

# **INFORMATION AND GUIDELINES**

## **Fiscal Year 2018**

### **SWAN Budget Draft**

#### **February 7, 2017**

### **Introduction**

The SWAN fiscal year 2018 (July 1, 2017 – June 30, 2018) budget will be approved at the March 2, 2017 SWAN Quarterly meeting. This is a budget based on:

- Final FY16 audit
- The final year of the three-year RAILS-SWAN FY16-FY18 contract
- January 2016 payroll data
- Assumes the approval of addition libraries joining SWAN and additional positions

This document is an overview of the FY18 budget for the SWAN Board and Membership.

### **RAILS-SWAN Agreement**

The SWAN FY18 budget is the final year of a three-year agreement. The agreement allows for increased support in the circumstances whereby RAILS no longer incurs expense in supporting SWAN. For the FY18 SWAN budget, revenue line #4090 Other Revenue will increase.

### **Explanation of FY2018 SWAN Fees**

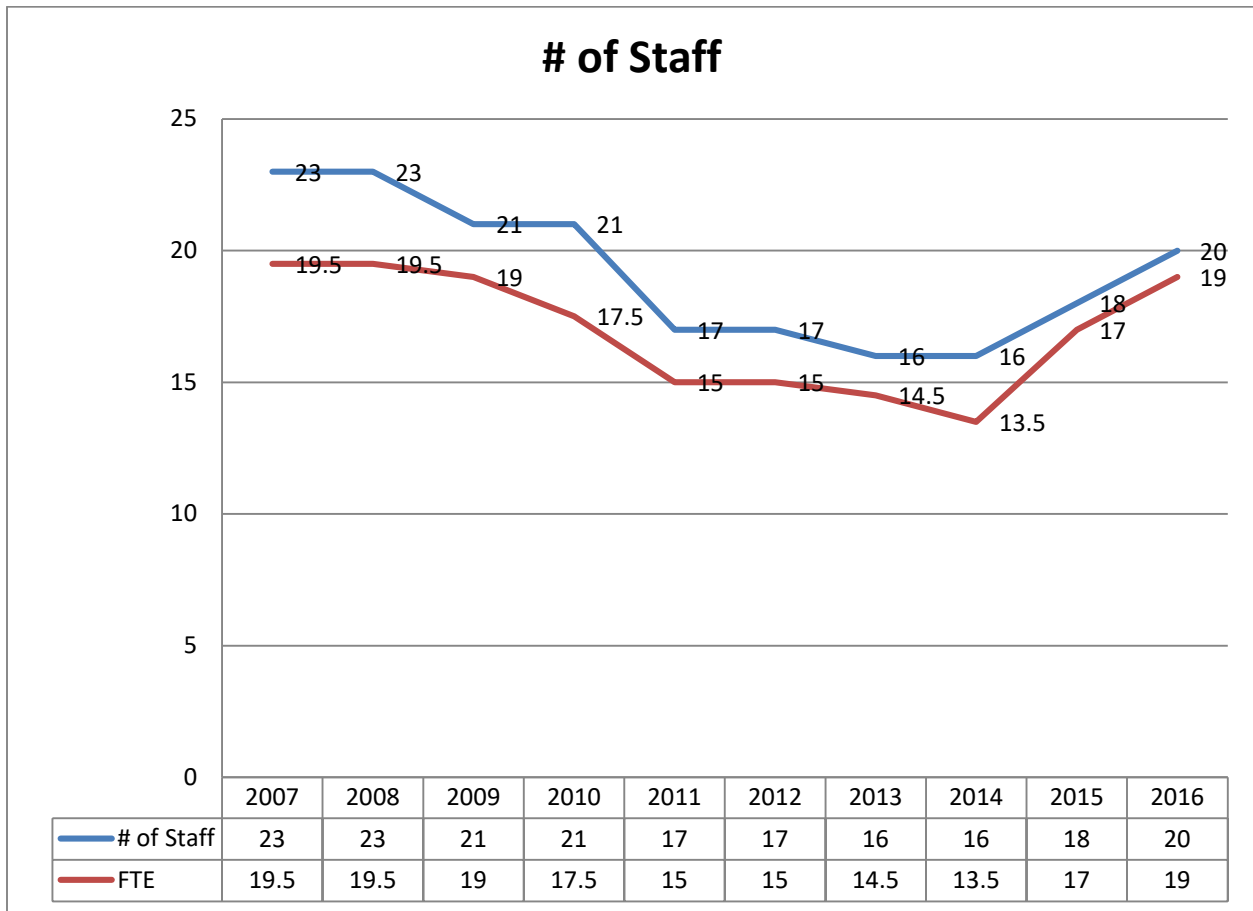
The SWAN Board recommends SWAN libraries for three fiscal years have a fixed membership fee (FY16, FY17, & FY18). This fee is based on the FY15 fee structure, and is not updated with any statistical data.

The logic behind the decision to fix the membership fees for three years is the following: with the transition from Innovative to Symphony, many of the statistical metrics used by SWAN to determine fees will be in flux. Fixing the fee for 3-years allows SWAN libraries to plan and budget easily for SWAN costs, while incorporating all of the new features and advances in technology SWAN will provide. This way once the unlimited staff licenses, e-book integration, e-book circulation, title counts, and other statistical models are better understood SWAN could move forward with some other options.

SWAN Board will assess the existing membership fee formula and incorporate any recommended changes for FY19.

In an effort to convey the savings to member libraries for the past three fiscal years, the FY18 Membership Fee chart includes a total of the accumulated savings for FY16 through FY18.

## Background on SWAN Staffing



### SWAN growth & new services requires more staff

The last three SWAN budgets (FY15, FY16, & FY17) have reflected an increase to the number of personnel in SWAN.

- Office Manager (FT)
- IT Manager (FT)
- IT System Administrator (FT)
- Library Relations Specialist (FT)
- Bibliographic Services Consultant (FT)
- Member Services Consultant (FT)

Eight years ago SWAN employed 23 staff. The staffing plan was affected initially by 2009 MLS budget cuts, and then in 2010 SWAN implemented a new staffing plan. Five positions were eliminated, either through consolidation of departments, contracted Innovative Interfaces consultants, software automation, and/or contracted answering services. These staff reductions were coupled with stipulations that no new libraries could be added to SWAN membership, nor would SWAN be able to initiate large membership projects.

In 2012 SWAN negotiated a transition of all 16 staff from RAILS to the SWAN organization. The SWAN Office Manager (part time) was the first position created after the new organization staffing plan was formed July 2012. The SWAN IT Manager position was filled. Soon after the Office Manager position was made full time. A new IT System Administrator position was created about four months prior to the April 2015 ILS migration. At the start of the FY16 budget, the Library Relations Specialist position was ready for candidates, and in October 2015 SWAN hired Susan Ricker. On November 23, 2015 SWAN ended its contract with Versatile Computer Services. The SWAN Board in anticipation of this change approved a position for SWAN Network Administrator in months prior. This position was filled by hiring Rudy Host in January 2016. For the FY17 budget, SWAN evaluated the Bibliographic Services department position description and assessed the needs. The SWAN Board approved the addition of a full-time position for the department.

At every step for new positions, the SWAN Board is involved, either directly in approving the Executive Director to create a position, or through its Personnel Committee who will review position descriptions and make a recommendation to the SWAN Board. With all new SWAN positions, the Executive Director submits the position description to the Management Association for grading within SWAN's pay grade system.

For this year's budget, the SWAN Executive Director evaluated the needs of supporting the membership of 97 libraries. The SWAN Board approved the addition of a two full-time positions.

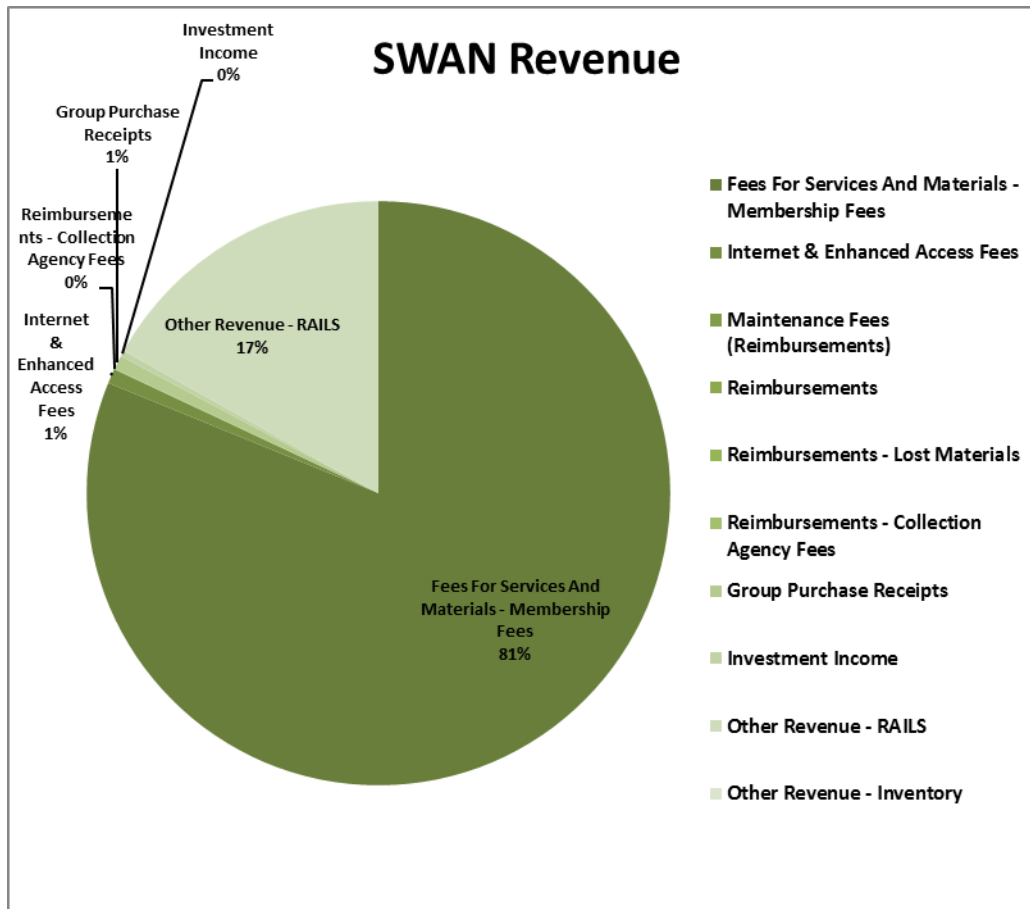
### **Assistant Director**

The Assistant Director is a professional administrative position responsible for assisting the Executive Director with the day-to-day operations of the consortium. This role supervises the SWAN Bibliographic Services Manager, IT Manager, Member Services Manager, and the User Experience Manager.

### **User Experience Manager**

The User Experience (UX) Manager is responsible for facilitating user experience design and implementing/managing experience features on behalf of SWAN. This position will lead a team consisting of PR, web administration, and support roles to form an effective user experience model for the organization.

## REVENUE



SWAN FY2018 budget revenue total is \$2,205,810 which is an increase of \$23,847 from the FY17 budget.

### #4060 Fees for Services & Materials

This is the total of all full membership fees, including Franklin Park Public Library and Lansing Public Library. South Suburban College membership fees have been removed as they are left SWAN to join CARLI. In FY18 the budget continues with fees 13% lower for all libraries when compared to FY15 membership fees.

### #4061 Internet & Enhanced Access Fees

The revised FY17 budget incorporated Lansing being full member library, reducing Enhanced revenue. There are 15 Internet Access libraries in SWAN paying \$605 per year per library, which is expected to continue in FY18.

### #4062 Maintenance Fees (Reimbursements)

SWAN collected Innovative Interface maintenance from libraries on individual an Innovative Interfaces product (Express Lane, Item Status API, etc.) which no longer exists within the SirsiDynix arrangement. In FY17 this line will remain at zero.

**#4075 Group Purchase Receipts**

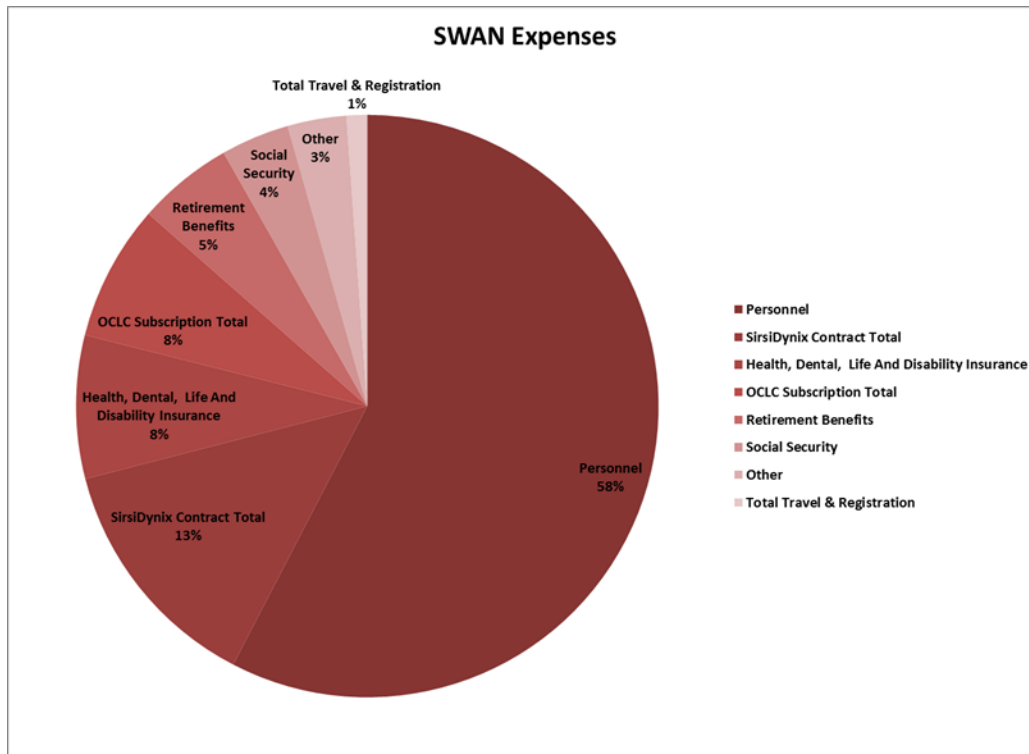
Depending on the fiscal year, SWAN will coordinate a group purchase on behalf of its member libraries. The revenue in this budget line offsets the expense in budget line #5485 Group Purchases. There are no planned group purchases in FY18.

**#4090 Other Revenue**

RAILS funding support based on year two of the three-year agreement resulted in direct revenue to SWAN. This financial support makes it possible for SWAN membership fees to be lowered and fixed for three years. The increase in revenue accounts for 9 months of SWAN no longer being deducted rent within its RAILS support. For the FY18 budget, this amount will increase to \$505,842.

	<b>FY17</b>	<b>Revised FY17</b>	<b>FY18 Projected</b>
<b>RAILS support</b>	565,927	565,927	572,581
<b>SWAN rent charged by RAILS for use of 125 Burr Ridge</b>	(113,527)	(28,382)	(0)
<b>Other expenses charged by RAILS to SWAN (IT support, etc)</b>	(103,257)	(74,875)	(66,739)
<b>Total RAILS support to SWAN</b>	<b>349,143</b>	<b>462,670</b>	<b>505,842</b>

## EXPENSES



SWAN revenues are fixed at \$2,205,810 and for the FY18 budget the shortfall will be made up from reserves. The SWAN Reserves Worksheet is included at the end of this document or is available online from the SWAN support website under the SWAN Fiscal Year 2018 budget documents.

### **#5000, #5010 & #5020 Salaries**

FY17 personnel budget lines included the newly added position for IT Network Administrator and a position for Bibliographic Services Consultant. Keep in mind that the IT Network Administrator replaces the IT contract with Versatile, which annually cost \$193,000.

The FY17 personnel budget includes a new full-time position for the Bibliographic Services department. With the hiring of a new manager in 2013 and the transition from Millennium to Symphony Workflows, the Bibliographic Services department underwent many changes. The department in 2009 was reduced by one full-time position in order to create the Special Projects Coordinator. The FY17 budget brought the department back to the appropriate staffing. The new Bibliographic Services Consultant position is #5000 Library Professionals (MLIS degree) and has training responsibilities in addition to cataloging duties.

The FY18 personnel budget includes the board approved full-time positions descriptions for User Experience Manager and Assistant Director. The possibility remains in FY18 of utilizing contracted services, which would require increasing the #5430 Consulting budget line.

For each of the three budget lines #5000, #5010, and #5020, a 4% increase was budgeted for the merit performance management program SWAN utilizes.

#### **#5070 Health, Dental, Life & Disability Insurance**

The FY18 budget the used the completed January 2017 open enrollment as a basis for the budget. It includes the two new positions estimated expenses.

#### **#5110 Print Materials**

This budget line is used for the cost of outside printing of materials for the membership. It was increased in FY17 and remains unchanged in FY18.

#### **#5140 Rent**

GASB requires SWAN to record the expense of the 93-month lease prorated per month over the duration of the lease with all anticipated increases. The rent expense will be recorded in #5140 as \$5,846.31 for each month of the 7 year 9 month lease term. The revised FY17 amount \$52,616.79 is for nine months. The amount of \$70,155.72 will be recorded each year for FY18 – FY24, and \$17,539.38 for FY25, per GASB. The budget line #5140 will include of the renter's operating and real-estate taxes on top of the rent expense.

#### **#5150 Utilities**

Electric expense estimated at \$350 per month, and gas at \$800 per month. The revised FY17 budget accounts for 9 months of this expense. The FY18 budget is for the full year.

#### **#5160 Property Insurance**

Prior to SWAN obtaining a facility lease, the property insurance was just for flood protection. The revised FY17 and FY18 include the 800 Quail Ridge and the 125 Tower Drive data center equipment.

#### **#5180 Custodial Service & Supplies**

FY17 has nine months of cleaning service for facility estimated at \$750 per month. FY18 is the full year of service.

#### **#5190 Other Building Maintenance**

This budget line supports the security service for facility.

#### **#5250 In-State Travel, #5260 Out-Of-State Travel, & # 5270 Registrations And Meeting, Other Fees**

The increase for travel and conference registration allows six SWAN staff to attend COSUGI in Atlanta, GA; attendance of one staff at SirsiDynix Consortia Special Interest Group in Portland, OR; attendance at RedHat and Defcon conferences. Local conferences from Management Association and ILA are also included in the FY18 budget. The rental of the Moraine Valley Business Center for the 2017 SWAN users event is included at \$3,800.

#### **#5300 Liability Insurance**

FY17 budget included added coverage for cybercrime.

**#5310 Computers, Software and Supplies**

With the new facility, SWAN will no longer use RAILS for desktop and IT support. The purchase of computers for SWAN staff and software licensing costs were recorded as a one-time expense of \$94,560 in the revised FY17 budget. FY18 reflects the software licensing required for SWAN operations (Microsoft, Adobe, etc.).

Notice printer maintenance and supplies are eliminated within the FY17 budget for an annual savings of \$1,220.

**#5320 General Office Supplies & Equipment**

Furniture purchase for the new facility is recorded in #5320 for the revised FY17 budget. The FY17 budget eliminated notice paper purchase (pressure seal mailers) for an annual savings of \$5,134. Office supplies for the facility are budgeted for FY18 based on expected annual restocking of consumed supplies.

**#5380 Telephone and Telecommunications**

The reoccurring annual expense for Internet service provider for the facility, Comcast Business.

**#5400 Equipment Repair and Maintenance Agreements**

This line includes budgeted SirsiDynix maintenance and costs for supporting the virtualized ILS servers. Increases include additional SirsiDynix services and licensing for two new full member libraries.

<b>Equipment Repair &amp; Maintenance Agreements</b>	<b>FY15 Actual</b>	<b>FY16 Projected</b>	<b>FY17</b>	<b>FY18</b>
<b>Innovative Interfaces Maintenance</b>	\$349,348	\$0	\$0	\$0
<b>SirsiDynix Contract Year 2 &amp; 3</b>		\$230,930	\$230,930	\$230,930
<b>Additional MobileCirc licenses</b>		\$3,696	\$3,696	\$3,696
<b>BLUEcloud Visibility (Apr 2016 – Mar 2018)</b>		\$26,590	\$23,590	\$23,590
<b>Lansing SirsiDynix licensing</b>			\$4,246	\$4,246
<b>Franklin Park SirsiDynix licensing</b>			\$4,880	\$4,880
<b>SirsiDynix Contract Total</b>		<b>\$261,216</b>	<b>\$267,341</b>	<b>\$267,341</b>

The #5400 line also includes a subscription to an EBSCO provided proxy service. The annual cost of this subscription is \$32,500 for the 78 libraries and is needed to allow the integrated EBSCO Discovery Service (EDS) authenticate home or remote patrons against the SWAN patron database in real-time.

**#5430 Consulting**

The contract with Versatile Computer Service was terminated November 2015, reducing this budget line by 82% in FY17. The FY18 budget for Consulting includes services for strategic planning.



#### **#5440 Contractual Staff**

Unique Integrated Communications is utilized for evening and weekend Member Services support.

#### **#5450 Information Service Costs**

This budget line includes OCLC costs, and enhanced catalog expenses. Several expenses in this budget line were reimbursed by RAILS in the prior arrangement, but for the 3-year agreement these expenses are paid by SWAN in lieu of direct revenue from RAILS. The FY17 budget included the OCLC fees for Franklin Park and Lansing Public Library.

#### **#5480 Other Contractual Services**

SWAN began contracting with Unique Management Services for notice printing in November 2016. The service cost is per printed notice; which SWAN estimates the number of notices to be reduced once SVA telephone notification is widely used. The FY17 budget cost for Unique to print SWAN notices was set at \$18,695. The revised FY17 budget reflects savings due to the drop in the number of printed notices due to automated calls with SVA, and merited a recalculation for this budget line. There are one-time charges to configure notices that will not be needed in the FY18 budget.

#### **#5485 Group Purchase**

This budget line in FY18 included two group purchase arrangements. First, there is a small group of libraries SWAN negotiated a group discount during the Express Lane self-check transition to Envisionware OneStop. Secondly, there are libraries in SWAN that will have SonicWALL firewalls replaced, as the units are end-of-life. These libraries will receive a group purchase discount for the new units, and will be invoiced individually for the cost. All the expenses in this budget line are offset within the revenue line #4075 Group Purchase Receipts.

#### **#5515 Miscellaneous E-Commerce Fees**

SWAN no longer manages the online credit card payments centrally. The \$15,000 in estimated expenses was set to zero for FY16, and will remain so going forward.

## **RESERVES**

The anticipated costs of the ILS migration have been lower, leaving SWAN reserves in a healthy position for the next 3 years. Please refer to the Reserve Cash Worksheet and the SWAN Six Year Reserves Plan.

- Collect no reserve contingency for the FY16, FY17, and FY18 fiscal years
- SWAN Treasurer assess reserves commitment based on 5-year plan
- Update the reserve worksheet at the start of each new fiscal year

The FY17 reserves worksheet includes \$123,000 expense for the first part of a server replacement, specifically the storage area network (called a SAN). The FY18 reserves plan includes \$48,000 for second

part of our server replacement, as part of a plan to replace our entire ILS server infrastructure acquired in 2012. The cost for an ILS migration at \$465,740 is based on the most recent SirsiDynix migration. The five-year agreement with SirsiDynix would end in April 2020 if not renewed.

The Joining/Impact Fee of \$98,000 for the 19 new member libraries is indicated in FY19.

### **SWAN FEES COMMITTEE**

The SWAN Board formed a SWAN Fees Committee and deliver a recommendation to the SWAN Board in for implementation in FY19 (the last year of the 3-year membership fee freeze is the FY18 budget).

- FY16 (approved March 2015 for July 2015 – June 2016)
- FY17 (approved March 2016 for July 2016 – June 2017)
- FY18 (approved March 2017 for July 2017 – June 2018)
- \*Put Revised Fee Structure in Place\* FY19 (approved March 2018 for July 2018 – June 2019)

SWAN Annual Fee Chart FY18  
 July 1, 2017 - June 30, 2018  
 Proposed Committee of the Whole

SWAN LIBRARY	FY18 SWAN Member Fee	FY15 SWAN Member Fee	Difference btw FY15 & FY18 Fee	Percentage Change	Accumulated Savings FY16-FY18
Acorn	\$ 20,999	\$23,630	\$ (2,631)	-13%	\$ (7,893)
Alsip-Merr. Pk	\$ 24,514	\$27,585	\$ (3,071)	-13%	\$ (9,213)
Bedford Pk	\$ 16,927	\$19,048	\$ (2,121)	-13%	\$ (6,362)
Beecher	\$ 10,341	\$11,637	\$ (1,296)	-13%	\$ (3,888)
Bellwood	\$ 18,563	\$20,888	\$ (2,325)	-13%	\$ (6,976)
Berkeley	\$ 11,932	\$13,427	\$ (1,495)	-13%	\$ (4,484)
Berwyn	\$ 33,218	\$37,380	\$ (4,162)	-13%	\$ (12,486)
Blue Island	\$ 22,282	\$25,074	\$ (2,792)	-13%	\$ (8,375)
Bridgeview	\$ 18,226	\$20,509	\$ (2,283)	-13%	\$ (6,850)
Broadview	\$ 16,494	\$18,561	\$ (2,067)	-13%	\$ (6,201)
Brookfield	\$ 23,616	\$26,575	\$ (2,959)	-13%	\$ (8,877)
Brookfield Zoo	\$ 7,990	\$8,992	\$ (1,002)	-13%	\$ (3,006)
Calumet City	\$ 31,636	\$35,599	\$ (3,963)	-13%	\$ (11,889)
Calumet Park	\$ 9,040	\$10,173	\$ (1,133)	-13%	\$ (3,399)
Chicago Hts.	\$ 21,557	\$24,257	\$ (2,700)	-13%	\$ (8,100)
Chicago Ridge	\$ 18,736	\$21,084	\$ (2,348)	-13%	\$ (7,043)
Cicero	\$ 29,412	\$33,098	\$ (3,686)	-13%	\$ (11,057)
Clarendon Hls	\$ 17,112	\$19,256	\$ (2,144)	-13%	\$ (6,431)
Crestwood	\$ 14,658	\$16,495	\$ (1,837)	-13%	\$ (5,511)
Crete	\$ 21,032	\$23,667	\$ (2,635)	-13%	\$ (7,905)
Dolton	\$ 22,276	\$25,066	\$ (2,790)	-13%	\$ (8,371)
Downers Grove	\$ 53,223	\$59,891	\$ (6,668)	-13%	\$ (20,003)
Eisenhower	\$ 33,720	\$37,944	\$ (4,224)	-13%	\$ (12,673)
Elmwood Pk	\$ 24,623	\$27,708	\$ (3,085)	-13%	\$ (9,255)
Evergreen Pk	\$ 19,605	\$22,061	\$ (2,456)	-13%	\$ (7,368)
Flossmoor	\$ 21,851	\$24,589	\$ (2,738)	-13%	\$ (8,214)
Forest Pk	\$ 22,445	\$25,258	\$ (2,813)	-13%	\$ (8,438)
Frankfort	\$ 31,386	\$35,318	\$ (3,932)	-13%	\$ (11,795)
Franklin Park	\$ 35,435			NEW	\$ -
Glenwood-Lyn	\$ 18,739	\$21,087	\$ (2,348)	-13%	\$ (7,045)
Grande Prairie	\$ 19,024	\$21,408	\$ (2,384)	-13%	\$ (7,151)
Harvey	\$ 20,128	\$22,649	\$ (2,521)	-13%	\$ (7,564)
Hillside	\$ 15,104	\$16,996	\$ (1,892)	-13%	\$ (5,677)
Hinsdale	\$ 29,928	\$33,678	\$ (3,750)	-13%	\$ (11,249)
Hodgkins	\$ 12,910	\$14,527	\$ (1,617)	-13%	\$ (4,852)
Homewood	\$ 28,955	\$32,583	\$ (3,628)	-13%	\$ (10,883)
Indian Prairie	\$ 45,620	\$51,336	\$ (5,716)	-13%	\$ (17,147)
Justice	\$ 12,480	\$14,043	\$ (1,563)	-13%	\$ (4,689)
La Grange	\$ 28,250	\$31,790	\$ (3,540)	-13%	\$ (10,619)
La Grange Pk	\$ 22,566	\$25,393	\$ (2,827)	-13%	\$ (8,482)
Lansing	\$ 27,629			NEW	\$ -
Lyons	\$ 15,822	\$17,804	\$ (1,982)	-13%	\$ (5,946)
Markham	\$ 13,649	\$15,360	\$ (1,711)	-13%	\$ (5,132)

SWAN Annual Fee Chart FY18  
 July 1, 2017 - June 30, 2018  
 Proposed Committee of the Whole

SWAN LIBRARY	FY18 SWAN Member Fee	FY15 SWAN Member Fee	Difference btw FY15 & FY18 Fee	Percentage Change	Accumulated Savings FY16-FY18
Matteson	\$ 24,594	\$27,675	\$ (3,081)	-13%	\$ (9,243)
Maywood	\$ 18,827	\$21,186	\$ (2,359)	-13%	\$ (7,076)
McCook	\$ 10,521	\$11,840	\$ (1,319)	-13%	\$ (3,956)
Melrose Pk	\$ 23,002	\$25,884	\$ (2,882)	-13%	\$ (8,645)
Midlothian	\$ 17,550	\$19,749	\$ (2,199)	-13%	\$ (6,596)
Morton Arboretum	\$ 8,657	\$9,742	\$ (1,085)	-13%	\$ (3,255)
N McConathy	\$ 10,744	\$12,091	\$ (1,347)	-13%	\$ (4,040)
No.Riverside	\$ 16,197	\$18,227	\$ (2,030)	-13%	\$ (6,089)
Northlake	\$ 22,927	\$25,800	\$ (2,873)	-13%	\$ (8,618)
Oak Lawn	\$ 42,346	\$47,650	\$ (5,304)	-13%	\$ (15,913)
Oak Park	\$ 64,085	\$72,114	\$ (8,029)	-13%	\$ (24,086)
Palos Hts	\$ 20,281	\$22,822	\$ (2,541)	-13%	\$ (7,623)
Palos Pk	\$ 12,439	\$13,998	\$ (1,559)	-13%	\$ (4,677)
Park Forest	\$ 25,274	\$28,440	\$ (3,166)	-13%	\$ (9,498)
Prairie State Col	\$ 18,619	\$21,061	\$ (2,442)	-13%	\$ (7,326)
Prairie Trls	\$ 23,341	\$26,265	\$ (2,924)	-13%	\$ (8,773)
Richton Pk	\$ 14,851	\$16,712	\$ (1,861)	-13%	\$ (5,582)
River Forest	\$ 20,808	\$23,416	\$ (2,608)	-13%	\$ (7,823)
River Grove	\$ 11,400	\$12,828	\$ (1,428)	-13%	\$ (4,285)
Riverdale	\$ 13,412	\$15,093	\$ (1,681)	-13%	\$ (5,043)
Riverside	\$ 22,466	\$25,280	\$ (2,814)	-13%	\$ (8,443)
Schiller Pk	\$ 10,732	\$12,076	\$ (1,344)	-13%	\$ (4,033)
So. Holland	\$ 24,634	\$27,720	\$ (3,086)	-13%	\$ (9,259)
Steger-S.Chgo.	\$ 11,487	\$12,926	\$ (1,439)	-13%	\$ (4,318)
Stickney-FV	\$ 15,741	\$17,714	\$ (1,973)	-13%	\$ (5,918)
Summit	\$ 12,417	\$13,973	\$ (1,556)	-13%	\$ (4,669)
Thomas Ford	\$ 21,937	\$24,685	\$ (2,748)	-13%	\$ (8,244)
Thornton	\$ 9,733	\$10,952	\$ (1,219)	-13%	\$ (3,657)
Tinley Pk	\$ 38,689	\$43,536	\$ (4,847)	-13%	\$ (14,540)
University Pk	\$ 11,445	\$12,880	\$ (1,435)	-13%	\$ (4,304)
Westchester	\$ 22,622	\$25,456	\$ (2,834)	-13%	\$ (8,503)
Westmont	\$ 27,294	\$30,713	\$ (3,419)	-13%	\$ (10,258)
Wm. Leonard	\$ 8,479	\$9,541	\$ (1,062)	-13%	\$ (3,187)
Woodridge	\$ 42,101	\$47,375	\$ (5,274)	-13%	\$ (15,822)
Worth	\$ 14,161	\$15,936	\$ (1,775)	-13%	\$ (5,324)
<b>TOTALS</b>	<b>\$ 1,677,470</b>	<b>\$1,816,780</b>	<b>\$ (139,310)</b>	<b>-8%</b>	<b>\$ (607,123)</b>
	<b>FY18 SWAN Member Fee</b>	<b>FY15 SWAN Member Fee</b>	<b>Difference btw FY15 &amp; FY18 Fee</b>	<b>Percentage Change</b>	<b>Accumulated Savings FY16-FY18</b>

			FY16 Actual	Revised FY17 Budget (Approved Sept 1)	FY18 Budget
<b>Revenue</b>					
4060	Fees For Services And Materials - Membership Fees		1,653,471	1,677,470	1,677,470
4061	Internet & Enhanced Access Fees		12,340	9,098	9,098
4062	Maintenance Fees (Reimbursements)		-	-	-
4070	Reimbursements		66,132		
4071	Reimbursements - Lost Materials		10,646		
4072	Reimbursements - Collection Agency Fees		315	900	900
4075	Group Purchase Receipts		396	15,695	5,700
4080	Investment Income		6,420	6,800	6,800
4090	Other Revenue - RAILS		349,143	472,000	505,842
4095	Other Revenue - Inventory		-		
<b>Total Revenue</b>			<b>2,098,864</b>	<b>2,181,963</b>	<b>2,205,810</b>
<b>Expenses</b>					
5000	Library Professionals		198,230	257,343	347,700
5010	Other Professionals		609,391	681,151	778,400
5020	Support Services		255,396	271,781	292,400
5025	Vacation Expense		683		700
<b>Total Salaries &amp; Wages</b>			<b>1,063,018</b>	<b>1,210,275</b>	<b>1,418,500</b>
5030	Social Security Taxes		77,800	83,736	108,600
5040	State Unemployment Ins.		-	-	
5050	Worker's Compensation		2,371	2,200	2,200
5060	Retirement Benefits		96,483	106,325	130,500
5070	Health, Dental, Life And Disability Insurance		155,286	159,072	185,900
5080	Other Fringe Benefits		2,487	2,500	2,500
5085	Wellness Benefits	above?		5,100	5,100
5100	Recruiting		3,142	900	900
<b>Total Personnel Benefits</b>			<b>337,569</b>	<b>359,833</b>	<b>435,700</b>
5110	Print Materials		693	8,000	8,000
5130	E-Resources		750	500	500
<b>Total Library Materials</b>			<b>1,443</b>	<b>8,500</b>	<b>8,500</b>
5140	Rent		-	70,955	94,607
5150	Utilities		-	10,350	13,800

		FY16 Actual	Revised FY17 Budget (Approved Sept 1)	FY18 Budget
5160	Property Insurance	929	1,200	1,200
5170	Repairs & Maintenance	-	860	200
5180	Custodial Service & Supplies	-	7,200	9,300
5190	Other Building Maintenance	-	460	580
	<b>Total Building &amp; Grounds</b>	<b>929</b>	<b>91,025</b>	<b>119,687</b>
5250	In-State Travel	2,006	1,000	2,200
5260	Out-Of-State Travel	9,386	11,281	10,400
5270	Registrations And Meeting, Other Fees	2,588	8,500	2,900
5280	Conferences and Continuing Education Meetings	83,019	5,840	14,000
	<b>Total Travel &amp; Registration</b>	<b>96,999</b>	<b>26,621</b>	<b>29,500</b>
5290	Public Relations	-	-	-
5300	Liability Insurance	6,883	7,600	7,600
5310	Computers, Software And Supplies	9,510	115,365	20,900
5320	General Office Supplies And Equipment	107	89,400	9,000
5330	Postage	41	-	900
5370	Other Supplies	-	-	-
5380	Telephone And Telecommunications	-	11,309	15,078
5390	Equipment Rental	-	3,200	4,200
5400	Equipment Rental, Repair And Maintenance Agreements [	267,291	335,000	347,041
5410	Legal	3,286	1,800	1,800
5420	Accounting	6,600	5,300	5,300
5430	Consulting	111,965	17,000	17,000
5435	Payroll Service Fees	2,471	2,100	2,100
5440	Contractual Staff	2,400	2,400	2,400
5450	Information Service Costs	193,257	199,500	200,139
5460	Contract Agreement W/ Systems, Member Libraries & Cooperatives	61,132	-	-
5480	Other Contractual Services	304	6,900	2,400
5485	Group Purchases		15,695	5,700
5490	Depreciation	63,951		
5495	(Gain)/Loss on Asset Disposal	8,409		
5500	Professional Association Membership Dues	860	400	400
5510	Miscellaneous	11,319	1,000	1,000
5515	Miscellaneous - E-Commerce Fees	712	-	-
5590	Interest		-	-
<b>Subtotal Expenses</b>		<b>2,250,455</b>	<b>2,510,223</b>	<b>2,654,845</b>
	Reserve for Contingencies	-	-	-
<b>Total Expenses (Summed)</b>		<b>2,250,455</b>	<b>2,510,223</b>	<b>2,654,845</b>
<b>Total Expenses (Must Match)</b>				
<b>Total Revenue (from above)</b>		<b>2,098,864</b>	<b>2,181,963</b>	<b>2,205,810</b>
<b>Excess of revenues over (under) estimated</b>		<b>(151,592)</b>	<b>(328,260)</b>	<b>(449,036)</b>

## SWAN Reserve Cash Worksheet: FY18 (DRAFT)

\$2,500,917	Cash balance June 30, 2016 (End of fiscal year 2016, final audit, see "Total current assets")
<b>Capital Expenses</b>	
(\$73,000)	ILS Server Replacement (Feb - June 2017)
(\$40,000)	ILS Server Software Licensing (Feb - June 2017)
(\$10,000)	Consulting Services for Server Configuration
<b>(\$123,000)</b>	<b>Total future capital expenses</b>
<b>Projection</b>	
\$2,500,917	Cash balance 6/30/15
(\$123,000)	Total future capital expenses
(\$329,801)	Reserves needed for Revised FY17 deficit budget
<b>\$2,048,116</b>	<b>Projected reserves balance</b>
(\$837,000)	Per Policy: Maintain 4 months operating (FY17 budget expenses \$2,527,409)
<b>\$1,211,116</b>	

## SWAN Six Year Reserves Plan

Capital Expenditures (anything over \$5,000)	FY17	FY18	FY19	FY20	FY21	FY22	FY23
	July 2016-June 2017	July 2017-June 2018	July 2018-June 2019	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022	July 2022-June 2023
Prior Year Balance	\$2,500,917	\$2,048,116	\$1,541,080	\$1,636,080	\$1,636,080	\$1,636,080	\$1,636,080
Reserves collected (Impact Fee)	\$0	\$0	\$95,000	\$0	\$0	\$0	\$0
							\$0 (SaaS subscription)
Server replacement: replace 2012 hardware	(\$73,000)	(\$48,000)					*
							\$0 (SaaS subscription)
Licensing: estimated software OS & backup software	(\$40,000)						*
Vendor services: estimated consulting for servers	(\$10,000)						
							\$0 (SaaS subscription)
Firewall replacement		(\$10,000)					*
Reserves needed for deficit budget	(\$329,801)	(\$449,036)					
Future ILS Migration Budget (\$465,740)							
<b>Total</b>	<b>\$2,048,116</b>	<b>\$1,541,080</b>	<b>\$1,636,080</b>	<b>\$1,636,080</b>	<b>\$1,636,080</b>	<b>\$1,636,080</b>	<b>\$1,636,080</b>
Maintain 4 months operating in reserve (policy)	(\$837,000)	(\$920,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)
<b>Over/(Under) Reserve Policy</b>	<b>\$1,211,116</b>	<b>\$620,480</b>	<b>\$587,480</b>	<b>\$587,480</b>	<b>\$587,480</b>	<b>\$587,480</b>	<b>\$587,480</b>
Operating Budget	\$2,510,997	\$2,654,845	\$3,145,708	\$3,145,708	\$3,145,708	\$3,145,709	\$3,145,710

\* SaaS subscription: Software-as-a-Service (SaaS) is the recommended direction for SWAN for its future servers. SaaS is a subscription that will be an expense in the operating budget. The result is there is no server hardware purchased, therefore no need to budget as a capital expenditure.