

Mary Davis Fournier

Subject: FW: Info for today's call

From: Michael Tarnoff
Sent: Thursday, April 6, 2023 2:55 PM
To: Mary Davis Fournier <mfournier@ala.org>
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Mary and Clara, as a reminder for today's call -- Peter, Dina and I had agreed to the following "Key Objectives" for the proposed revised /updated operational agreement:

Key Objectives

1. Indirect Cost Rate – either affirm current method formula or develop alternative / new process for funding shared operational & member valued services, <see attached Image.png file>
2. Net Asset Balance – develop rules for how net asset balances will be handled in the future,
3. Eliminate subsidizing Divisions that lose money – figure out how to make them operate profitably, or at least at break-even,
4. Consider the budget process for Round Tables and some ALA units who internally transfer funds as "overhead",
5. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment,
6. Develop accountability measures for quality shared services.

On today's call I hope you can provide me, to the extent possible, with your thoughts and input regarding these objectives, including but not limited to:

- any deletions? >
- any amendments?
- any additions?
- any other suggestions or comments?

Thanks. Looking forward to talking with you.

Mike

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While I may be sending this message outside my normal working hours, I have no expectations to receive a response outside of yours.