

August 7, 2018

Dear Aaron,

This letter is to acknowledge receipt of SWAN's Financial Sustainability Plan, as required by the FY2019 SWAN RAILS contract. We recognize that this was in some cases a difficult exercise, and we appreciate the work your staff and board put into the plan.

RAILS intends to continue supporting catalog consortia to the fullest extent possible, and we hope we are never in the position of significantly reducing that support, but we believe having a contingency plan for the worst case scenario makes your organization stronger.

We encourage you to review the plan on a regular basis and make updates as needed.

Sincerely,



Deirdre Brennan, RAILS Executive Director

cc: Anne Slaughter, RAILS Director of Technology Services
Jane Plass, RAILS Associate Executive Director