Listed below are some helpful hints in preparing budget note worksheets:

1. Make changes in the budget note worksheet that is in black only. The green color fonts and/or cells highlighted in green, red color have formula in that cell and should not be changed.
2. Be sure that the budget dollar is on the same row as the line item number (account number).
3. To insert a row:
 - First **insert** the row (The new row will appear right above the row you highlighted after a right click and insert command).
 - Then **copy the row from above or below and paste** it on to the new row you just inserted. This way, you will have all the formula and format copied to the new row.
 - After a row is inserted, you can then **change the line item number, explanation, and amount.** You do not need to change the account

description, since the account description will automatically be changed once the account number is changed.

- You will also notice a new number will automatically be assigned in Column A as you changed the line item number. The numerical numbers in Column A must be in order, even though the numerical numbers in Column A can be skipped. The order of the numbers in Column A should be in the same order as the account number as shown in the budget worksheet-Exhibits 1. The worksheet will not pick up the right budget amount if the numbers in column A are not in order. Column A is usually hidden for printing purposes, however, you can unhide this column to check the number sequence.
4. To delete a row:
 - You can delete rows that you do not need, **except** for rows with formulas (such as total and subtotal rows, rows with benefit or overhead rates calculations).
 5. **Do not insert or delete columns.** However, if you do need to insert or delete columns, please ask Sandy Lee to do that for you.

After you finished with the budget notes, be sure to check the total of each project against the totals in the budget worksheet to make sure that the totals are the same in both places (the budget note worksheet and the budget worksheet). **There is a mathematical control total added to the Exhibit 1 worksheet. Your budget notes totals are posted to row 247 of Exhibit 1 worksheet. Row 248 shows the variance between the Exhibit1 worksheet total and budget notes total. If row 248 does not show a zero amount, please review the math or email the file to Sandy Lee for assistance.**

Exhibit 2 -- SALARY AND BENEFIT WORKSHEET

A listing of the FY 2013 approved positions in your unit is provided. Salary figures are based on the **November 23, 2012** payroll (including the projected 2% FY 2013 salary increase). No salary increase is projected for FY 2014. Review FY 2013 unfunded FTEs to see if the same assumptions should be applied to FY 2014. Please request a revised salary schedule to reflect the new unfunded FTE assumptions for FY 2014. Benefits are projected at **32.5%** of total salaries less attrition for FY 2014. Overtime and in-house temp are assessed at **15%** for benefits.

Your review of this worksheet entails the following steps:

- A) If you need to update any aspect of this document, just let me know and I will prepare a new worksheet for you. For General Fund, please do not include upgrades to salaries on this schedule. Highlight upgrades in your budget overview and submit upgrades to your department head and Human Resources.
- B) **No individual incentive** is recommended for FY 2014 at this time.
- C) Due to healthcare costs increase, a **32.5%** of salary less attrition should be budgeted for employee benefits (**Line 5010**).

- D) Estimated overtime for non-exempt employees should be budgeted under **Line 5002**. Notes should be provided for all budgeted overtime. 15% of overtime wages should be added to the fringe benefit line (**Line 5010**).
- E) Review the accuracy of all the data on the salary worksheet. The information on the salary worksheet was provided by payroll/Human Resources. However, you may have more updated/revised data regarding employee names, title, grade level, and/or FTE %. Indicate all the necessary changes on this worksheet and return it to Budgeting in a confidential envelope or highlight the changes in the salary worksheet and email it back to me.
- F) Temporary employees should be budgeted under expense **Line 5001** (wages/temporary employees). Cross charges from other units should be budgeted as in-house temporary employees and not as outside consultants. The Unit will not be charged the full benefit rate for temporary employees. However, there are benefit costs incurred. ALA is responsible for paying FICA, State and Federal FY 2014 Unemployment and Workman Compensations for in-house temporary employees. You should budget fringe benefits for temporary employees by applying 15% to the gross wages.

Exhibit 3 -- DEPRECIATION WORKSHEET

This worksheet contains all fixed assets purchased by your unit through FY 2012 and the **budgeted** capital purchases for FY 2013. Total projected depreciation/amortization expense for FY 2014 has been calculated by Budgeting before any FY 2014 new additions. Depreciation should be allocated to the administrative project.

For your information, depreciation expense is calculated in the following manner:

- 1) All units requesting capital items in FY 2014 will be charged depreciation/amortization on approved items in FY 2014. Planning & Budgeting will adjust your FY 2014 budget after the Capital Budget request is approved.
- 2) Computer Related Equipment (Printers, and software etc.) -- based on a three-year depreciable life. Allocate one-sixth (one-half of one-third) of the item's purchase price to depreciation expense in the year purchased, one-third of the purchase price each of the second and third years, and one-sixth in the fourth year.
- 3) Office Equipment and Furniture -- based on a five-year depreciable life. Allocate one-tenth (one-half of a fifth) of the purchase price in the year purchased, one-fifth each of the second through fifth years, and one-tenth in the sixth year.
- 4) Development cost for software -- based on a five-year life. Allocate one-tenth (one-half of a fifth) of the purchase price in the year purchased, one-fifth each of the second through fifth years, and one-tenth in the sixth year.

Exhibit 4-- LONG-TERM INVESTMENT FUND TRANSFER REQUEST-For Divisions & Round Tables

Withdrawals from the Division's Long Term Investment funds must be part of the Division's annual budgetary and the three-year planning processes, however, based on BARC instructions, there will not be any Long-Term Investment Fund transfer from the operating fund in FY 2013 & FY 2014. Exhibit 4 is provided to you for requesting Division Fund balance transfer to Long-Term Investment Fund for FY 2015 to FY 2016 only. The actual transfer for FY 2015 & FY 2016 will be determined based on the economic conditions at that time. Please refer to Attachment E – ALA Operating Procedures for Transfers to/from the Long-Term Investment Fund for detail information.

Exhibit 5 – ALA 2015 Strategic Objective or Organizational/Infrastructure Request

No FY 2014 ALA 2015 funding is anticipated at this time.

Exhibit 6, 6A & 6B -- CAPITAL REQUEST FORM

The Capital Request Form-**Exhibit 6** is used for General Fund unit to request items of equipment or furniture costing more than \$1,000. The Capital Request Form-**Exhibit 6A** is used for division to request items of equipment or furniture costing more than \$1,000 and will be paid by the Division. The Capital Request Form-**Exhibit 6B** is used for division to request basic furniture costing more than \$1,000 and will be paid by the General Fund.

Units anticipating building improvements or furniture additions should also use the Capital Request Form to submit your request.

ITTS will continue to lease all personal computers and monitors; therefore, only computer-related equipment, (such as scanners, printers, and software over \$1,000) will be capitalized and depreciation expense will be charged to units. For lease expense of personal computers, please see budget instructions on lease expense account 5520.

- A) **UNIT NUMBER:** The unit requesting the equipment should be included here. Where more than one unit will be sharing the cost and depreciation, all should be included and an appropriate division of such costs should be identified.
- B) **ITEMS REQUESTED:** Multiple items can be combined on one request. For instance, a personal computer and printer would constitute a single Capital Request. Software and maintenance must be budgeted in your unit's operating budget, account #5501, and #5140.
- C) **DESIRED MONTH OF ACQUISITION:** To assist in forecasting the cash flow, identify the earliest desired and latest possible month for which you need the equipment.
- D) **ESTIMATED LIFE:** For computer related equipment, use a depreciable life of three years. For furniture and office equipment use a life of five years. These depreciation

assumptions conform to industry standard. Please contact Budgeting for the life of other equipment.

- E) **ESTIMATED PURCHASE PRICE:** Provide your best estimate of cost, obtained from catalogs or vendor quotes. For standard equipment, Office of Support Services and Facility can provide estimates for you. For estimated purchase price of computer related equipment, please contact ITTS.
- F) **SUMMARIZE JUSTIFICATION:** Provide a brief description of the purpose or functions to be fulfilled through the use of this equipment. Use additional pages if necessary. Include software applications.
- G) **STAFF/SPACE REQUIREMENTS:** If you require additional office and workspace to operate the new equipment, identify the estimated square footage.

Other Accounts (Budget lines):

#4400 -- Material Contributions/Sponsorship

In order to comply with FASB (Financial Accounting Standards Board) 116/117, please budget in FY 2014 any material future contributions/sponsorships including pledges, which are legally enforceable at the time the budget was prepared. It is important to note if the donor placed any restriction on the use of the fund.

#4430 -- Royalties – non-exempt

Overhead is assessed to revenues received from licensing agreements for on-line products. For Divisions, the Publishing overhead rate should be applied.

#5301 -- Conference Equipment Rental

For audio/visual equipment for Midwinter and Annual Conferences business meetings and programs to be budgeted in Conference Arrangements budget, please forward **estimates for your conference equipment needs to Conference Arrangements by December 17, 2012.** Equipment for pre and post-conferences are to be budgeted in your unit's budget.

#5350 -- Program Allocation-General

The eleven division units, which conduct programs at ALA Annual Conference, have regularly received a general allocation from the conference budget for this purpose. The funds are budgeted from conference funds and the allocation to each unit remains at \$1,500. Include this allocation to your budget as a negative expense (credit) in Account # 5350.

#5520 -- PC Equipment Lease Expense

You should include the projected computer related equipment lease expenses as part of your FY 2014 budget account # 5520. Use the estimated \$400 per PC and \$800 per laptop for the computer equipment leased or to be leased by your unit. If your equipment lease expense account (#5520) includes other leased equipment in addition to the computer related equipment, please provide detail of all equipment leases on your budget notes.

#5905 -- IUT - Subscription Processing

All subscriptions processed in house by Customer Service should charge their related expenses to account #5905. Please apply the rate of \$5.75 per subscription for FY 2014 as provided by Customer Service.

5911 -- IUT-General Overhead

The ALA composite rate is based on the FY 2011 Indirect Cost Study – 24.2% for the FY 2014 budget.

#5940 -- IUT -- Registration Processing

All registration expenses processed in house by Customer Service should be charged to account #5940.

5999/5599 -- IUT-Miscellaneous Expense

For those units budgeting separately ticketed events (e.g. tours and meal functions) add \$1.00 to the ticket price. The budget should be reflected in #5999.

(4) Complete unit budget overview

Please refer to Instructions to Develop Budget Overview-Attachment D Instructions (Microsoft Word file) for preparing unit budget overview. Complete Budget Overview Form - Attachment D Form (Microsoft Excel file) for specific unit program and activities related to the followings:

- Unit key functions
- Key environmental assumptions
- Positive/Negative trends (internal)
- Major Multiyear unit goals
- FY 2014 unit plan changes
- Major FY 2014 Projects as it relates to 2015 Goals and Objectives, unit goal, and ALA Organizational Goals.
- Significant additional information.

(5) Update and submit Unit Organization Chart

Include an organizational chart of your unit reflecting your FY 2013 unit's reporting structure, job titles and job grades. Identify all funded and unfunded employees. If changes are requested, include current and proposed organizational chart.

FY 2014 BUDGET CALENDAR

<u>DATE</u>	<u>ACTION</u>
October-November, 2012	Preparation of Salary Worksheets, Depreciation Worksheets, and Unit Budget Workbook for All Units.
December 12, 2012	All Units Budget Instructions and Worksheets Issued
December 13, 2012	Production Services Unit Forwards Cost Estimates for Journals and Newsletters to Units
January 8, 2013	Small Division Basic Service Budgets to be Reviewed by Small Division Executive Directors
2013 Midwinter Mtg. (January 25-29)	BARC to review General Fund and Division Budget Instructions and Inflationary Assumptions. Approved President Elect Budget Division Boards approve Preliminary Division Budgets
February 6, 2013	<u>DIVISION BUDGETS, OVERVIEWS, STRATEGIC/FINANCIAL PLAN & ORGANIZATION CHARTS DUE IN PLANNING & BUDGETING AND DEPARTMENT HEADS</u>
February 12, 2013	<u>UNIT BUDGETS, UNIT OVERVIEWS, AND ORGANIZATIONAL CHARTS DUE IN PLANNING & BUDGETING AND DEPARTMENT HEADS:</u> EXECUTIVE OFFICE UNITS INCLUDING OPERATIONS MEMBER PROGRAMS & SERVICES UNITS (EXCEPT CCNF. SERV. & ITTS) COMMUNICATIONS & MARKETING FINANCE, ACCOUNTING & PLANNING & BUDGETING ROUND TABLES PLANT FUND LONG-TERM INVESTMENT FUND AND GRANTS & AWARDS APA
February 19, 2013	<u>UNIT BUDGETS, UNIT OVERVIEWS, AND ORGANIZATIONAL CHARTS DUE IN PLANNING & BUDGETING AND DEPARTMENT HEADS:</u> MEMBERSHIP DUES PUBLISHING CONFERENCE SERVICES & ITTS

FY 2014 BUDGET CALENDAR

<u>DATE</u>	<u>ACTION</u>
February-March, 2013	Analysis and Preparation of Budget Review Schedules by Planning & Budgeting: * Review and Analysis, Meeting with Units * Preparation of Summaries
March 12, 2013	Automation Capital Request Forwarded to ITTS
March 15, 2013	ITTS Recommendations Returned to Planning & Budgeting and Department Heads
March 12 to 22, 2013	General Fund, Divisions, & APA Budget Reviews
March 27, 2013	Department Heads Budget Review: General ALA Budget Overview/Issues; FY 2014 Preliminary General Fund Budget-1st Iteration; Budget Adjustments
March 28, 2013	Budget Prioritization Discussion; FY 2014 Preliminary APA Budget; Compensation Plan (Finalization); Capital Budget (Finalization); Budget Recap; FY 2014 Preliminary Budget-Final Board Presentation Discussion
April 3, 2013	Department Budget Overviews Due in Planning and Budgeting
April 12, 2013	Budgets Mailed to Executive Board
April 19-21, 2013	Executive Board Meeting to Review Total ALA Preliminary Budget Request- Chicago
April 25-26, 2013	BARC Meeting to review Total ALA Preliminary Budget Request

Note: ACRL National Conference – Indianapolis – April 10-13, 2013

11/8/2012

FY 2014 BUDGET REVIEW MEETING
With
Unit Managers, Department Heads,
Keith Fiels, Gregory Calloway & Sandy Lee

<u>Date</u>	<u>Time</u>	<u>Name</u>	<u>Unit</u>
Tuesday March 12, 2013	10:30am - 11:15am	Barb Marcikas	PLA
	11:15am - 12:15pm	Susan Hornung	ASCLA & RUSA
	1:15pm - 2:00pm	Charles Wilt	ALCTS
	2:00pm - 2:45pm	Aimee Strittmatter	ALSC
	2:45pm - 3:30pm	Beth Yoke	YALSA
Wednesday March 13, 2013	10:30am - 11:15am	Mary Taylor	LITA
	11:15am - 12:00pm	Julie Walker	AASL
	1:00pm - 1:45pm (Central Time)	Sally Reed	UNITED (Conference call)
	1:45pm - 2:00pm	Kerry Ward	LLAMA
	2:00pm - 3:15pm	Mary Ellen Davis & Irving Rockwood	ACRL & CHOICE
Thursday, March 14, 2013	10:30am - 11:15am	Lorelle Swader	HRDR
	11:15am - 11:45am	Lorelle Swader	APA
	1:00pm - 1:30pm	Karen O'Brien	OA
	1:30pm - 2:00pm	Barbara Jones	OIF
	2:00pm - 2:30pm	Mary Ghikas	OLOS & Diversity Office
	2:30pm - 3:00pm	Mary Ghikas	MPS/AED
Tuesday March 19, 2013	10:15am - 10:45am	Ron Jankowski	Membership Dues, & Member Development
	10:45am - 11:15am	Juanita Rodriguez	Customer Service
	11:15am - 11:45am	Michael Dowling	IRO/Chapter Relations
	11:45am - 12:00pm	Cathleen Bourdon	Communications /AED
	1:15pm - 1:45pm	Karen Muller	Library
	1:45pm - 2:15pm	Deb Robertson	Public Programs
	2:15pm - 2:45pm	Kathy Rosa	ORS
	2:45pm - 3:15pm	Marci Merola	OLA
	3:15pm - 3:45pm	Mark Gould	PIO
	Wednesday March 20, 2013	10:00am - 10:30am	JoAnne Kempf & Cheryl Malden
10:30am - 11:00am (Central Time)		Emily Sheketoff	Washington Office & OITP (Conference call)
11:00am - 11:30am		Ron Bruzan	Office of Operations & Support
11:30am - 12:00pm		Kimberly Olsen-Clark	Development Office
1:00pm - 1:45pm		Cynthia Vivian	HR
1:45pm - 2:45pm		Sherril Vanyek	ITTS
2:45pm - 3:30pm		Mary Ghikas & Paul Graller	Conference Services
Thursday March 21, 2013	9:45am - 10:30am	Don Chatham	Department Overview/AED
	10:30am - 11:15am	Michael Jeffers	ALA Editions
	11:15am - 12:00pm	Troy Linker	ALA Digital Reference
	1:30pm - 2:15pm	Bill Ott	Booklist
	2:15pm - 3:00pm	Laurie Borman	AL
	3:00pm - 3:45pm	Rachel Johnson	ALA Graphics

* All meetings will be held in the Judith F. Krug Room

FY 2014 BUDGET REVIEW MEETING
With
Department Heads,
Keith Fiels, Gregory Calloway & Sandy Lee

<u>Date</u>	<u>Time</u>	<u>Description</u>	<u>Discussion Items</u>
Wednesday March 27, 2013	9:00am - 4:30pm	Department Heads Budget Overview	General ALA Budget Overview / Issues FY 2014 Preliminary General Fund Budget-1st Iteration Budget Adjustments
Thursday March 28, 2013	9:00am - 4:00pm	Department Heads Budget Overview	Budget Prioritization Discussion FY 2014 Preliminary APA Budget Compensation Plan (Finalization) UNITED (Conference call) Technology Reserve Fund Budget Recap FY 2014 Preliminary Budget-Final
Wednesday April 3, 2013			Department Heads Budget Overviews due Planning & Budgeting
Friday April 12, 2013			FY 2014 Preliminary Budget - Mailing to Executive Board Members
Friday - Sunday April 19-21, 2013		Executive Board Spring Meeting	FY 2014 Preliminary Budget - Approval
Friday April 23, 2013			FY 2014 Preliminary Budget - Mailing to BARC Members
April 25-26, 2013		BARC Spring Meeting	Final-FY 2014 Preliminary Budget Review

* All meetings will be held in the Carnegie Room

11/8/12

FY 2014 REVENUE/EXPENSE ASSUMPTIONS

12/19/2012

<u>Revenue Factors</u>	<u>Account #.</u>	<u>Assumptions</u>	<u>% over % of FY 2013 Revenue Budget</u>
Interest/Dividend Income	4420	5% rolling average of last 20 calendar quarters of the net asset balance of Long-term Investment (Calendar quarter Sept 30, 2007 - June 30, 2012)	
 <u>Expense Factors</u>			
ALA Expense reduction Rate		Per Budget Instruction	0.0%
General Inflation		General inflation rate	2.0%
		2009 = 2.7%, 2010 = 1.5%, 2011= 3%, Projected 2012 = 2%	
Travel	5210	Airfare Rate Increase Rate For Mileage Reimbursement - 56.5 Cents/Mile; Per Diem \$50/day	2.0%
Lodging & Meals	5212	General Inflation Rate	2.0%
Postage	5523/5909		4.0%
Supplies	5500	General Inflation Rate	2.0%
Bad Debt	5543	As a Percentage Of Gross Sales	1.0%
Returns	4601	As a Percentage of Gross Sales	5.0%
IUT-Production Services	5901	Production Services will communicate the % increase to units	
IUT-Reprographics	5910	General Inflation Rate	2.0%
Paper/Publications		Uncoated Paper	5.0%
Income Taxes	5600	As a Percentage of Gross Advertising Revenue:	
		Booklist	4.0%
		Booklinks & CHOICE	2.0%
		C&RL News	3.0%
		All Other Units	1.0%
Library Materials	5502	General Inflation Rate	2.0%
Employee benefits - Exempt & Non-Exempt	5010	As a Percentage of Salary Cost less attrition, apply a 30.0% Factor	
Employee benefits - In-House Temp/OT	5010	As a Percentage of Salary Cost, apply a 15% Factor for in-house temporary and overtime	
Attrition-GF only	5005	As a Percentage of Salary Cost, apply a -5% factor	
Staff Development	5031	As a Percentage of Salary Cost, apply 1.5% factor or based on unit discretion	
Indirect Cost Rates	5911	ALA Overhead Rate: Composite: FY 2011 = 24.2%	
		Fed Gov't Grant Preliminary Rate:	18.57%
		Non-Fed Gov't Grant Preliminary Rate:	18.57%
		Other Agencies	30.0%

Rev./	FY 2014 Budget					
Exp.	Project #1	Project #2	Project #3	Project #4	Project #5	FY 2014 Budget
Acct. #	Description	Project #	Project #	Project #	Project #	TOTAL
		001	002	003	004	005
	Subtotal-Dues	0	0	0	0	0
	Subtotal-Sales-Net	0	0	0	0	0
	Subtotal-Other Sales	0	0	0	0	0
	Subtotal-Subscriptions	0	0	0	0	0
	Subtotal-Advertising	0	0	0	0	0
	Subtotal-Meetings & Conf.	0	0	0	0	0
	Subtotal-Grants & Awards	0	0	0	0	0
	Subtotal-Misc.	0	0	0	0	0
	Total Revenues					
	Payroll & Related Exp.					
	Outside Services					
	Travel and Related Expenses					
	Meetings & Conferences					
	Publication Related Expenses					
	Operating Expenses					
	Total IUTs					
	Total Direct Expenses					
	Contribution Margin					
	IUT-General Overhead	0	0	0	0	0
	Total Expenses Excl. Alloc					
	IUT-Allocations	0	0	0	0	0
	Total Exp. Incl. OH & Alloc.					
	Net Rev/(Exp) Before Taxes					
	Taxes/Income	0	0	0	0	0
	Total Expenses Incl. Taxes					
	Net Rev/(Exp) After Taxes					

AMERICAN LIBRARY ASSOCIATION
SALARY SCHEDULE
FY 2014 BUDGET

EXHIBIT 2-Salary Sch

Reporting Unit	UNIT NO.	PROJ. NO.	PROJ. NAME	LAST NAME	FIRST NAME	Grade (Estimated Grade for Vacant positions)	POSITION TITLE	FTE	FY 2013 Budget (Annual Salary)	FY 2013 Budget (Prorated Salary) Spring	FY 2014 Budget with 0% Salary Increase (Prorated Salary) Spring
108	108		0000 Adm	XXXX	XXXX	F	XXXX	1.000	XXXX	XXXX	XXXX
108	108		0000 Adm	XXXX	XXXX	C	XXXX	1.000	XXXX	XXXX	XXXX
XXX Total						2.000					XXXX

**FY 2014 BUDGET
DEPRECIATION SCHEDULE**

Exhibit 3

<u>YR</u>	<u>Account code</u>	<u>Fund</u>	<u>Dept</u>	<u>UNIT/PROJ #</u>	<u>DEPR FY 2014</u>
2012	1500	11	103	5060000	513
				5060000 Total	513

Note: Includes FY 2012 Actual and FY 2013 Budgeted Capital Additions

LONG-TERM INVESTMENT FUND TRANSFER/WITHDRAWAL REQUEST

Exhibit 4-Endow Fund Tfr

DESCRIPTION	FY 2005 ACTUAL	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ACTUAL	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 PROJECTION	FY 2016 PROJECTION	FY 2017 PROJECTION
LONG-TERM INVESTMENT FUND TRANSFER BEGINNING BALANCE	\$2,435,531	\$2,885,530	\$3,377,529	\$3,477,529	\$3,851,528	\$3,976,528	\$3,976,528	\$4,100,528	\$4,100,528	\$4,100,528	\$4,100,528	\$4,349,528	\$4,699,528
LONG-TERM INVESTMENT FUND TRANSFER FROM DIVISION OPERATING FUND TO LONG-TERM INVESTMENT FUND	449,999	491,999	100,000	373,999	125,000	0	124,000	0	0	0	249,000	350,000	0
WITHDRAWALS FROM LONG-TERM INVESTMENT FUND	0	0	0	0	0	0	0	0	0	0	0	0	0
LONG-TERM INVESTMENT FUND TRANSFER ENDING BALANCE	\$2,885,530	\$3,377,529	\$3,477,529	\$3,851,528	\$3,976,528	\$3,976,528	\$4,100,528	\$4,100,528	\$4,100,528	\$4,100,528	\$4,349,528	\$4,699,528	\$4,699,528

Note: Transfers from the Division(s) Fund Balance to the Long Term Investment fund must be a part of the Division(s) approved annual budget. Transfers of \$50,000 or more must be reviewed by BARC as part of the 3 year financial plan and requested 2 years prior to the execution.

ALL DIV UNITS

CAPITAL REQUEST FORM

Unit Number: _____
 Date Submitted: _____

Item(s) Req.	<u>Earliest Desired/ Latest Acceptable Mo. of Acquisition</u>	<u>Estimated Life</u>	<u>(2) Estimated Purchase Price FY 2014</u>
TOTAL			\$0

Check One:

Replacement Equipment _____
 New Equipment _____
 Additional Space/Offices _____

JUSTIFICATION

Summarize justification for this request. Attach justification for items. (Are there any savings in operations to be gained from purchase? If so, please state amount).

Will you need to add additional space/offices with current staff?
 Will you need to renovate/improve office space of your unit?
 Will you need additional space for equipment?
 Will you need additional furniture/fixture for new equipment?

YES	NO

If yes, please describe

What is the estimated cost of training and required supplies? \$0
 What is the estimated cost of maintenance agreement? \$0

APPROVAL: Unit Head: _____
 Department Head: _____

*Estimated life of various types of equipment is available from Finance/Budgeting or from the Controller.
 Contact either Sandy Lee or Russ Swedowski for this information.

- (1) Capital equipment funded by General Fund includes basic furniture (i.e. desk, chair, cabinet, bookcase)
- (2) Please attach quotes from vendors, when available.

CHART OF ACCOUNTS SUMMARY

(REVISED 12-11-2012; EFFECTIVE FY 2014)

ATTACHMENT A-Chart of Accts

G/L ACCOUNT NUMBER CONFIGURATION

XX - XXX - XXXX - XXXX
 FUNDS/SUB FUND - UNIT - LINE ITEM - PROJECT

FUNDS/SUB FUND	LINE ITEM - 4XXX - REVENUES	LINE ITEM - 5XXX - EXPENSES (cont'd)
11 OPERATING/GENERAL	400X - DUES	53XX - MEETINGS & CONFERENCES
12 OPERATING/DIVISION	4000 DUES/PERSONAL	5300 FACILITIES RENT
13 OPERATING/ROUND TABLE	4001 DUES/ORGANIZATIONAL	5301 CONFERENCE EQUIPMENT RENTAL
20 PLANT/NON-DESIGNATED	4002 DUES/SPECIAL	5302 MEAL FUNCTIONS
34 ENDOWMENT/UNRESTRICTED	4003 DUES/LIFE MEMBER - CURRENT	5303 EXHIBITS
35 ENDOWMENT/TEMPORARY RESTRICTED	4004 DUES/CONTINUING MEMBERS	5304 SPEAKER/GUEST EXPENSES
36 ENDOWMENT/PERMANENTLY RESTRICTED		5305 SPEAKER/GUEST HONORARIUM
47 GRANTS/GOVT EXCHANGE	410X - SALES	5306 AWARDS
48 GRANTS/NON-GOVT EXCHANGE	4100 SALES/BOOKS #	5307 SECURITY SERVICES
49 GRANTS/CONTRIBUTIONS	4101 SALES/PAMPHLETS #	5308 SPECIAL TRANSPORTATION
60 RELATED INTEREST GROUPS/NON-DESIGNATED	4102 SALES/AUDIO/VISUAL #	5309 AUDIO/VISUAL EQUIP RENTAL & LABOR
60 ALA/APA	4103 SALES/ONLINE #	5310 COMPUTER RENTAL/INTERNET CONNECT
	4104 SALES/RENTAL - MAIL LISTS #	5380 PROGRAM ALLOCATION
	4105 SALES/WEBINARS/WEBCASTS/WEB CE	
	4108 SALES/ALA STORE #	54XX - PUBLICATION - RELATED
	4109 SALES/MISCELLANEOUS #	5400 EDITORIAL/PROOFREADING - O/S
UNITS		5401 TYPESETTING/COMP. O/S
100 COMMUNICATIONS AND MEMBER RELATIONS/AED	4110 SUBSCRIPTIONS #	5402 PRINTING - OUTSIDE
101 STANDING COMMITTEES		5403 BINDING - OUTSIDE
102 EXECUTIVE BOARD	414X - ADVERTISING	5404 DESIGN SERVICE - OUTSIDE
103 EXECUTIVE OFFICE	4140 ADVERTISING/GROSS #	5406 REVIEW SERVICE
104 LIBRARY	4142 ADVERTISING/CLASSIFIED #	5410 MAIL SERVICE - OUTSIDE
106 HRDR (HUMAN RESOURCE DEVELOP & RECRUIT)	4143 ADVERTISING/ON-LINE #	5411 ADVERTISING/SPACE
108 OIF (OFFICE FOR INTELLECTUAL FREEDOM)		5412 ADVERTISING/DIRECT
109 ORS (OFFICE FOR RESEARCH & STATISTICS)	42XX - MEETING & CONFERENCES	5413 MAIL LIST RENTAL
111 INTERNATIONAL RELATIONS OFFICE	4200 REGISTRATION FEES #	5414 SUPPLIES/PRODUCTION
112 OA (OFFICE FOR ACCREDITATION)	4210 EXHIBIT SPACE RENT #	5415 PRE-PRESS/PHOTO SERVICES
113 PIO (PUBLIC INFORMATION OFFICE)	4220 MEAL FUNCTIONS #	5416 ADVERTISING PRODUCTION COST
114 DEVELOPMENT OFFICE		5420 COPYRIGHT FEES
115 PUBLIC PROGRAMS OFFICE		5430 WEB OPERATING EXPENSES
116 HOLOS & OFFICE FOR DIVERSITY		
120 OFFICE FOR LIBRARY ADVOCACY	4300 GRANTS/AWARDS-EXCHANGE	5431 WEBINARS/WEBCASTS/WEB CE EXP
150 WASHINGTON OFFICE	4301* GRANTS/ AWARDS-TEMP RESTRICTED	5432 PURCHASED INVENTORY
151 OITP (OFFICE FOR INFORM TECH POLICY)	44XX - MISCELLANEOUS	5433 ORDER PROCESSING/FULFILLMENT
152 OGR (OFFICE OF GOVERNMENT RELATIONS)		
200 MEMBER PROGRAMS & SERVICES/AED	4400 DONATIONS/ HONORARIA	5480 COST OF SALES
220 MIDWINTER MEETING	4420 INTEREST/DIVIDENDS	5480 INVENTORY ADJUSTMENT
221 ANNUAL CONFERENCE	4421 ROYALTIES - EXEMPT	5489* INVENTORY RESERVE ADJUSTMENT
230 ALA AWARDS	4422 ENDOWMENT GAIN/LOSS - REALIZED	
250 MACS (MEMBER AND CUSTOMER SERVICES)	4423 ENDOWMENT GAIN/LOSS - UNREALIZED	55XX - OPERATING EXPENSES
251 CHAPTER RELATIONS OFFICE	4424 *CHANGE IN FAIR VALUE OF SWAP AGREEMT	5500 SUPPLIES/OPERATING
300 PUBLISHING/AED	4425 *CHANGE IN INVESTMENT IN RELATED PARTY	5501 EQUIPMENT & SOFTWARE/MINOR
301 ALA EDITIONS	4429 OVERHEAD - EXEMPT REVENUE/DIVISIONS	5502 REFERENCE MATERIALS/PERIODICALS
302 BOOKLIST	4430 ROYALTIES - NON-EXEMPT #	5510 INSURANCE
303 AMERICAN LIBRARIES	4490 MISCELLANEOUS FEES & REVENUES #	5520 EQUIPMENT RENTAL/LEASE
305 ALA DIGITAL REFERENCE		5521 SPACE RENT
313 ALA GRAPHICS	46XX - PUBLICATION CONTRA ACCOUNTS	5522 TELEPHONE & FAX/OUTSIDE
401 PLA	4600 ASSETS RELEASED FROM RESTRICTION	5523 POSTAGE & E-MAIL/OUTSIDE
403 ACR	4601 RETURNS/CREDITS #	5525 UTILITIES
404 CHOICE	4610 COMMISSION/ON-LINE ADV #	5530 DEPR/FURNITURE & EQUIPMENT
405 AASL	4611 COMMISSIONSALES REP. #	5531 DEPRECIATION/BUILDINGS
406 ASCLA	4612 COMMISSION/ADVERTISING AGENCY #	5532 AMORTIZATION/EQUIPMENT LEASE
407 ALCTS		5540 ROYALTY EXPENSE
408 LLAMA		5543 BAD DEBT EXPENSE
410 RUSA		5544 INTEREST EXPENSE
411 ALTAFF	LINE ITEM - 6XXX - EXPENSES	5545 TAXES/PROPERTY
412 LITA	600X - 602X - PAYROLL RELATED	5550 PROMOTION
413 ALSA	6000 SALARIES & WAGES	5560 ORGANIZATIONAL SUPP/CONTRIBUTION
414 YALSA	6001 WAGES/TEMPORARY EMPLOYEES	5598 MISCELLANEOUS EXPENSE
501 STAFF SUPPORT SERVICES	6002 OVERTIME	6000* TAXES/INCOME
505 ITTS	6005 ATTRITION FACTOR	
506 HUMAN RESOURCES	6006* ACCRUED VACATION	60XX - INTER-UNIT-TRANSFERS
509 DISTRIBUTION CENTER	6010 EMPLOYEE BENEFITS	6000 IUT-MARKETING
510 REPROGRAPHICS CENTER	6011** LIFE INSURANCE	6001 IUT-PROD. SERV./ADM. FEE
511 BUILDING MAINTENANCE	6012** DISABILITY INSURANCE	6002 IUT-ITTS
580 FINANCE/AED	6013** WORKERS COMPENSATION INSURANCE	6003 IUT-SUBSCRIPTION PROCESSING
581 ACCOUNTING	6014** ANNUITY/EMPLOYER	6004 TRANSFER TO/FROM ENDOWMENT
582 PLANNING & BUDGETING	6015** TUITION REIMBURSEMENT	6005 IUT-TELEPHONE
591 GENERAL ADMINISTRATION	6016 PROFESSIONAL MEMBERSHIPS	6006 IUT-ORDER BILLING
592 GENERAL FUND ALLOCATION & OVERHEAD	6016** HEALTH INSURANCE	6008 IUT-MAINT.
593 ALA STRATEGIC INITIATIVES	6020* FICA/EMPLOYER	6009 IUT-DIST. CTR.
601 LHRT	6021* UNEMPLOYMENT COMPENSATION TAX	6010 IUT-REPRO
602 ERT		6011 IUT-GEN. OH
603 FAFLRT	6030 STAFF RECRUITMENT/RELOCATION	6012 IUT-COPY EDITING/PROOFREADING
604 GODORT	6031 STAFF DEVELOPMENT	6013 IUT-COMPOSITION/ALTERATION
605 IFR	6040** POST RETIREMENT BENEFITS	6040 IUT-REGISTRATION PROCESSING
606 IRR		6041 IUT-CHOICE
607 NMRT	61XX - OUTSIDE SERVICES	6042 IUT-ADVERTISING
608 LRRT	6100 TEMPORARY EMPLOYEES/OUTSIDE	6098 IUT-ALLOCATIONS
609 MAGERT	6110 PROFESSIONAL SERVICES	6099 IUT-MISC.
610 SRRT	6120 LEGAL FEES	
611 SORT	6121 AUDIT/TAX FEES	
612 LIRT	6122 BANK SERVICE FEES	* For Accounting use only.
613 EMIERT	6140 REPAIRS/MAINTENANCE	** For Human Resources use only.
614 LEARNRT	6150 MESSENGER SERVICE	
615 RMRT	6151 DUPLICATION/OUTSIDE	# Subject to overhead
616 OGR		## Rev. from Div. Mbr. Perquisite Publ.
617 VRT		Not Assessed OH
618 LSSIRT	62XX - TRAVEL	
619 GLBTRT	1215++ TRAVEL ADVANCE	+ New/Change as of this revision
710 HEADQUARTERS BUILDING	6210 TRANSPORTATION	++ Fund/Sub-Fund/Unit - will always be 11-000.
720 WO BUILDING	6212 LODGING & MEALS	
730 CHOICE BUILDING	6214 ENTERTAINMENT	
740 TECHNOLOGY RESERVE FUND	6216 BUSINESS MEETINGS	
800 ALA/APA		
803 COALITION FOR LITERACY		
805 BUSINESS CNCL FOR LIBRARIES		
807 AMERICAN INDIAN LIBRARY ASSOCIATION		
810 AACR2		
817 FREEDOM TO READ FOUNDATION		

	Unit No.:	403	
	Unit Name:	Association of College and Research Libraries	
	Project No.:	3200	
	Project Name:	Membership Services & Recruitment	
			FY 2014 BUDGET
Line#	Line Item Description	Explanation	\$ Amount
4000	Dues/Personal	Personal memberships in August 2013 is projected to be 10,244. Total cash receipts: 10,244 x \$35 = \$358,540. Four of the 12 months (Sept.-Dec.) of Calendar 2013 are part of FY2014. Therefore, 4/12 of the 2013 dues are deferred in FY2013 and recognized in FY 2014: 4/12 of \$358,540 = \$119,513.	\$358,540
		Personal memberships in Calendar year 2014 are expected to remain flat. Total cash receipts: 10,244 x \$35 = \$358,540. Eight of the 12 months (Jan.-Aug.) of Calendar year 2014 are part of FY2014. Therefore, 8/12 of the Calendar year 2014 dues are recognized in FY2014 (the rest or 4/12 of calendar year 2014 will be deferred to FY 2014)	
4001	Dues/Organizational	Organizational members for calendar year 2013 are expected to hold steady with little increase or decrease from calendar year 2013 total to 990 x \$90 = 89,100. Four months (Sept.-Dec.) of Calendar 2013 are part of FY2014. 4/12 of \$89,100 = \$29,700.	89,100
		Organizational members for calendar year 2014 are not expected to grow. Total cash receipts 990 X \$90 = \$89,100. Eight of the 12 months (Jan.-Aug.) of calendar year 2014 are part of FY2014. Therefore, 8/12 of the dues are recognized in FY2014 (the rest or 4/12 deferred to FY2014):	
4002	Dues-Special	Special Member Dues	243
4003	Dues Life Members-Current	Life member dues revenues. In FY 2014, life dues are expected to total \$8,453 which is no change from 2013.	8,453
4004	Dues-Cont. Members & Div Trn	Continuing members dues revenues. In FY 2014, continuing member dues are expected to total \$1,005 which is no change from 2013.	1,005
		Total Revenues	\$457,341
5000	Salaries & Wages	Salaries calculated at 5.00% of ACRL total salaries	\$30,266
5010	Employee Benefits	Benefits calculated @ 32.5% of line 5000	9,836
5110	Professional Services	Professional services (focus groups, mini electronic surveys)	4,000
5122	Bank Service Fees	Bank service fees	500
5350	Program Allocation	Program Development – President's Annual Mailing to membership, implementing mentor program, New Member Forum	2,500
5401	Typesetting/Comptn-O/S	Typesetting for membership literature	500
5402	Printing-O/S	Outside printing of membership promotion brochures and flyers, all membership mailing	7,500
5410	Mail Service-O/S	Mail service: For 18,000 pieces at .35 each.	6,300
5411	Advertising/Space	Advertising/space	300
5413	Mail List Rental	Mail list rental	750
5500	Supplies/Operating	ACRL membership ribbons	1,000
5523	Postage & E-Mail/O/S	Postage	4,000
5599	Misc.	Misc. expense calculated 5.00% of ACRL total operating costs	3,298
5902	IUT-ITS	IUT-data processing (member listing and mailing labels)	750
5905	IUT-Telephone	IUT-telephone	2,500
5909	IUT-Dist. Center	IUT-distribution	3,000
5910	IUT-Repro.	IUT-reprographics	3,000
5942	IUT-Advertising	IUT-advertising	1,000
		Total Expenses	81,000
		Net	\$376,341

Attachment C
(revised 11/22/11)
American Library Association
REQUEST FOR NEW G/L ELEMENT NUMBER OR PROJECT TITLE CHANGE

Please indicate if this is a request for a new G/L Element or Project Number number or a change to an existing Project Title (only one):

New or Change:

ELEMENT	DESCRIPTION OF NEW TITLE REQUEST / CHANGE OF TITLE
(1) NEW LINE ITEM REQUEST	<input type="text"/>
(2) NEW UNIT/PROJECT REQUEST	<input type="text"/>
UNIT # <input type="text"/>	<input type="text"/>
PROJECT # <input type="text"/>	<input type="text"/>

*If this is a new Unit request, please specify the Department this unit reports to (for new project request, please also indicate who else need to receive the monthly performance report of this new project) _____

Reason for request (describe circumstances creating need):

Specific account data:

- (1) Source of funds:
 - (2) Actual date(s) of project: FROM TO
 - (3) This project will be effective: FROM FY TO FY
 - (4) Will a final report of all project activities be needed? YES NO
 - (5) Is this project a 2015 Strategic Initiative? YES NO
- If yes, provide: Your unit number:
Approved amount for the project:

Please note, all 2015 Strategic Initiative project requests must be signed by the Executive Director.

- (6) List people who have Administrative responsibility: _____
- (7) Requires ALA matching funds? YES NO
- (8) Subject to overhead? YES NO
- (9) IMIS Activity? (Will this project have revenue?) YES NO
- (10) Select Fund/Sub Fund:
- (11) Long-term Investment

Describe restrictions on use of funds (Refer to R. Swedowski or K. Brown):

Requested By: Date:

Approved By: Date:

2015 Strategic Initiative,
Executive Director Signature: Date:

Send request form to Finance@ALA.org

Per your request, a new _____ number has been opened effective _____.
The following account number includes this new number and also other related element numbers:

Title: _____

Send completed copy to: Sandy Lee, Planning & Budgeting & the originating unit
(Please add this number to your Chart of Accounts listing)

Add to:	<input type="checkbox"/> IMIS <input type="checkbox"/> GP <input type="checkbox"/> Prophix	For Accounting use only
---------	--	-------------------------

UNIT/DEPARTMENT				
KEY FUNCTIONS:				
KEY ENVIRONMENTAL ASSUMPTIONS:				
POSITIVE/NEGATIVE TRENDS (INTERNAL):				
MAJOR MULTIYEAR UNIT GOALS:				
1-				
2-				
3-				
4-				
FY14 UNIT PLAN CHANGES:				
MAJOR FY14 PROJECTS/ACTIVITIES				
ALA 2015 Goal Area #	ALA 2015 Strategic Objective #	Brief Description	Unit Goal #	Org Goal #
	1-			
	2-			
	3-			
	4-			
	5-			
SIGNIFICANT ADDITIONAL INFORMATION:				

FY14 UNIT BUDGET OVERVIEW – INSTRUCTIONS

Each unit submitting an FY14 budget proposal should include a Unit Budget Overview. The Unit Budget Overview is designed to provide a standard set of information in a compact format. This information will be valuable in subsequent budget review and in the preparation of departmental and ALA-wide budget documents for members. The template (Excel) was created as a single page. It may be expanded, if necessary – but be succinct.

Please note that while the examples reference an ALA unit, the specific information was created as an example and is plausible but not necessarily true.

- (1) **UNIT** – Please include both unit name and number (e.g. 11-220, 12-401).
- (2) **KEY FUNCTIONS** – Please include brief sentences or phrases describing the ongoing work of the unit, with emphasis on factual information.

Example: *HRDR manages the Scholarship Clearinghouse (xxxx applications/year), manages the MW/AC Placement Center, develops and disseminates recruitment and scholarship information (including career/recruitment fairs), coordinates the CE Clearinghouse, responds to xxx inquiries/year from the field and the public, supports x ALA Committee and provides liaison support to x round tables.*

- (3) **KEY ENVIRONMENTAL ASSUMPTIONS** – Please provide brief sentences or phrases identifying environmental information and/or assumptions particularly relevant to the preparation of your unit's FY14 plan.

Example: *HRDR assumes a modest increase in placement activity in FY14. Serial careers will increase interest in CEUs. Current projections are that xx% of current library workforce will retire within 5 years, a decrease from 2013 projections.*

- (4) **POSITIVE/NEGATIVE TRENDS (INTERNAL)** – Again, use brief sentences or phrases. You may insert/attach chart data.

Example: *Applications processed by the Scholarship Clearinghouse have increased 20% over the past 3 years.*

- (5) **MAJOR MULTIYEAR GOALS** -- Please list major multiyear goals of your unit. Number goals for later reference (see 7). Use a brief sentence or phrase.

Example: *HRDR will expand the CE Clearinghouse to link CE offerings to appropriate competency statements, to include externally-offered CE (with fees to for-profit providers) and to support portfolio maintenance.*

- (6) **FY14 UNIT PLAN CHANGES** -- Briefly indicate any major change in the unit strategic plan or in plans of related member groups that may impact unit workload.

Examples:

- *ALSC will begin implementation of a new strategic plan. <URLe >*
- *The ALA Committee on Education has a new multi-year plan to examine competency statements and their relationship to accreditation standards.*
- *Conference Services seeks to contract externally for advance registration; this has impacts on <insert unit #s> and has been discussed with them.*
- *AASL will redefine key functional areas, resulting in reorganization and redefinition of existing positions. (attach both current and proposed org chart).*

- (7) **MAJOR FY14 ACTIVITIES/ PROJECTS** – Briefly list the major FY14 projects to be undertaken. Use brief sentences or phrases to describe each project.

For each project, indicate its impact on one of more of the following by inserting a number and/or other designation:

- ALA 2015 Goal Area # / Strategic Objective # (Please use Arabic numbers ONLY – for BOTH the goal and the objective within that goal),
- Unit Goals
- ALA Organizational Goals

All projects should relate to one of the above – and all applicable relationships should be indicated.

Example: *OLOS will develop a new toolkit for libraries implementing adult literacy programs.*

ALA 2015 Goal Area # – 3
ALA 2015 Strategic Objective # – 1
Unit Goal # –
ALA Org Goal # –

Example: *ALSC will develop a new mentoring program for Spectrum scholars interested in services to children.*

ALA 2015 Goal Area # – 4
ALA 2015 Strategic Objective # – 2
Unit Goal # – 3
ALA Org Goal # – 2

- (8) **Significant Additional Information** – If there is additional information that needs to come forward as part of the budget process use this space.

Example: *ACRL will transfer \$xx,xxx from its net asset balance to long-term investment.*

**ALA OPERATING PROCEDURES FOR
TRANSFERS TO/FROM THE LONG TERM INVESTMENT FUND**

I. TRANSFER PROCESS

- A. It is desirable that Divisions/Round Tables establish 4 or more months of reserves - (Net Asset Balances divided by average monthly expenses), before any transfers are requested.**
- B. Transfers to the Long Term Investment fund must be a part of the approved ALA annual budget.**
- C. Transfers of \$50,000 or more must be reviewed by BARC as part of the 3 year financial plan and requested 2 years prior to the execution.**

**II. PAYOUT, WITHDRAWAL and REPAYMENT PROCESS –
From the Endowment (Long-Term Investment) Fund**

Revised Policy 8.5.1

In the preparation of the ALA annual budget, the ALA Executive Director is authorized to include a payout rate of 3% - 5% of the five-year trailing calendar quarterly (20) rolling average of the net asset balance of the ALA Future Fund. Additionally, the Executive Directors of the Divisions and the liaisons for the Round Tables and others responsible for endowment funds are authorized to include in the preparation of their annual budgets, the anticipated payout value as provided by the Finance department. The payouts will be subject to any donor restrictions related to a particular fund and will be made from allowable temporarily restricted and unrestricted net assets. Additionally, the annual payout rate (3% - 5%) will be reviewed, determined and recommended by the ALA Endowment Trustees and the Finance and Audit committee of the ALA Executive Board, with final approval by the ALA Executive Board.

Use of Fund

Listed below are the primary instances whereby additional funds may be withdrawn from the Long-Term Investment Fund can be made.

A. Program Support

The General Fund, Divisions and Round Tables can request funds from their respective long-term investment funds to support one-time programs.

B. Emergencies

Emergencies will include financial disaster due to a major revenue shortfall, act of God, building catastrophe, major lawsuit, etc.

C. New Initiatives

New Initiatives will include projects or programs that are multi-year in nature and deemed important to the future of the Association, Divisions, Round Tables or units.

Amounts requested to be withdrawn in excess of the determined payout rate will require repayment with interest.

D. Scholarships & Awards

Allowable withdrawals from temporarily restricted and unrestricted Long-Term Investment funds designated for named scholarships and awards will be made to the extent necessary to support the award or scholarship according to its stipulations and requirements. If the funds available from the annually determined payout rate of 3% - 5% of a named scholarship or award is not adequate, the amount in the temporary restricted and unrestricted investments designated for named scholarships may be used up to the limits of any permanent or donor restrictions.

E. Life Membership Funds

Allowable withdrawals from temporarily restricted and unrestricted Long-Term Investment funds designated for Life Membership, will be made from the Life Membership Fund to the extent necessary to support the annual membership fee for the participants.

F. Transfer of Existing Funds

It is allowable to make a transfer from an existing unrestricted funds for the establishment of a new and or in support of an existing scholarship fund, program or initiative fund within the Long-Term Investment Fund.

Withdrawal-Transfer-Repayment

Each withdrawal for any of the purposes referenced in A, B, C and the annually determined payout rate of 3% - 5% of the five-year trailing calendar quarterly (20) rolling average net asset balance must be approved by the Executive Board.

Withdrawals from the Long-Term Investment Fund above and beyond the annually determined payout rate of 3% - 5% of the five-year trailing calendar quarterly (20) rolling average net asset balance, for any of the following events:

- a. Program Support
- b. Emergencies
- c. New Initiatives

will require repayment at the prevailing ALA borrowing rate with the term to be recommended by management and approved by the Executive Board.

The annual withdrawal of interest and or dividends from the Long-Term Investment Fund will not require repayment.

III. APPROVED AND REVIEW PROCESS - As previously stated in sections I and II, any requested transfers from Division(s) fund balances to the Long Term Investment fund, as well as, any withdrawals *of principal and or interest* from the Long Term Investment fund must be submitted as part of the annual planning process, reviewed and recommended by BARC for approval by the ALA Executive Board.

In the event of an “Emergency”, requests for withdrawal must be submitted directly to BARC, as soon as reasonably possible, for review and approval by the ALA Executive Board.

FOR DIVISION ONLY

Attachment F - OH Rates

American Library Association

FY 2014 Budget

Revenue Accounts with Applicable OH Rates and Project set up Guideline

Revenue Acct. #	Revenue Account Description	OH Rate to be applied to all Divisions Except CHOICE	OH Rate to be applied to CHOICE
4000	Dues/Personal	Exempt	Exempt
4001	Dues/Organizational	Exempt	Exempt
4002	Dues-Special	Exempt	Exempt
4003	Dues Life Members-Current	Exempt	Exempt
4004	Dues-Cont. Members & Div Transfer	Exempt	Exempt
4100	Sales/Books	12.10%	12.10%
4101	Sales/Pamphlets	12.10%	12.10%
4102	Sales/Audiovisual	12.10%	12.10%
4103	Sales/On-line	12.10%	12.10%
4104	Sales/Rental-Mail Lists	12.10%	12.10%
4105	Sales/Webinars/Webcast/Web CE	12.10%	12.10%
4108	Sales/ALA Store	12.10%	12.10%
4109	Sales/Miscellaneous	12.10%	12.10%
4110	Subscriptions	12.10%	12.10%
4140	Advertising/Gross*	12.10%	12.10%
4142	Advertising/Classified*	12.10%	12.10%
4143	Advertising/On-Line*	12.10%	12.10%
4200	Registration Fees	24.20%	12.10%
4210	Exhibit Space Rent	24.20%	12.10%
4220	Meal Functions	\$1.00 per ticket will be applied	
4300	Grants & Awards	18.57 % - NEH 18.57 % - other Gov't Grants Negotiated Rate - Non Gov't (30.0% Suggested Rate)	
4400	Donations/Honoraria	Exempt	Exempt
4420	Interest/Dividends	Exempt	Exempt
4421	Royalties-Exempt	Exempt	Exempt
4422	L-T Invest. Gain/Loss-Realized	Exempt	Exempt
4423	L-T Invest. Gain/Loss-Unrealized	Exempt	Exempt
4429	Overhead-exempt Rev./Division	Exempt	Exempt
4430	Royalties-Nonexempt	12.10%	12.10%
4490	Misc. Fees & Rev.	12.10%	12.10%
4601	Returns/Credits	12.10%	12.10%
4610	Comm/On-line Adv	12.10%	12.10%
4611	Comm/Sales Rep	12.10%	12.10%
4612	Comm/Adv. Agency	12.10%	12.10%

* No overhead will be assessed on advertising revenue generated from publication which are provided to division members as a prerequisite of membership.

Establish projects based upon one of the following revenue categories, then the overhead calculation will be clearer for Accounting to apply the appropriate rate:

1. Exempt from overhead
2. Assessed overhead at the conference rate -- 100 % of the FY 2011 ALA composite indirect cost rate
3. Assessed overhead at the publishing rate -- 50% of the FY 2011 ALA composite indirect cost rate

Total revenue for each project will form the basis for calculating overhead based upon the FY 2011 approved ALA composite indirect cost rate. Either the conference rate or publishing rate will be applied to the appropriate project.

Note that a separate project for journals or newsletters that are a prerequisite of membership is highly recommended so that the related advertising income will not be assessed overhead.

In addition, please establish distinct projects for separately ticketed events. Ticket sales will be assessed the Accounting transaction fee. If possible, combine several ticketed events into a single project; however if this is not possible, create separate projects.

American Library Association

Strategic Plan

2011-2015

June 18, 2010

Core ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements - **core purpose** – the association's reason for being – and **core values** – essential and enduring principles that guide an association in creating its culture and making decisions.

Founding Purpose:

The object of the American Library Association shall be to promote library service and librarianship. (ALA Constitution, Article II)

Mission:

The mission of the American Library Association is to provide leadership for the development, promotion and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all. (ALA Policy 1.2)

Core Organizational Values

The Association is committed to:

- Extending and expanding library services in America and around the world
- All types of libraries - academic, public, school and special
- All librarians, library staff, trustees and other individuals and groups working to improve library services
- Member service
- An open, inclusive, and collaborative environment
- Ethics, professionalism and integrity
- Excellence and innovation
- Intellectual freedom
- Social responsibility and the public good

Key Action Areas

*ALA is committed to seven **Key Action Areas** as guiding principles for investment of energies and resources:*

Diversity

Diversity is a fundamental value of the association and its members, and is reflected in its commitment to recruiting people of color and people with

disabilities to the profession and to the promotion and development of library collections and services for all people.

Equitable Access to Information and Library Services

The Association advocates funding and policies that support libraries as great democratic institutions, serving people of every age, income level, location, ethnicity, or physical ability, and providing the full range of information resources needed to live, learn, govern, and work.

Education and Lifelong Learning

The association provides opportunities for the professional development and education of all library staff members and trustees; it promotes continuous, lifelong learning for all people through library and information services of every type.

Intellectual Freedom

Intellectual freedom is a basic right in a democratic society and a core value of the library profession. The American Library Association actively defends the right of library users to read, seek information, and speak freely as guaranteed by the First Amendment.

Advocacy for Libraries and the Profession

The association actively works to increase public awareness of the crucial value of libraries and librarians, to promote state and national legislation beneficial to libraries and library users, and to supply the resources, training and support networks needed by local advocates seeking to increase support for libraries of all types.

Literacy

The ALA assists and promotes libraries in helping children and adults develop the skills they need—the ability to read and use computers—understanding that the ability to seek and effectively utilize information resources is essential in a global information society.

Organizational Excellence

The association is inclusive, effective and responsive to the needs of ALA members.

*The **Goals and Objectives** represent strategic areas of focus for the next three to five years. The goals articulate the outcomes ALA would like to achieve and answer the question, "What will constitute future success?" The achievement of each goal will move the organization toward realization of its envisioned future. The goals are not necessarily identified in priority order.*

Objectives provide direction on how ALA will accomplish its articulated goals. Objectives are considered in the 3-5 year planning horizon.

Goals and Objectives

Goal Area: Advocacy, Funding and Public Policy

Goal Statement: ALA equips and leads advocates for libraries, library issues and the library profession, and plays a key role in formulating legislation, policies and standards that affect library and information services.

Objective (1): Increase public awareness of the value and impact of all types of libraries and the important role of librarians and other library staff.

Objective (2): Increase research and evaluation documenting the value and impact of all libraries.

Objective (3): Increase resources and training for advocates seeking to secure increased funding and support for all libraries.

Objective (4): Lead advocacy for crucial library issues such as literacy, intellectual freedom, privacy, fair use, preservation of our cultural heritage, information literacy, equity of access, and permanent no fee public access to government information.

Objective (5): Increase ALA's role in the formulation of library-related local, state, national, and international legislation, policies and standards.

Objective (6): Increase collaboration and alliances with organizations at all levels to advance legislation and public policy issues affecting libraries, librarians and information services.

Objective (7) Use new technologies to build greater public understanding and support for libraries of all types.

Goal Area: Building the Profession

Goal Statement: ALA promotes excellence and diversity in the library field.

Objective (1): Ensure that library education and training reflect the core values of the profession and the needs of the communities served by libraries of all types.

Objective (2): Increase the availability of and access to continuing education, career development and certification opportunities for librarians, library staff, trustees and library advocates

Objective (3): Provide increased leadership and career development opportunities for Library and Information Science students

Objective (4): Increase the diversity of the library workforce to reflect an increasingly diverse national and global community.

Objective (5): Increase ALA activities to assist libraries in recruiting, developing and retaining a high-quality, diverse library workforce.

Goal Area: Transforming Libraries

Goal Statement: ALA provides leadership in the transformation of libraries and library services in a dynamic and increasingly global digital information environment.

Objective (1): Increase opportunities to share innovative practices and concepts across the profession, nationally and internationally, and among all libraries.

Objective (2): Increase recognition of and support for experimentation with innovative and transformational ideas.

Objective (3) Help libraries make use of new and emerging technologies by promoting and supporting technological experimentation and innovation.

Objective (4): Increase leadership development and training opportunities designed to support the ongoing transformation of libraries.

Goal Area: Member Engagement

Goal Statement: ALA provides an environment in which all members, regardless of location or position, have the opportunity to participate in, contribute to, and benefit from engagement in their association.

Objective (1): Increase member and staff innovation and experimentation in the creation of new opportunities for face to face and virtual engagement.

Objective (2): Increase member engagement by identifying and eliminating barriers to participation and through technological innovation.

Objective (3): Develop new models to recognize member contributions in a changing association.

Objective (4): Continue to enhance a web presence that engages members and the public.

Goal Area: Organizational Excellence

Goal Statement: ALA operates effectively, efficiently, creatively and in a socially responsible fashion to accomplish its mission.

Objective (1): Develop and sustain the resources required to ensure the vitality of the association, its programs and services.

Objective (2): Enhance the association's organizational structure to meet the changing needs of members, libraries and the users they serve

Objective (3): Assess and continuously improve products and services to better serve current members and to attract new members.

Objective (4): Strengthen support for and collaboration with Chapters and Affiliates.

Appendix:

*The **envisioned future** conveys a concrete yet unrealized vision for the association. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

Big Audacious Goal:

ALA builds a world where libraries, both physical and virtual, are central to life-long discovery and learning and where everyone is a library user.

Vivid Description of the Desired Future:

ALA is recognized as leading and supporting a continuous transformation of libraries of all types in response to the changing needs, expectations, demographics, and technologies of the populations they serve. Libraries and their staff are perceived as vital to the communities they serve; connecting people and ideas to each other and to the world.

All people have wide access to knowledge, information and their cultural heritage, when and where they need and expect it. Users are the primary advocates for libraries, recognizing library services as essential to learning and to individual and societal enrichment.

Libraries are widely recognized as key players in economic development, in building strong and vibrant communities, and in sustaining a strong democracy. Libraries are also recognized as an essential component of the educational system, providing critical youth literacy services, enriching formal education, and supporting lifelong learning. They are key providers of free and permanent public access to government information and e-government services.

School libraries are considered fundamental to a student's education and school librarians are seen as indispensable instructional leaders. Academic and research libraries and librarians are indispensable in advancing learning and scholarship and preserving our cultural heritage. Public libraries are recognized as the interactive place where people find the best resources, programming, and learning opportunities and use information to solve problems and build bridges between people. The services of libraries of all types are readily accessible and welcoming to all, including persons with disabilities.

Libraries collaborate effectively with each other, with museums, archives and other information providers to increase public access to information. They offer

access to local and global resources in a vast variety of print and electronic formats. Library users have access to physical libraries that serve as community learning centers, and online access to library resources 24 hours a day, and through a variety of technologies. Libraries embrace technology and are seen as trusted leaders in the information age

As a result, all types of libraries are adequately funded, librarianship is a sought after profession, librarians are leaders in the information community, information is accessible to all and all people in the United States are literate library users.