



NYLA Dues and Membership Structure

*Balanced Budget Task Force
Recommendation Presentation*

GOAL 1

Centralized
organizational
model for all
process and
procedure

GOAL 2

Fiscal
responsibility
throughout the
organization

GOAL 3

Plan for the
future of the
organization

Balanced Budget Taskforce
Recommendation Goals

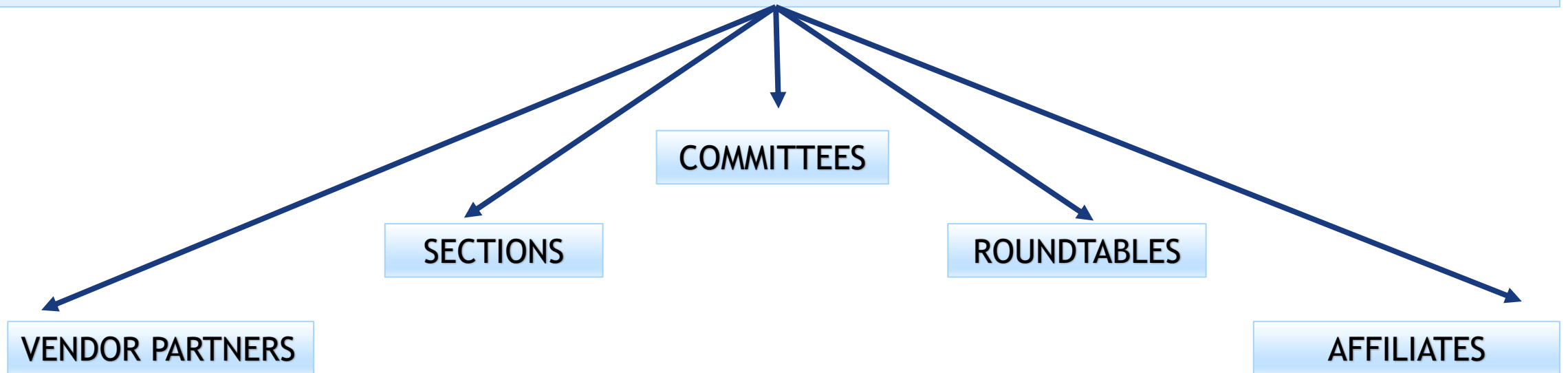
Goal 1

Centralized Organizational Model

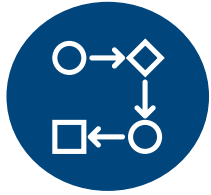
- ▶ **New Membership Structure Recommendation**
- ▶ **Benefits of a Centralized Model**

Council and Office Staff

- Set operational standards, budgets, policy, etc. for the organization.
- Support committees, sections, and roundtables with their annual operations and assist in proactive planning within organizational standards (events, continuing education offerings, governance, policy and procedure, etc.).
- Establish contractual relationships with affiliates and vendor partners and carry out clearly defined operations.



Benefits of a Centralized Organizational Model



Centralized, defined and streamlined operations

With this model, the office will now be at the center of all organization operations and be able to support a wide variety of tasks. All operations will be clearly defined and communicated to the membership.



Centralized Archival Data

All information for the association will be in one place and data will be maintained to a standard for a period of 7 years. Records and historical data will be maintained by the office and no longer subject to external factors such as staff turnover, volunteer turnover, etc.



Increased Section/Roundtable Program Support

The office will provide support with all parts of events and other continuing education efforts for the sections/roundtables. A new manual for operations will be provided and the office support will include registration creation/implementation, communication and website assistance, contract negotiation, event material preparation, etc.



Managed Operational Costs

Association budget will cover various organization-wide operational costs (i.e., financial fees, website and tech fees, conference speaker and tech fees, administrative fees, supply and material fees, etc.)



Volunteer Efforts

As the office will be managing operations throughout the entire organization, there will be less stress on volunteers from sections, committees, and roundtables to manage the daily operations. Volunteer efforts can now be targeted or specified for niche projects.

Goal 2

Fiscal Responsibility

- ▶ Association Financial Data
- ▶ NYLA Headquarters Efforts
- ▶ Association Fee Structure Comparison
- ▶ Membership Fee Structure Recommendations
- ▶ Section and Roundtable Budget Recommendations
- ▶ Additional Financial Membership Structure Recommendations
- ▶ LTS Recommendations



Current Financial Situation

NYLA Funds

Investment Funds as of March 2023: \$850,893.87

Operational Funds as of March 2023: \$269,241.91

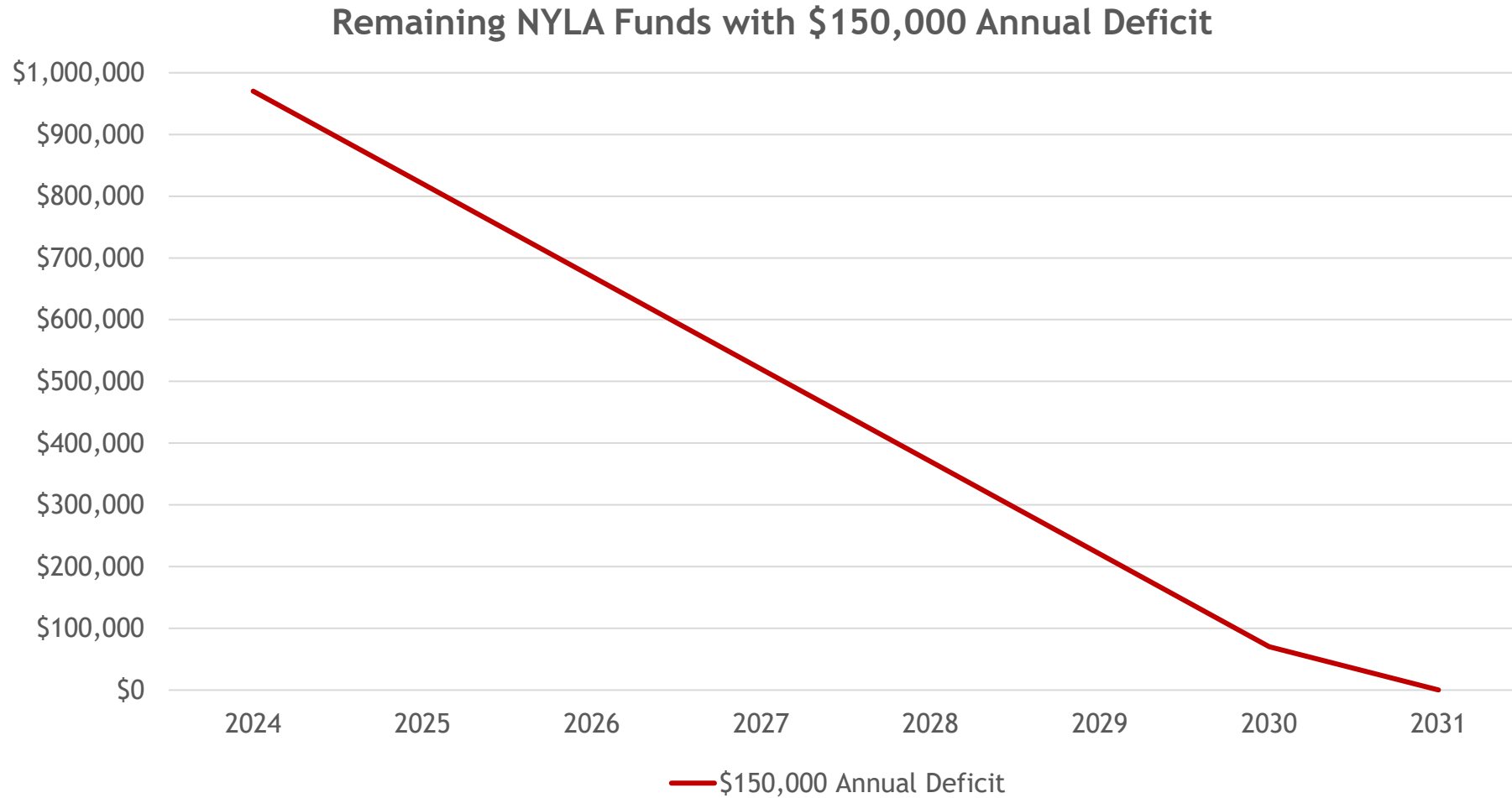
Budget Deficits in recent years:

- ▶ 2023-2024: **-\$136,237** (draft budget)
- ▶ 2022-2023: **-\$140,465** (budgeted)
- ▶ 2021-2022: **-\$156,943**
- ▶ Average deficit budget: **-\$144,548**

Length of time before savings is depleted:

- ▶ At a \$150,000 annual budget deficit: **6 years (2030)**

Financial Projection with Current Practice



NYLA Headquarters Efforts

Over the last year NYLA headquarters has made serious efforts to cut headquarters' expenses and demonstrate fiscal responsibility by:

- ▶ Eliminating unnecessary print mailings and past office procedures that were not cost effective.
- ▶ Reviewing all current service contracts and eliminating/finding cheaper alternatives (landscaping, snow removal, cleaning service, phone system, etc.)
- ▶ Streamlining and restructuring office practices and responsibilities to allow a vacant staff position to go unfilled.
- ▶ Making all NYLA Council meetings accessible online via Zoom and discontinuing reimbursements for Council meeting travel.
- ▶ Limiting NYLA staff participation in out-of-state conferences and non-critical travel.

Association Fee Structure Comparison

- ▶ NYLA has not increased dues in **10+ years**. While this may seem like good news, in actuality the organization is no longer operating at a financially sustainable rate. Increases in the number of members without increases in dues actually costs the organization money and makes it difficult for the association to serve our growing membership.
- ▶ **The task force recommends the association review its finances annually and consider incremental increases for membership dues each year to keep pace with rising costs.**

Library and other NY Associations reviewed: ALA, Pennsylvania Library Association, Texas Library Association, Ohio Library Association, Massachusetts Library Association, NYS Health System Pharmacists NYSHP, NYS Bar Association, NYS Society of Massage Therapists, NYS Society for Clinical Social Work, NYS Speech-Language-Hearing Association

Key Takeaways

- 1.) Organizational Memberships across the board do not typically offer included personal memberships.
- 2.) Personal Membership Sliding Scales while being comparable to our lowest fees, charge much higher rates within the overall scale.
- 3.) Other NY Associations tended to have higher personal membership dues (\$120 - \$200).
- 4.) Other Library Association with similar fees/membership dues structures often did not present balanced budgets, have limited or no paid staff members, and/or are currently re-evaluating their own practices.



Personal Membership Structure

CURRENT

Personal Member Types	Annual Dues
Regular	
Up to \$19,999	\$35
\$20,000 - \$29,999	\$60
\$30,000 - \$39,999	\$80
\$40,000 - \$49,999	\$100
\$50,000 - \$99,999	\$125
\$100,000+	\$150
Student	\$15
First-Time Member	\$25
Library Assistant / Support Staff	\$25
Retired / Unemployed	\$30
Trustee / Friend	\$30

RECOMMENDED

Personal Member Types	Annual Dues
Personal Member Rate	\$125
Retired / Trustee / Friend	\$60
Library Assistant / Support Staff	\$40
Student	\$30

Benefits of new structure

- Streamlined
- Easy to track, change, increase, etc. for future years
- Increased regulation of member fees
- Increased revenue



Personal Memberships

Current Fee Revenue vs New Structure Fee Revenue

Current Member Type	Member Tier	Number of Members	Approx. Revenue Current Fees		New Member Structure	Approx. Revenue
Regular	Up to \$19,999	82	\$2,870		Personal Member Rate	\$61,875
	\$20,000-29,999	27	\$1,620			
	\$30,000-39,999	16	\$1,280			
	\$40,000-49,999	43	\$4,300			
	\$50,000-99,999	180	\$22,500			
	\$100,000+	44	\$6,600			
First Time		103	\$2,575		Retired/Trustee/ Friend	\$12,300
Friend		25	\$750		Library Assistant/ Support Staff	\$1,720
Retired		132	\$3,960		Student	\$6,052
Student		102	\$1,530		Total	\$81,947
ALA-Joint Student		136	\$2,992			
Support Staff		43	\$1,075			
Trustee		48	\$1,380			
Total			\$52,052			

Hardship Policy and Donations

Hardship Policy

- ▶ Personal Members will now opt in for the ability to receive their membership at a reduced rate directly in their renewal form. These fees will be offered to a limited capacity that council will establish when approving the budget.
- ▶ Discounted member rates (i.e., Retired/Trustee/Friend/Library Assistant) will not be provided this option.

DONATIONS

Donations to be collected

- Fund for the Future
- Defense Legal Fund
- Disaster Relief Fund
- NYLA Donation
- Pay It Forward - **NEW** - Members who wish to “pay it forward” and help the organization replace hardship policy funds for the membership can do so with this donation.





Organizational Membership Structure

CURRENT

Org. Member Types	Associate Members	Designated Rep	Annual Dues
Library/Library System			
\$1 - \$50K	0	1	\$50
\$50K - \$100K	0	1	\$75
\$100K - \$500K	1	1	\$150
\$500K - \$1M	3	1	\$300
\$1M - \$3M	7	1	\$600
\$3M - \$10M	14	1	\$1,250
\$10M+	24	1	\$2,500
Additional Associate Memberships			\$75
Friends Group			
	4	1	\$50
Affiliate Organization			
		1	\$95
Library/Information Science School			
		1	\$95
Not-for-Profit Org. (NON-LIBRARY)			
		1	\$95
For-Profit Organization			
		1	\$175

RECOMMENDED

Org. Member Types	Included Memberships	Annual Dues
Library/Library System		
\$1 - \$100K	2	\$200
\$100K - \$500K	5	\$500
\$500K - \$1M	8	\$800
\$1M - \$3M	15	\$1,500
\$3M - \$10M	25	\$2,500
\$10M+	30	\$3,000
Additional Associate Memberships		\$100
Friends Group		
	5	\$200
Not-for-Profit Organization (NONLIBRARY, Governmental and Academic Institutions)		
	2	\$200
For-Profit Organization		
	2	\$300



Organizational Memberships

Current Fee Revenue vs New Structure Fee Revenue

Current Member Type	Member Tier	Number of Members	Approx. Revenue Current Fees	New Member Structure	New Member Structure	Approx. Revenue
Library /Library System	\$1-50K	47	\$2,350	Library /Library System		
	\$50K-100K	34	\$25,670		\$1-100K	\$16,200
	\$100K-500K	147	\$22,050		\$100K-500K	\$73,500
	\$500K-1M	39	\$11,700		\$500K-1M	\$31,200
	\$1M-3M	79	\$47,400		\$1M-3M	\$118,500
	\$3M-10M	45	\$56,250		\$3M-10M	\$112,500
	\$10M+	7	\$17,500		\$10M+	\$21,000
Affiliate		17	\$1,615	Non-Profit		\$9,800
Nonprofit		18	\$1,710	For Profit		\$600
Library School		14	\$1,330	Friend Group		\$21,200
For profit		2	\$350			
Friend Group		106	\$5,300			
TOTAL			\$193,225	TOTAL		\$404,500

Other Financial Membership Structure Recommendations

Section Dues Increase

We propose an increase to \$15 for Section Dues.

Eliminate PO option

Members will be able to Bill Later or pay outright.

Eliminate the LTA Rider

All organizational memberships will be provided the option to add trustees to their membership for the trustee fee.

Lapsed Membership Policy

Members with unpaid conference and renewal fees will be asked to settle their account prior to renewing or registering.

Institute Audit of Special Member Rates

Student - require proof of academic enrollment directly in renewal form upload and all new members will be “pending” until verified by office.

Fixed Membership Year and Prorating

Recommended Membership Year - June 1st - May 31st
Recommended 6 month prorate in after December. Anyone joining when we open renewal (April 1st will be rolled into next year.)

Section and Roundtable Budgeting

CURRENT BUDGETING PRACTICES

INCOME

Sections and roundtables are currently allocated a percentage of membership dues and continuing education income, which is added to a fund balance.

EXPENSES

Sections/roundtables are expected to budget their expenses and track all revenue. The NYLA budget does not track all expenses.

Current practice has resulted in inaccurate records, unbudgeted expenditures, significant budget deficits, etc.

RECOMMENDATIONS

INCOME

A percentage of income will no longer be allocated, and the fund balances will no longer exist for each section and roundtable from income fees. Instead, the amount of section and roundtable income will be placed into an income budget line.

Scholarship CDs and investment accounts will be liquidated and placed into a scholarship savings account to be spent down. Once this income is eliminated, scholarships will be planned into each section/roundtables annual budget request.

EXPENSES

Sections and Roundtables will be responsible for completing an annual **Budget Request Form** itemizing all expenses for the year. This form will be approved by Council and funds will be allocated into expense lines within the NYLA budget for each section/roundtable.

If annual expenses outside of the request form are required, sections/roundtables can complete a form for additional funding for Council to approve.

If a request form is not completed, funds will be provided based off Council's review of the budget for that section/roundtable.

Goal 3

Plan for the Future of the Organization

- ▶ **Section/Roundtable Annual Report/Audit**
- ▶ **Establish new Committees/Subcommittees**
- ▶ **Affiliate Relationships**
- ▶ **Timeline Moving Forward**
- ▶ **What does the future look like for NYLA?**

Section/Roundtable Annual Report

To make the organization more proactive and begin planning for the long term, each section and round table will be required to complete an annual report and submit it to the NYLA office.

This report will include the following:

- Current Executive Board Members
- Current Committees
- Current Platforms (outside of what NYLA provides)
- Advocacy Efforts Completed During the Year
- Meetings Completed During the Year
- Contracts Completed During the Year
- Bylaws/Guidelines Changes Completed During the Year
- Programming Completed During the Year
- Strategic Vision - Future programming, long range plans, etc.
- Recommendations for NYLA Headquarters - What would the section/roundtable like NYLA to consider in the upcoming year? What further support is needed?

Establish new Committees/Subcommittees

Recommended Committee or subcommittees to be established moving into the new year:

Governance Committee



- This committee would annually review the bylaws and be responsible for making any necessary changes.
- This committee would be responsible for assisting with our strategic planning and any other proactive efforts to plan for the future.

Sponsorship and Fundraising Committee



- This committee would be responsible for cultivating relationships with sponsors and vendors for NYLA programming.
- This committee would work on fundraising opportunities and events for the organization.

Affiliate and other Vendor Partnership Recommendations

Current/Past NYLA Practice

- NYLA entered into agreements with several organizations without clearly defined MOUs and financial liability for each.
- This resulted in:
 - Inaccurate financial records and increased liability for the organization
 - Unidentified office support required

Recommendation


- Hold off on any further affiliate relationships until a standard MOU is created outlining the following:
 - Annual Calendar of operations and support required from the NYLA office
 - Succession Plan for volunteer leaders (if required)
 - Fee for services provided by organization
- Review existing affiliate relationships. Eliminate those that are a financial liability to the organization and sign MOUs with any will continue operations with NYLA.

Timeline Moving Forward


Now that the Balanced Budget Task Force has presented this information



Where do we go from here?



What will section and roundtable next steps be?



What will the remainder of this year look like when this plan is voted into action?

Estimated Timeline 2023 - 2024

REVIEW

Council Members will review this presentation and all recommendations. Section reps should plan to review with their section boards. Questions can be sent to the NYLA treasurer Kelly Harris at kharris@johnjermain.org. If a section would like to setup a meeting during this time to discuss individual section questions/concerns, email Kelly and we will set a date.

May
2023

VOTE

Council Members should come to the June 15th council meeting planning to vote on the recommendations. ***We understand that these recommendations will require updates to the bylaws before they take effect. We have consulted with our attorney and the proposed changes to the bylaws, date of an electronic member vote for the bylaws changes, and an effective date for all recommendations are forthcoming.***

June
2023

EVALUATE

While the office staff uses the remainder of the year to create process for new operations and create the new database, website, etc., sections and roundtables should review their guidelines and bylaws.

July - Jan
2024

READ

From June 2023 to the launch of our new system in January 2024, all NYLA members will receive communications that will outline new procedures, new tech instruction, tutorials, and all things **New NYLA!** It is important to read carefully through these communications and use the information provided to plan and prepare for the **new fees structure, new membership timeline, new tech**, etc.

Jan
2024

LAUNCH

January 2024 all changes will fully go in effect. The NYLA office will launch the new database and with that, open renewal for the span of 6 months, up until the new membership expiration date of **May 31st**. Members will be able to renew at any point during that time period. We will make sure prorating and any other financial considerations are made during this time for the membership.

What is next for NYLA?

The goal of a financially sustainable organization is to allow NYLA to stabilize and to plan strategically for the future of the association. With a balanced budget, or hopefully years of surplus, we can expand our services to membership and take on new projects and partnerships.

Some ideas for areas of growth include:



Building a more inclusive NYLA community, with regional activities and meet-ups to strengthen your professional network statewide.



Growing our capacity to underwrite bigger name speakers for our annual conference and other events.



Providing new tools and technology to improve and better facilitate our virtual activities and better connect our membership with each other and headquarters.



Hotlining and consultancy on important issues such as intellectual freedom, advocacy, trustee and staff training, etc.