

September 26, 2005

To: PACSCL Nominations and Governance Committee  
From: Laura Blanchard  
Re: PACSCL long-range planning

Dear all,

In preparation for Wednesday's meeting on long range planning, I spent some time with Ed Morman and Susan Glassman from our committee. We've identified the following issues for consideration in this committee's breakout session, in addition to a review of the existing plan and consideration of the problems and strengths each member reports at the meeting:

- **PACSCL board members:** Is there anything to be done to optimize the participation on the PACSCL board? In other words, has PACSCL attracted the one individual at its member library best capable of helping to direct the organization's growth?
- **PACSCL membership issues:** What is this committee's role in recruiting new full and associate members?
- **Dues increases:** In January 2004 PACSCL recommended a phased introduction of dues increases (see attached). Is this timetable still appropriate? (Note: the attached schedule of increases assumes an increase in membership to 30 in 2006.
- **Funding/sustainability:** Looking at a dues-supported model, what is the conceivable upper limit for PACSCL in terms of annual operating budget? How much can PACSCL reasonably expect to accomplish on such a budget? What steps can PACSCL take to increase its operating income via either corporate or foundation giving?

**PACSCL Projected Dues and Membership Increase, 2004-2008**

<b>Annual budget (000)</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Tier 1 \$350 or less	8 x \$1,200	9 x \$1,200	10 x \$1,200	10 x \$1,200	10 x \$1,200
Tier 2 \$351-\$700	9 x \$1,200	9 x \$1,300	10 x \$1,400	10 x \$1,500	10 x \$1,600
Tier 3 \$701 or more	8 x \$1,200	9 x \$1,400	10 x \$1,600	10 x \$1,800	10 x \$2,000
<b>TOTAL REVENUE</b>	<b>\$30,000</b>	<b>\$35,100</b>	<b>\$42,000</b>	<b>\$45,000</b>	<b>\$48,000</b>

Note: Assumes growth in membership to 27 in 2005 and to 30 in 2006. Does not account for any changes in funding stream, such as capacity-building or endowment income.

The Executive Committee is only recommending approval of dues increases for 2004 and 2005 at this time.

March 2004

(Tier 1, under \$350,000 special collections budget; Tier 2, \$351,000-\$700,000; Tier 3, over \$700,000)