

# SWAN Budget Information & Guidelines

Fiscal Year 2023 (July 1, 2022 – June 30, 2023)

Approved March 3, 2022

## Introduction

### Revenue & Expense, Reserves, & Membership Fees

The SWAN budget is introduced to the SWAN Board at its November meeting, with scheduled input from library directors at a February Committee of the Whole meeting, and concluding with a membership approval at the March SWAN Quarterly meeting.

### New Budget Lines

SWAN's e-commerce solution required a centralized approach to online payments within the Aspen Discovery catalog. The payments collected online within Aspen Discovery are reflected in revenue budget line 4240 and the expense, e.g. payments dispersed to libraries, is indicated in expense budget line 5940. This budget added a Library Professional Development budget line 5330 which took expenses from 5470 to reflect the expenses associated with library staff training and certification within SWAN's budget.

## Budget Highlights

### Reduced Expenses

The prior budget reduced expenses and froze various budget lines in an effort to reflect the changing services brought upon SWAN by the global pandemic. This budget adds expenses associated with SWAN's annual in-person conference, and has modestly increased travel expenses.

### Reduced Revenue: Money Market Interest & RAILS Grant Funding

RAILS reduced SWAN's state funding by \$39,327 to a total of \$522,691 last budget. The funding from RAILS for this year's budget increased by \$4,283.

### Aspen Discovery

The Aspen Discovery catalog will replace Enterprise for this budget year. Enterprise subscription of \$58,735 will be removed from the May 1, 2022 SirsiDynix annual maintenance. However, SWAN is hosting Aspen Discovery and that expense will be part of the 5430 budget line.

5430 & 5440 Expenses	Current	FY2023
SirsiDynix Enterprise, SaaS Annual Subscription	\$41,185	\$0
SirsiDynix Portfolio, SaaS Annual Subscription - Up to 10K assets	\$15,000	\$0
SirsiDynix Enterprise SaaS Test System, Annual Subscription	\$2,550	\$0
Aspen hosting server expense	\$6,000	\$30,000
Aspen support with ByWater Solutions expense	\$85,000	\$85,000
	<b>\$149,735</b>	<b>\$115,000</b>

### **EBSCO Subscription Group Purchase**

SWAN negotiated a year-3 group-purchase for all 88 public libraries for EBSCO subscription e-content. SWAN's User Experience team will provide assistance to all libraries, proxy links the database choices, and integrate these with each library's Article Search.

### **New: BLUEcloud Circulation & Delivery Label Printing**

This budget anticipates a transition to BLUEcloud Circulation as the main library staff client interface for primary desk functions. With that transition, SWAN libraries will begin to use the automatic delivery label generated. The adoption of this feature will require using restick printers throughout the SWAN membership. This budget will utilize reserve funds for the purchase of 100 printers to be installed at libraries.

### **New: Beanstack**

SWAN will purchase a license for libraries who cannot afford to use Beanstack for library reading programs. The shared platform will cost \$5,000 annually, and libraries that do not currently have this platform are free to use SWAN's provided Beanstack. Libraries participating in the shared SWAN Beanstack would participate in the same reading challenges. SWAN will coordinate with participating libraries to get feedback and consensus on the shared Beanstack configuration.

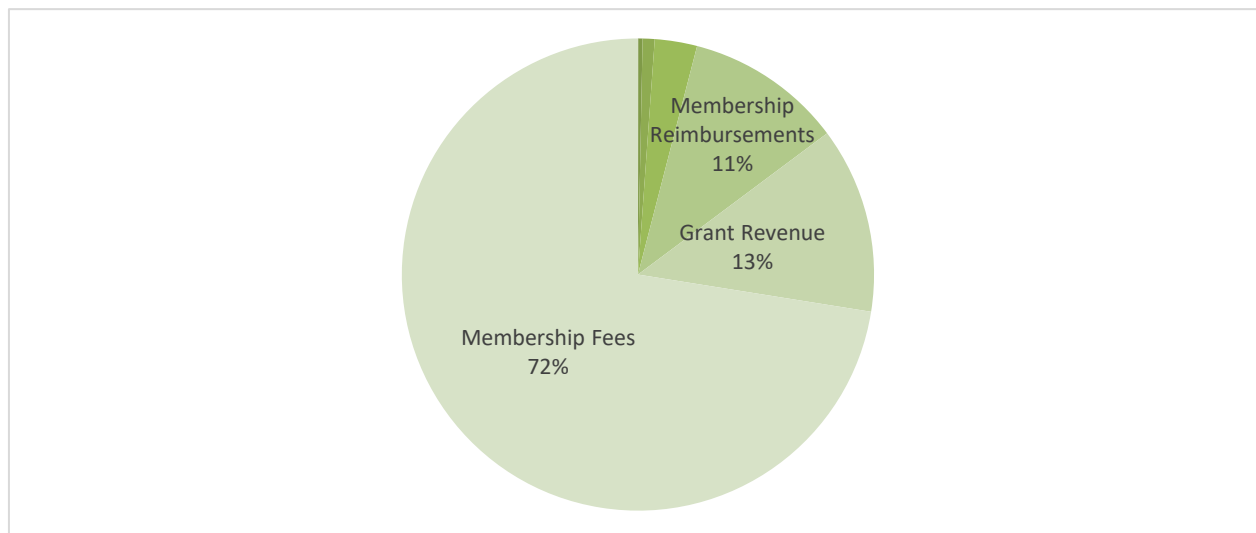
### **No New Libraries**

SWAN will add libraries every other year, so FY23 would have been a year to add libraries, but no libraries reached the phase of requesting membership in SWAN.

### **KitKeeper, & Book Club Kits**

KitKeeper is an online subscription through Plymouth Rocket that will help member libraries better manage bookclub kits. KitKeeper will be managed as a group-purchase for participating member libraries at \$25 per library. This budget funds the group-purchase expense and revenue as a pass-through.

## **Revenue**



## Membership Fees

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<b>4010</b>	<b>SWAN Full Membership Fees</b>	<b>\$2,999,659</b>
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SWAN assesses membership fees based on academic, school, special, and public library. The formulas used for each are detailed on the SWAN support site under About > Board > Budget & Fees. Membership fee revenue on average does not increase. There are exceptions however, based on the formula, particularly for public libraries undergoing property tax or debt service changes within a given year. SWAN's FY24 membership fees are based on the 2019 tax year.

<b>4011</b>	<b>SWAN Internet Access Membership Fees</b>	<b>\$3,700</b>
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The Internet Access level service for school libraries continues through this fiscal year with 10 schools participating with partner SWAN member public libraries.

## Membership Reimbursements

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<b>4110</b>	<b>Member One-Time Project Receipts</b>	<b>\$0</b>
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This budget line would be used if a library needed to reimburse SWAN for one-time expenses incurred. For example, if the RAILS Catalog Grant were no longer available, a library joining SWAN would pay SWAN for the one-time expenses for the vendor expenses. No one-time projects are anticipated for the FY23 budget.

<b>4190</b>	<b>Member Group Purchase Receipts</b>	<b>\$445,686</b>
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Libraries that reimburse SWAN for group purchases are indicated in this budget line. EBSCO database group-purchase revenue collected from public libraries year 3. Additional group purchases are ongoing with renewals with Envisionware for self-check software, Curbside Communicator, ProPay swipes, additional restick printers (for libraries wanting/needing more than 1 printer provided). This budget includes a new service for a group of selected libraries for purchasing rental copies of books and movies from Baker & Taylor to be shared exclusively by those participating libraries.

## Reimbursement for Losses

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<b>4220</b>	<b>Reimbursement Losses for Resource Sharing</b>	<b>\$50,000</b>
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Revenue associated with reimbursement for ILL or reciprocal borrowing with libraries outside of the SWAN consortium, e.g. Chicago Public Library.

<b>4230</b>	<b>Collection Agency Fees</b>	<b>\$0</b>
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SWAN may collect a modest fee for administering services within the Unique Management collection of unpaid reciprocal borrower invoices.

<b>4240</b>	<b>E-commerce transactions</b>	<b>\$70,000</b>
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Payments made through the Aspen Discovery catalog by library users will be recorded as revenue and then distributed back to member libraries as an expense off-set in this budget.

## Grant Revenue

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<b>4310</b>	<b>RAILS Support to SWAN</b>	<b>\$527,381</b>
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RAILS provides support to SWAN through an annual grant to support regional resource sharing. The grant amount for FY23 to SWAN is divided equally between all public libraries and is indicated as a discount off SWAN membership fees. RAILS reduced SWAN's state funding by \$39,327 to a total of \$522,691 last budget. The funding from RAILS for this year's budget increased by \$4,283.

<b>4320</b>	<b>Other Grant Revenue</b>	<b>\$0</b>
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The one-time grant revenue from adding new libraries would be recorded in this line. No new libraries are planned in this budget year, as SWAN now adds new member libraries every other year.

## Registration & Event Receipts

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<b>4499</b>	<b>Annual Conference Receipts</b>	<b>\$12,000</b>
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Any revenue collected as part of the SWAN Expo are recorded in this budget line. This includes vendor table fees or libraries invoices for the event to offset event catering. The FY23 budget plans for a resumption of the annual conference.

## Investment & Interest

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<b>4510</b>	<b>Interest Income</b>	<b>\$1,000</b>
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SWAN interest income fell mid-way through last year's budget.

<b>4520</b>	<b>Investment Income</b>	<b>\$0</b>
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SWAN currently does not invest reserve funds. Should the organization decide to invest, the annual income would be recorded in this budget revenue line.

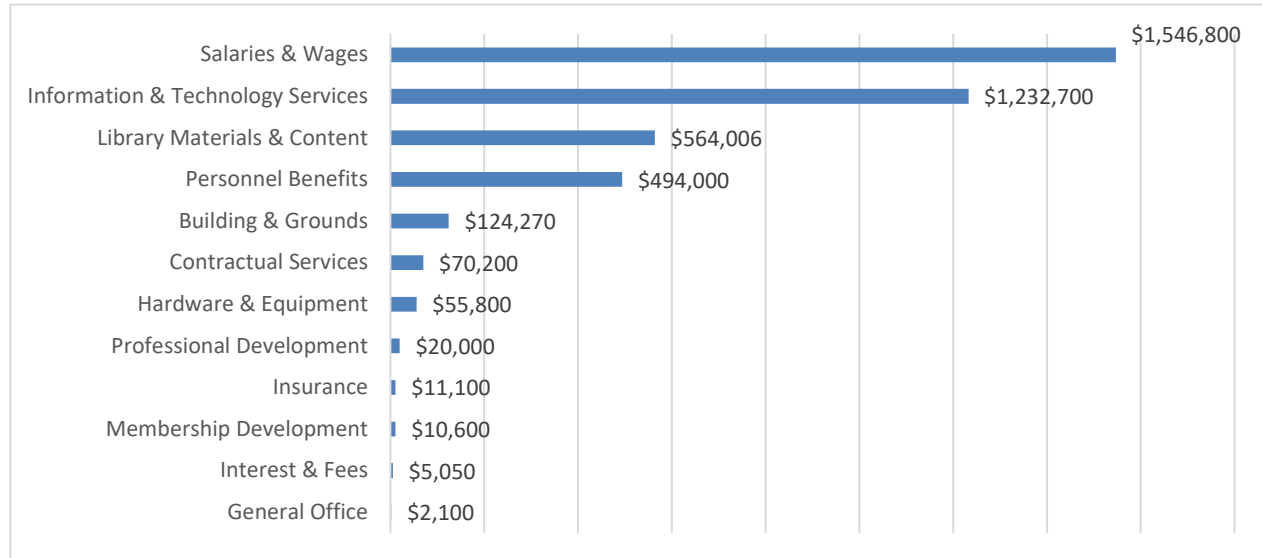
## Reserve Fund Transfer

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<b>4600</b>	<b>Reserve Fund Transfer</b>	<b>\$34,000</b>
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One delivery label printer will be purchased for each library with the expense being offset by SWAN cash reserves.

## Expenses



### Salaries & Wages

<b>5000</b>	<b>Salaries &amp; Wages</b>	<b>\$1,546,800</b>
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SWAN has left positions unfilled and eliminated a position to remain flexible within the strategic plan. There is one proposed position that is on hold that this budget could support.

### Personnel Benefits

<b>5021</b>	<b>Social Security Taxes</b>	<b>\$118,400</b>
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Payroll taxes and fringe benefits-- employer's share only. Social Security taxes (FICA). The lower expense is due to position attrition.

<b>5022</b>	<b>State Unemployment Insurance</b>	<b>-</b>
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Organization pays unemployment directly should it be required.

<b>5023</b>	<b>Worker's Compensation</b>	<b>\$3,900</b>
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Organization insurance provided by insurance vendor.

<b>5024</b>	<b>Retirement Benefits</b>	<b>\$140,900</b>
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SWAN provides its employees a 401a retirement plan through ICMA-RC. The organization does not provide a defined benefit plan or participate in Illinois Municipal Retirement Fund (IMRF).

<b>5025</b>	<b>Health, Dental, Life And Disability Insurance</b>	<b>\$228,800</b>
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Employee health insurance is provided by LIMRiCC Purchase of Health Insurance Program (PHIP). The FY23 rates from LIMRiCC have increased with the second year renewal with Aetna. However, this budget reflects a reduction due to changes within SWAN positions.

<b>5026</b>	<b>Tuition Reimbursements</b>	<b>\$2,500</b>
Tuition reimbursement benefit for employees.		

<b>5085</b>	<b>Staff Wellness</b>	<b>\$400</b>
Benefit offered to SWAN employees for participation within the employee Wellness Plan which includes incentives for breaktimes for walking, pedometers, exercise, and healthy lifestyles. No change from the prior budget.		

## **Building & Grounds**

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SWAN headquarters located at 800 Quail Ridge Drive in Westmont, Illinois includes expenses for the lease and operations of the headquarters.

<b>5110</b>	<b>Rent/Lease</b>	<b>\$113,160</b>
SWAN signed a 7-year lease in 2016 for office space. The rent escalation is included for this year's budget, along with the anticipated shared operating expenses and property taxes for FY23. Refer to SWAN's FY20 audit for the full debt obligation of the office lease.		

<b>5120</b>	<b>Utilities</b>	<b>\$5,700</b>
Facility electricity and natural gas expenses are recorded in this line. Based on 6 months of actual expenses in 2021, this expense is lower for this budget.		

<b>5130</b>	<b>Property Insurance</b>	<b>\$650</b>
Property and flood insurance covers office space furniture and equipment, and the RAILS 125 Tower Drive data center equipment. There will no longer be any active equipment at the RAILS data center, so this insurance is no longer needed.		

<b>5140</b>	<b>Repairs &amp; Maintenance</b>	<b>\$1,560</b>
Used for facility repairs including door fob security maintenance and repairs.		

<b>5150</b>	<b>Custodial Service &amp; Supplies</b>	<b>\$3,200</b>
SWAN's cleaning service was changed for two days per week.		

<b>5190</b>	<b>Other Building Maintenance</b>	<b>\$0</b>
Used for alarms and security cameras related to facility expense.		

SWAN's 2019-2023 five-year strategic plan places emphasis on delivering solutions to libraries using the talent of the SWAN employees. Prior budgets mixed the staff professional development and efforts to provide membership development. The new SWAN budget structure ensures expenses associated with each category are understood and budgeted appropriately, as they have at times made it difficult to understand mid-year expenses properly.

SWAN staff attend various conferences annually such as ILA, COSUGI, ALA, or the COSUGI Consortia Special Interest Group meeting. This includes expenditures for overnight lodging, fares for airfare, planes, trains, taxicabs, auto rental, meals, etc. There is planned conference travel in the FY23 budget.

Expenses related to SWAN staff meetings, mostly food and a holiday luncheon, are recorded in this line.

SWAN employees participate in presentations at ILA, ALA, COSUGI and other professional organization events. Attending the annual COSUGI conference is a must for SWAN staff as it allows the organization to plan for upcoming library software features and functions. Expenses in FY23 are with Articulate Storyline, and Inquisig.

SWAN employees participate in ALA, ILA, and COSUGI activities, often presenting at conferences. Individual

The FY23 budget reduced some of the online learning expenses for employees.

SWAN employee training and courses on best security practice, identifying and preventing phishing attempts, and training as required by law.

This budget category focuses on providing professional development for the member libraries within SWAN. This includes SWAN staff consulting, leading meetings, and facilitating membership networking events.

The SWAN organization has no vehicles and reimburses employees for mileage attending the 50+ membership meetings held annually. Travel expenses are reduced for the budget due to the pandemic, but some mileage reimbursement will occur.

5320	Membership Meetings	\$0
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Refreshments for the 50+ membership advisory and user group meetings held annually, such as coffee and donuts, or other activity supplies. Reduced to zero for the budget due to the pandemic.

<b>5330</b>	<b>Library Professional Development</b>	<b>\$6,700</b>
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Subscription expenses for learning management system and online tutorial coursework. Library staff have the ability to complete interactive training and within the learning management system, complete courses to master skills in the software systems SWAN provides. Articulate Storyline (for interactive, online learning). These expenses prior to FY23 were in the 5470 budget line for application software.

5350	Marketing & Promotional Material	\$0
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Expenses related to printing library promotional material such as bookmarks or brochures.

5399	Annual Conference	\$2,500
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SWAN's annual conference, called SWAN Expo (or SWANx), supports speaker fees, honorarium, and travel expense for speakers. Costs associated with the facility and event are noted with the budget lines ending in "99" within this budget chart of accounts. The SWAN Expo for 2022 will resume.

## Information & Technology Services

This budget category includes technology expenses related to SWAN's resource sharing platform. The platform includes expenses related to the technology required to run the platform for library content within the consortium.

5410	Infrastructure Licensing	\$0
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Budget line eliminated since FY22: combined with 5430 Server Software Licensing.

5420	Application Software Licensing	\$20,600
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Expenses related to SWAN's support software application include employee tools to create videos, deploy client software, design presentations, run meetings, and create instructional material. Vendor licensing includes: Formsite (webform software subscription), SurveyMonkey (for ongoing usability Input), MailChimp for e-newsletter, Envisionware One-Stop Self-Checkout Software, Adobe Acrobat, Adobe Creative Suite, Asana, Axure RP 8 Perpetual Pro License, Storyblocks, LastPass, Microsoft Office O365, Microsoft Visio Pro O365, Ecobee, Panda Virus Protection & Patch Management, and MSI Package Installer.



**5430                      Server Software Licensing    \$96,600**

Expenses related to SWAN's support infrastructure including SSL Certificates for SWAN, domain subscription, SonicWALL Security licensing and subscription, Microsoft Active Directory, Microsoft Azure, and Microsoft Server licenses. The FY22 budget includes an increase to cover expenses for SWAN hosting Aspen and additional servers within our Azure infrastructure. The server licensing expenses related to SWAN's library services platform to run SirsiDynix Symphony and test systems. The membership virtual private network utilizing SonicWALL is supported through a group purchase of 100 nodes at \$12,155 annually for FY22 to keep SonicWALL appliances on the most current version of the software.

**5440                      Library Services Platform    \$985,700**

The heart of SWAN's resource sharing software platform expenses is recorded in this budget line, including expenses from SirsiDynix, OCLC, and EBSCO Discovery Services, and OpenAthens. For FY23, SirsiDynix expenses are budgeted for \$445,380, OCLC at \$279,138, and the Article Search integration through EBSCO Discovery Services and OpenAthens is \$169,648 total. Support from ByWater Solutions for SWAN's Aspen Discovery Services is \$85,000.

**5450                      Data Management Services    \$30,500**

Expenses related to maintaining bibliographic and user data within the SWAN library services platform. This includes software provided to cataloging libraries to maintain bibliographic standards of the consortium. Vendors expenses include: ALA RDA Toolkit for Cataloging Libraries, WebDewey (OCLC negotiated directly with SWAN), MARCIVE (ongoing authority updates), The MARC of Quality (TMQ), and Unique Management Services National Change of Address (NCOA) patron database update expense at \$13,000 annually.

**5460                      Information Subscription Service    \$77,100**

SWAN's discovery platform includes multiple add-on services to add cover artwork and reading recommendations. Vendor expenses include: ProQuest Syndetic Solutions (book jackets, enhanced content), EBSCO Novelist Select (reviews content). The addition of three libraries to SWAN increased Novelist Select licensing.

**5470                      Subscription Support Services    \$7,700**

SWAN's support platform includes virtual meeting hosting for all governance and user groups, remote desktop assistance to library staff, and remote monitoring of systems for SWAN on-call staff. Expenses associated with this budget line include: Citrix GoToAssist, Citrix GoToMeeting (Plus for 100 attendees), StatusCake (for site monitoring and alerting SWAN staff to outages), and the volume email service through SendGrid (patron notification plus library notification).

**5480                      Telecommunications    \$14,500**

Expenses associated with SWAN facility connection to the internet and phone support was lowered due to a renegotiated lease with Comcast.

5490	Group Purchases - Services	\$5,900
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SWAN will periodically arrange a software group purchase. Those expenses are recorded here if libraries are invoiced back for the expense, which would be recorded as revenue in the budget line 4190. The budget is supporting an ongoing Envisionware software group purchase for a self-check system, which has annual maintenance for support. New to this budget in FY23 is Curbside Communicator with Unique Management, which is an expense offset by revenue from SWAN invoicing member libraries for the service.

## General Office

This category is primarily the expenses associated with running the organization's headquarters at 800 Quail Ridge Drive.

5510	Office Supplies	\$1,500
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Expenses associated with routine office work including paper, staff supplies, and anything costing less than \$5,000.

5520	Postage	\$600
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Expenses associated with shipping printed material are recorded in this line. SWAN staff make best attempts to control shipping costs through bringing printed material to membership events.

5550	Furniture	\$0
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If SWAN needs to add any training or collaboration furniture for the facility conference room or work areas, this is the budget and expense is recorded.

5599	Annual Conference Supplies	\$0
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All supply expenses associated with the annual conference SWAN Expo which include envelopes, paper, and presentations. SWAN Expo for 2022 will resume after being suspended for 2 years.

## Hardware & Equipment

SWAN utilizes a very light footprint for its headquarters, staff, and services to libraries.

5610	Equipment Rental/Maintenance	\$3,700
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All expenses associated with equipment leased at 800 Quail Ridge, including the single staff multi-use copier printer.

5620	Hardware	\$40,000
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Expenses for this budget related to SWAN staff peripheral devices.

<b>5690</b>	<b>Group Purchases - Hardware</b>	<b>\$12,100</b>
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Any pass-through purchases for equipment required for membership, such as firewall, commerce, or print solutions required by SWAN. This budget plans for some delivery label printers to be purchased through SWAN and billed back to member libraries.

## Insurance

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SWAN organization insurance includes insuring the SWAN governing board, facility, and business for risk of crime, cybercrime, and flood.

<b>5700</b>	<b>Insurance</b>	<b>\$11,100</b>
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The SWAN organization insurance for directors and officers, cyber crime, and business owner's insurance.

## Contractual Services

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The SWAN organization contracts with various companies for services such as a law firm for legal opinions, accounting services, financial audit, payroll, and notification services for library users.

<b>5810</b>	<b>Legal</b>	<b>\$1,500</b>
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SWAN utilizes legal services with Klein, Thorpe, Jenkins for various activities and inquiries as they arise during the year.

<b>5820</b>	<b>Accounting</b>	<b>\$18,900</b>
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Expenses associated with activities include SWAN annual audit, and the accounting service with Lauterbach & Amen.

<b>5830</b>	<b>Consulting</b>	<b>\$19,200</b>
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Expenses for vendor consulting for facilitation, strategic planning, or other one-time services are recorded in this budget line. This budget includes an increase for the Virtual Chief Security Officer (vCSO) which is a service that ensures SWAN protects its data, software systems, personnel, and libraries.

<b>5840</b>	<b>Payroll Service Fees</b>	<b>\$4,800</b>
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Expenses for the payroll service provided through Paylocity.

<b>5850</b>	<b>Contractual Agreements</b>	<b>\$0</b>
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Expenses for one-time costs within the fiscal year for adding member libraries to the consortium are recorded in this line. These expenses would be offset by the revenue line 4320 Other Grant Revenue. SWAN is not adding new member libraries in FY23.

**5860                      Notification & Collection    \$16,900**

SWAN has contracted with a vendor to print all user notices through Unique Management Services. The FY23 budget anticipates expenses for notice printing to continue to be lower based on actual 12 months use prior to the pandemic. New to this budget is Unique Management automation of phone notification as a monthly expense.

**5870                      Recruitment    \$0**

Costs for personnel search, advertising of an open position at SWAN.

**5899                      Annual Conference Facility Contract    \$8,900**

SWAN Expo at Moraine Valley Community College Business and Conference Center has a one-day cost for the location plus food provided for the event. The FY23 budget has included the facility rental at the Business and Conference Center, but reduced the number of room space required.

## **Library Materials & Content**

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SWAN's chart of accounts includes budget lines for the organization to provide content to libraries—be it print, electronic, or as a group purchase pass-through.

**5910                      Print Materials    \$5,000**

This line is intended for print collections supplied to member libraries, either through a direct order through Baker & Taylor, or rental copies via the jobber. SWAN is also dedicating \$5,000 from the reserves in a book rental trial with Baker & Taylor to supplement popular titles to reduce hold queue wait times.

**5920                      Reimbursement for Resource Sharing    \$50,000**

Expenses related to the SWAN member libraries centralized reimbursement of unreturned material. The expenses in this line are offset by revenue in the 4220 Reimbursement Losses for Resource Sharing line.

**5930                      Group Purchases - Content    \$10,000**

This line's purpose is for online content provided to all libraries as part of SWAN's membership fees. It may include eBook content, online databases subscriptions, or other e-content.

**5940                      E-commerce payment transactions    \$70,000**

Expenses related to the Aspen Discovery online payments through PayPal. Library payments will be collected in the revenue budget line 4240 and quarterly reconciliation and payments back to the libraries are recorded in this budget line (new with fiscal year 2023).

<b>5990</b>	<b>Group Purchases - Electronic Resources</b>	<b>\$429,006</b>
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SWAN negotiated group purchase for online subscriptions through EBSCO anticipates a 3% increase for FY23. The associated revenue offset in the revenue 4190 budget line.

## Interest & Fees

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<b>6010</b>	<b>Bank Fees</b>	<b>\$4,700</b>
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Expenses associated with bank fees for stopping checks or other services are recorded in this line. The banking service for lock box deposits was added to this budget line at \$2,700 annually.

<b>6020</b>	<b>Merchant Account Fees</b>	<b>\$50</b>
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SWAN subscribes to ProPay as part of the BLUEcloud Commerce required for online Enterprise payments. SWAN pays \$40 annually, as do all member libraries within the ProPay service.

<b>6030</b>	<b>Interest Payment</b>	<b>\$0</b>
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Expenses for any loan or debt service payments would be recorded in this line. SWAN currently has no expenses for this line.

<b>6099</b>	<b>Annual Conference Merchant Fees</b>	<b>\$300</b>
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Expenses associated with any online transaction fees for processing annual conference SWAN Expo online payments are recorded in this line. The SWAN Expo resumes after being suspended for 2 years.

## Asset Management

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<b>6110</b>	<b>Depreciation</b>	<b>\$3,607</b>
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For proprietary funds and government-wide financial statements only. Depreciation charges are intended to allocate the cost of a fixed asset over the estimated useful life of the unit in a systematic and rational manner using the straight-line method. The number of physical assets depreciated has fallen dramatically since SWAN moved to an infrastructure-as-a-service model and no longer needs to purchase servers over \$5,000. SirsiDynix migration and operating system server migration expenses are in their final years of depreciation.

<b>6120</b>	<b>(Gain)/Loss on Asset Disposal</b>	<b>\$0</b>
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**6130**

**Vacation Expense**

**\$0**

Per GASB, Vacation Expense is the account created to segregate the amount of the expense incurred by SWAN for the current years' addition or subtraction to the balance of earned but unused staff vacation time. The Balance Sheet reflects the fact that Compensated Absences has been adjusted for the year-end to show, as of June 30 of the given fiscal year, the current value of this earned but unused vacation. This is more a potential than actual liability as employees most likely will use most of their vacations while being employed.

## SWAN Budget Summary

SWAN Budget	FY23 Budget
4000 Membership Fees	\$3,003,460
4100 Membership Reimbursements	\$445,686
4200 Reimbursement for Losses	\$120,000
4300 Grant Revenue	\$527,381
4400 Registration & Event Receipts	\$12,000
4500 Investment & Interest	\$1,000
4600 Reserve Fund Transfer	\$0
<b>Total Revenue</b>	<b>\$4,109,527</b>
5000 Salaries & Wages	\$1,546,800
5020 Personnel Benefits	\$494,900
5100 Building & Grounds	\$124,270
5200 Professional Development	\$20,000
5300 Membership Development	\$10,600
5400 Information & Technology Services	\$1,232,700
5500 General Office	\$2,100
5600 Hardware & Equipment	\$55,800
5700 Insurance	\$11,100
5800 Contractual Services	\$70,200
5900 Library Materials & Content	\$564,006
6000 Interest & Fees	\$5,050
<b>Total Operating Expenses</b>	<b>\$4,137,526</b>
6100 Asset Management	\$3,607
Excess of revenues over (under) estimated expenses	\$0

<b>Revenue &amp; Expense Budget</b>	<b>FY23 Budget</b>
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Revenue

<b>4000</b>	<b>Membership Fees</b>	
4010	SWAN Full Membership Fees	\$2,999,659
4011	SWAN Internet Access Membership Fees	\$3,700
<b>4100</b>	<b>Membership Reimbursements</b>	
4110	Member One-Time Project Receipts	\$0
4190	Member Group Purchase Receipts	\$445,686
<b>4200</b>	<b>Reimbursement for Losses</b>	
4220	Reimbursement Losses for Resource Sharing	\$50,000
4230	Collection Agency Fees	\$0
4240	E-commerce transactions	\$70,000
<b>4300</b>	<b>Grant Revenue</b>	
4310	RAILS Support to SWAN	\$527,381
4320	Other Grant Revenue	\$0
<b>4400</b>	<b>Registration &amp; Event Receipts</b>	
4499	Annual Conference Receipts	\$12,000
<b>4500</b>	<b>Investment &amp; Interest</b>	
4510	Interest Income	\$1,000
4520	Investment Income	\$0
<b>4600</b>	<b>Reserve Fund Transfer</b>	\$34,000
<b>Total Revenue</b>		<b>\$4,143,426</b>

Expenses

<b>5000</b>	<b>Salaries &amp; Wages</b>	\$1,546,800
<b>5020</b>	<b>Personnel Benefits</b>	
5021	Social Security Taxes	\$118,400



Revenue & Expense Budget		FY23 Budget
5022	State Unemployment Insurance	-
5023	Worker's Compensation	\$3,900
5024	Retirement Benefits	\$140,900
5025	Health, Dental, Life And Disability Insurance	\$228,800
5026	Tuition Reimbursements	\$2,500
5085	Staff Wellness	\$400
<b>5100</b>	<b>Building &amp; Grounds</b>	
5110	Rent/Lease	\$113,160
5120	Utilities	\$5,700
5130	Property Insurance	\$650
5140	Repairs & Maintenance	\$1,560
5150	Custodial Service & Supplies	\$3,200
5190	Other Building Maintenance	\$0
<b>5200</b>	<b>Professional Development</b>	
5210	Conference Travel	\$6,000
5220	Staff Meetings	\$400
5230	Staff Professional Development	\$6,800
5240	Professional Association Membership Dues	\$2,500
5250	Educational Material	\$800
5260	Online Learning	\$3,500
<b>5300</b>	<b>Membership Development</b>	
5310	Travel Reimbursement	\$1,400
5320	Membership Meetings	\$0
5330	Library Professional Development	\$6,700
5350	Marketing & Promotional Material	\$0
5399	Annual Conference	\$2,500
<b>5400</b>	<b>Information &amp; Technology Services</b>	
5410	Infrastructure Licensing	\$0
5420	Application Software Licensing	\$20,600
5430	Server Software Licensing	\$96,600
5440	Library Services Platform	\$985,700
5450	Data Management Services	\$30,500
5460	Information Subscription Service	\$77,100

<b>Revenue &amp; Expense Budget</b>		<b>FY23 Budget</b>
5470	Subscription Support Services	\$7,700
5480	Telecommunications	\$14,500
5490	Group Purchases - Services	\$5,900.00
<b>5500</b>	<b>General Office</b>	
5510	Office Supplies	\$1,500
5520	Postage	\$600
5550	Furniture	\$0
5599	Annual Conference Supplies	
<b>5600</b>	<b>Hardware &amp; Equipment</b>	
5610	Equipment Rental/Maintenance	\$3,700
5620	Hardware	\$40,000
5690	Group Purchases - Hardware	\$12,100
<b>5700</b>	<b>Insurance</b>	<b>\$11,100</b>
<b>5800</b>	<b>Contractual Services</b>	
5810	Legal	\$1,500
5820	Accounting	\$18,900
5830	Consulting	\$19,200
5840	Payroll Service Fees	\$4,800
5850	Contractual Agreements	\$0
5860	Notification & Collection	\$16,900
5870	Recruitment	
5899	Annual Conference Facility Contract	\$8,900
<b>5900</b>	<b>Library Materials &amp; Content</b>	
5910	Print Materials	\$5,000
5920	Reimbursement for Resource Sharing	\$50,000
5930	Group Purchases - Content	\$10,000
5940	E-commerce payment transactions	\$70,000
5990	Group Purchases - Electronic Resources	\$429,006
<b>6000</b>	<b>Interest &amp; Fees</b>	
6010	Bank Fees	\$4,700
6020	Merchant Account Fees	\$50

<b>Revenue &amp; Expense Budget</b>		<b>FY23 Budget</b>
6030	Interest Payment	\$0
6099	Annual Conference Merchant Fees	\$300
<b><i>Subtotal Expenses</i></b>		<b><i>\$4,143,426</i></b>
<b>6100</b>	<b>Asset Management</b>	
6110	Depreciation	\$3,607
6120	(Gain)/Loss on Asset Disposal	
6130	Vacation Expense	
<b>Total Expenses</b>		<b>\$4,143,426</b>
<b>Total Revenue (from above)</b>		<b>\$4,143,426</b>
<b>Excess of revenues over (under) estimated expenses</b>		<b>\$0.00</b>

## SWAN Reserves Plan: Updated for FY23 Budget

Capital Expenditures (anything over \$5,000)	FY22	FY23	FY24	FY25	FY26
	July 2021-June 2022	July 2022-June 2023	July 2023-June 2024	July 2023-June 2025	July 2023-June 2026
Prior Year Balance: End of fiscal year, final audit, see "Unrestricted" on Balance Sheet	\$2,241,167	\$2,107,667	\$2,073,667	\$2,073,667	\$2,073,667
Reserves collected & Impact Fee	\$0	\$0	\$0	\$0	
Server replacement: no longer required with cloud-based Infrastructure-as-a-Service*	\$0	\$0	\$0	\$0	
Firewall replacement: no longer required with cloud-based Infrastructure-as-a-Service	\$0	\$0	\$0	\$0	
Printer purchase		(\$34,000)			
Aspen Discovery Project	(\$85,000)				
Baker & Taylor Project	(\$5,000)				
Security audit	(\$43,500)				
Funds for EMV commerce devices (chip & PIN)					
Funds for SWAN staff computer replacement					
Future ILS Migration Budget (\$465,740)					
<b>Total</b>	<b>\$2,107,667</b>	<b>\$2,073,667</b>	<b>\$2,073,667</b>	<b>\$2,073,667</b>	<b>\$2,073,667</b>
Maintain 4 months operating in reserve (policy)	(\$1,357,079)	(\$1,381,142)	(\$1,450,199)	(\$1,522,709)	(\$1,598,845)
<b>Over/(Under) Reserve Policy</b>	<b>\$750,588</b>	<b>\$692,525</b>	<b>\$623,468</b>	<b>\$550,958</b>	<b>\$474,822</b>
Operating Budget (5% increases each year after FY23)	\$4,071,238	\$4,143,426	\$4,350,597.30	\$4,568,127.17	\$4,796,533.52
Months operating in reserve	6.21	6.01	5.72	5.45	5.19
* Infrastructure-as-a-Service (IaaS) is the recommended direction for SWAN for its future servers. IaaS 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.					