



# **SWAN Budget Fiscal Year 2026**

**July 1, 2025 – June 30, 2026**

# SWAN Budget Information & Guidelines

Fiscal Year 2026 (July 1, 2025 – June 30, 2026)

## Introduction

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.

## Budget Highlights

### **Online Patron Registration enhanced for membership**

This budget includes the subscription service for online patron registration to be provided, as presented at the September 5, 2024 meeting of library directors and administrators. The online patron registration will include an advanced verification of identity for the patron applying for a library card. The use of GIS maps will be incorporated which will allow the proper home library of the patron to be determined during the registration process. The two options of Quipu eCard and Patron Point eCard will be pursued after passage of this budget at the March 6, 2025 Quarterly meeting.

### **Novelist Select subscription cancelled**

The role of Novelist Select within the SWAN online catalog up until recently was unique in its ability to provide reading suggestions under the "More Like This" section of a title record. After research for an alternative, ProQuest Syndetics Unbound can provide a similar experience to the public, at a considerable savings to SWAN. Starting July 1, 2026, this budget will end Novelist Select subscription at \$59,059 per year and instead use the Syndetics Unbound subscription at \$19,767 already in place.

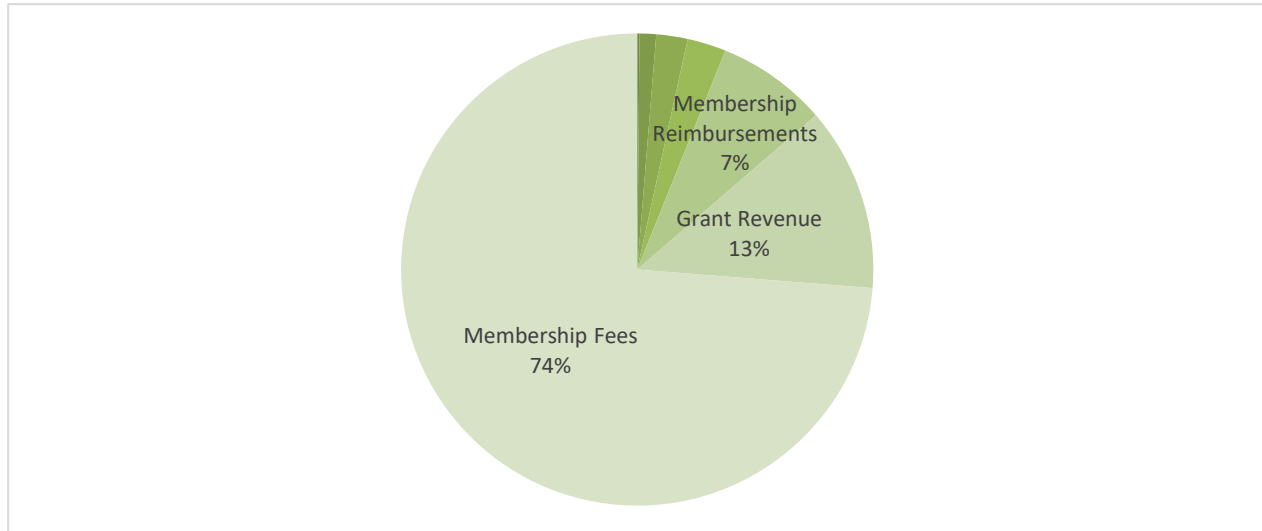
### **Office headquarters relocation savings**

The FY26 budget will reflect the significant savings with the change of SWAN's office headquarters. SWAN is seeing a savings of \$95,658 compared to what the actual FY24 expense was for the sum of these budget lines.

### **Membership fees increase 2%**

The overall increase for the Membership Fees is just over 2%. Membership fees are based on the 2022 tax year, and the variations of the tax revenue and debt service per library will result in individual library fee changes.

## Revenue



### Membership Fees

**4010 SWAN Full Membership Fees \$2,933,139**

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. SWAN's FY26 membership fees are based on the 2022 tax year, and the variations of the tax revenue and debt service per library will result in individual library fee changes.

**4011 SWAN Internet Access Membership Fees \$3,700**

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

**4110 Member One-Time Project Receipts \$0**

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 this budget.

**4190 Member Group Purchase Receipts \$301,600**

Libraries that reimburse SWAN for group purchases are indicated in this budget line. EBSCO database group-purchase revenue collected from public libraries participating in the RAILS Flagship package deal. Additional group purchases such as Comics Plus from Library Pass are included in this revenue line.

## Reimbursements

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**4220 Reimbursement Losses for Resource Sharing \$42,000**

Revenue associated with reimbursement for ILL or reciprocal borrowing with libraries outside of the SWAN consortium, e.g. Chicago Public Library.

**4230 Collection Agency Fees \$0**

SWAN may collect a modest fee for administering services within the Unique Management collection of unpaid reciprocal borrower invoices. This budget no longer includes the revenue.

**4240 E-commerce transactions \$43,400**

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.

**4250 Deaccession transactions \$0**

Revenue collected from deaccession of SWAN equipment or furniture.

## Grant Revenue

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**4310 RAILS Support to SWAN \$501,394**

RAILS provides support to SWAN through an annual grant to support regional resource sharing. The grant amount to SWAN is divided equally between all public libraries and is indicated as a discount off SWAN membership fees. The funding from RAILS is based on a formula which divides a grant \$2.25 million between six entities known as LLSAPs.

**4320 Other Grant Revenue \$0**

Revenue received as part of the addition of a new library to SWAN will be recorded in this budget line. No joining libraries are planned for this budget year.

## Registration & Event Receipts

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**4499 Annual Conference Receipts \$6,260**

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. This budget includes the annual conference event.

## Investment & Interest

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**4510 Interest Income \$85,000**

SWAN interest income is generated from a Money Market account with interest rates adjusting based on financial markets. The rates over the past year have been steadily increasing, and this budget anticipates a higher yield than last year's budget.

**4520 Investment Income \$21,000**

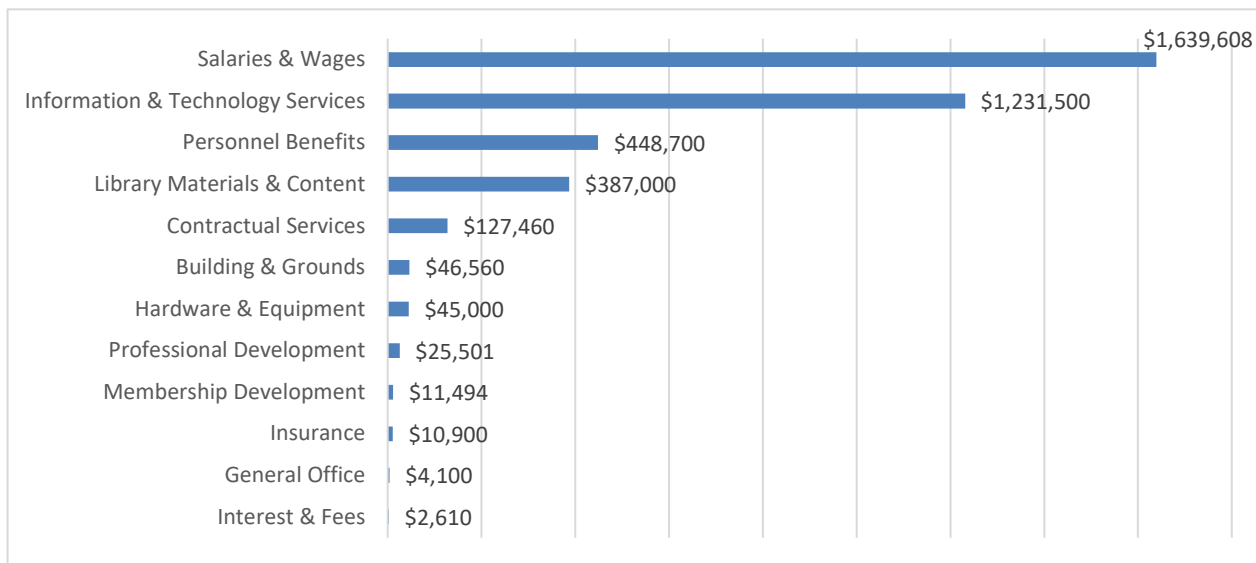
SWAN currently is a member of IMET. The annual income is recorded in this budget revenue line.

### Reserves Funding

**4600 Reserves Funding \$45,000**

The reserve fund for SWAN is tracked on the monthly finance report as unrestricted funds. The use of the excess operating fund is recommended for one-time expenses for the consortia, such as the addition of a new service that has one-time setup fees. This budget includes a one-time expense for SWAN staff laptop replacement.

### Expenses



### Salaries & Wages

**5000 Salaries & Wages \$1,639,608**

SWAN has left positions unfilled and eliminated a position to remain flexible within the strategic plan. This year that this budget line is increased 4.0%, which allows for SWAN's merit process and salary increases.

### Personnel Benefits

**5021 Social Security Taxes \$125,600**

Payroll taxes and fringe benefits-- employer's share only. Social Security taxes (FICA). The lower expense is due to position attrition.

**5022 State Unemployment Insurance \$0**

Organization pays unemployment directly should it be required.

**5023 Worker's Compensation \$4,700**  
Organization insurance provided by insurance vendor.

**5024 Retirement Benefits \$138,300**  
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).

**5025 Health, Dental, Life And Disability Insurance \$178,600**  
Employee health insurance is provided by LIMRiCC Purchase of Health Insurance Program (PHIP). This budget reflects a reduction due to changes with employee benefit selections.

**5026 Tuition Reimbursements \$1,100**  
Tuition reimbursement benefit for employees.

**5085 Staff Wellness \$400**  
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 relocated in December 2024, and the operating expenses have decreased significantly in the smaller, new location.

**5110 Rent/Lease \$41,800**  
SWAN signed a 7-year lease in 2024 for office space. This budget reflects 2 months of the rent abatement per the lease, and 10 months expense based on a smaller commercial space.

**5120 Utilities \$3,800**  
Facility electricity and natural gas expenses are recorded in this line. Anticipated to be lower in FY26 based on square foot reduction of office space.

**5130 Property Insurance \$0**  
Property and flood insurance covers office space furniture and equipment.

**5140 Repairs & Maintenance \$960**  
Used for facility repairs including door fob security maintenance and repairs.

**5150 Custodial Service & Supplies \$0**  
Cleaning service is provided as part of the office lease.

**5190 Other Building Maintenance** **\$0**  
Used for alarms and security cameras related to facility expense.

## Professional Development

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This budget category focuses on providing professional development for SWAN employees. This includes training, conferences, and travel.

**5210 Conference Travel** **\$10,000**  
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 this 'budget.

**5220 Staff Meetings** **\$901**  
Expenses related to SWAN staff meetings, mostly food and a holiday luncheon, are recorded in this line.

**5230 Staff Professional Development** **\$8,800**  
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.

**5240 Professional Association Membership Dues** **\$2,500**  
SWAN employees participate in ALA, ILA, and COSUGI activities, often presenting at conferences. Individual

**5250 Educational Material** **\$800**  
This budget reduces some of the online learning expenses for employees.

**5260 Online Learning** **\$2,500**  
SWAN employee training and courses on best security practice, identifying and preventing phishing attempts, and training as required by law.

## Membership Development

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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.

**5310 Travel Reimbursement** **\$900**  
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**  
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 post-pandemic.

**5330 Library Professional Development** **\$8,094**  
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. Expenses include Articulate Storyline, and Inquisiq, which are components of SWAN's Learning Management System.

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

**5399 Annual Conference** **\$2,500**  
SWAN's annual conference, called SWAN Expo, 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.

## Information & Technology Services

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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.

**5420 Application Software Licensing** **\$20,300**  
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, Adobe Acrobat, Adobe Creative Suite, Asana, Articulate Storyline, LastPass, Microsoft Office O365, Microsoft Visio Pro O365, Panda Virus Protection & Patch Management, and MSI Package Installer.

**5430 Server Software Licensing** **\$118,800**  
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. This budget includes shift in expenses for SWAN hosting Aspen in Microsoft Azure as that service is helpdesk system hosting. The server licensing expenses related to SWAN's library services platform to run SirsiDynix Symphony and test systems. The single sign-on service at \$27,000 annually was added last year, which will simplify library staff access to SWAN's growing web-based platforms, as well as providing enhanced security through management of users with this identify service provider.



**5440 Library Services Platform \$993,100**

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 FY26, SirsiDynix expenses are budgeted for \$365,864, OCLC at \$318,848, and the Article Search integration through EBSCO Discovery Services and OpenAthens is \$121,621 total. Support from ByWater Solutions for SWAN's Aspen Discovery Services is \$102,350. SWAN's SirsiDynix agreement renews with an assumed 2% increase. OCLC expenses for this budget are based on the prior year's total invoice and anticipates a 2.25% escalation. EBSCO expenses for OpenAthens and Discovery Service renew in FY26 with escalations anticipated at 2%. Hosting support for the Aspen Library Discovery App (LiDA) is included at \$4,600. The new subscription for online patron registration is budgeted at \$16,500.

**5450 Data Management Services \$37,600**

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), and BackStage Library Works (ongoing authority updates). The National Change of Address (NCOA) is processed annually with Unique Management which updates the patron database address data at \$13,000 expense annually. This is the first year using BackStage Library Works for SWAN's authority data processing, as the company MARCIVE closed its operations December 2024.

**5460 Information Subscription Service \$20,400**

SWAN's discovery platform includes ProQuest Syndetic Ubound services to add cover artwork and reading recommendations. The Novelist Select subscription is not renewed in this budget.

**5470 Subscription Support Services \$33,800**

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: Zoom virtual meeting platform, StatusCake (for site monitoring and alerting SWAN staff to outages), and the volume email service through SendGrid (patron notification plus library notification).

**5480 Telecommunications \$7,500**

Expenses associated with SWAN facility connection to the internet and phone support were reduced due to the office relocation.

**5490 Group Purchases - Services \$600**

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.

## General Office

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This category is primarily the expenses associated with running the organization's headquarters at 915 Harger Drive, Suite 260, Oak Brook, Illinois.

**5510 Office Supplies \$3,300**

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

**5520 Postage \$800**

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**

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**

All supply expenses associated with the annual conference SWAN Expo which include envelopes, paper, and presentations. SWAN Expo will take place this fiscal year.

## Hardware & Equipment

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

**5610 Equipment Rental/Maintenance \$0**

All expenses associated with equipment leased at SWAN's office, including the single staff multi-use copier printer. This lease was discontinued in FY25.

**5620 Hardware \$45,000**

Expenses for this budget related to SWAN staff computer equipment replacement, to be funded with SWAN excess cash reserves.

**5690 Group Purchases - Hardware \$0**

Any pass-through purchases for equipment required for membership, such as firewall, commerce, or print solutions required by SWAN.

## Insurance

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

**5700 Insurance \$10,900**  
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.

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

**5820 Accounting \$22,060**  
Expenses associated with activities include SWAN annual audit, and the accounting service with Lauterbach & Amen.

**5830 Consulting \$1,300**  
Expenses for vendor consulting for facilitation, strategic planning, or other one-time services are recorded in this budget line. This budget includes one-time expenses for paid software development to ByWater Solutions for prioritizing Aspen LiDA feature requests from SWAN.

**5840 Payroll Service Fees \$4,600**  
Expenses for the payroll service provided through Paylocity.

**5850 Contractual Agreements \$0**  
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.

**5860 Notification & Collection \$85,900**  
This budget includes the new service for all 100 member libraries to have email and SMS messages enhanced and sent through the MessageBee service provided by Unique Management. All 100 library notifications sent via automated phone calls are also provided through MessageBee. SWAN has also contracted with a Unique Management to print all user notices at \$4,092 annually.

**5870 Recruitment \$0**  
Costs for personnel search, advertising of an open position at SWAN.

**5899 Annual Conference Facility Contract \$12,100**

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. This budget has included the facility rental at the Business and Conference Center, based on the amount paid last year for the event.

## **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 \$0**

This line is intended to supplement printing services for promotional material or print collections supplied to member libraries.

**5920 Reimbursement for Resource Sharing \$42,000**

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 \$0**

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 \$43,400**

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.

**5990 Group Purchases - Electronic Resources \$301,600**

SWAN negotiated group purchase for online subscriptions through RAILS EBSCO Flagship package for 50 member public libraries. The associated revenue offset in the revenue 4190 budget line.

## **Interest & Fees**

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**6010 Bank Fees \$2,560**

Expenses associated with bank fees for stopping checks or other services are recorded in this line. The banking service for lock box deposits is included in this budget line.

**6020 Merchant Account Fees \$50**  
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.

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

**6099 Annual Conference Merchant Fees \$0**  
Expenses associated with any online transaction fees for processing annual conference SWAN Expo online payments are recorded in this line.

## **Asset Management**

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**6110 Depreciation \$1,460**  
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. Two expenses are in their final years of depreciation.

**6120 (Gain)/Loss on Asset Disposal \$0**

**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. This expense from budget in prior years was deemed no longer required for SWAN.

<b>Revenue &amp; Expense Budget</b>		<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>Change from FY25 to FY26</b>
<b>Revenue</b>				
<b>4000</b>	<b>Membership Fees</b>			
4010	SWAN Full Membership Fees	\$2,871,727	\$2,933,139	\$61,412
4011	SWAN Internet Access Membership Fees	\$3,700	\$3,700	\$0
<b>4100</b>	<b>Membership Reimbursements</b>			
4110	Member One-Time Project Receipts	\$0	\$0	\$0
4190	Member Group Purchase Receipts	\$491,375	\$301,600	(\$189,775)
<b>4200</b>	<b>Reimbursements</b>			
4220	Reimbursement Losses for Resource Sharing	\$50,000	\$42,000	(\$8,000)
4230	Collection Agency Fees	\$0	\$0	\$0
4240	E-commerce transactions	\$43,000	\$43,400	\$400
4250	Deaccession transactions	\$5,000		
<b>4300</b>	<b>Grant Revenue</b>			
4310	RAILS Support to SWAN	\$500,616	\$501,394	\$778
4320	Other Grant Revenue	\$0	\$0	\$0
<b>4400</b>	<b>Registration &amp; Event Receipts</b>			
4499	Annual Conference Receipts	\$5,000	\$6,260	\$1,260
<b>4500</b>	<b>Investment &amp; Interest</b>			
4510	Interest Income	\$83,328	\$85,000	\$1,672
4520	Investment Income	\$0	\$21,000	\$21,000
<b>4600</b>	<b>Reserves Funding</b>			
		\$40,000	\$45,000	\$5,000
<b>Total Revenue</b>		<b>\$4,093,746</b>	<b>\$3,982,493</b>	<b>(\$111,253)</b>
<b>Expenses</b>				
<b>5000</b>	<b>Salaries &amp; Wages</b>	\$1,577,736	\$1,639,608	\$61,872
<b>5020</b>	<b>Personnel Benefits</b>			
5021	Social Security Taxes	\$120,700	\$125,600	\$4,900
5022	State Unemployment Insurance	\$0	\$0	\$0
5023	Worker's Compensation	\$4,719	\$4,700	(\$19)
5024	Retirement Benefits	\$143,700	\$138,300	(\$5,400)
5025	Health, Dental, Life And Disability Insurance	\$174,800	\$178,600	\$3,800
5026	Tuition Reimbursements	\$1,100	\$1,100	\$0
5085	Staff Wellness	\$400	\$400	\$0
<b>5100</b>	<b>Building &amp; Grounds</b>			
5110	Rent/Lease	\$88,000	\$41,800	(\$46,200)
5120	Utilities	\$4,300	\$3,800	(\$500)
5130	Property Insurance	\$650	\$0	(\$650)
5140	Repairs & Maintenance	\$960	\$960	\$0
5150	Custodial Service & Supplies	\$3,500	\$0	(\$3,500)
5190	Other Building Maintenance	\$0	\$0	\$0

<b>Revenue &amp; Expense Budget</b>		<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>Change from FY25 to FY26</b>
<b>5200</b>	<b>Professional Development</b>			
5210	Conference Travel	\$6,000	\$10,000	\$4,000
5220	Staff Meetings	\$900	\$901	\$1
5230	Staff Professional Development	\$4,000	\$8,800	\$4,800
5240	Professional Association Membership Dues	\$2,500	\$2,500	\$0
5250	Educational Material	\$800	\$800	\$0
5260	Online Learning	\$500	\$2,500	\$2,000
<b>5300</b>	<b>Membership Development</b>			
5310	Travel Reimbursement	\$800	\$900	\$100
5320	Membership Meetings	\$0	\$0	\$0
5330	Library Professional Development	\$7,450	\$8,094	\$644
5350	Marketing & Promotional Material	\$0	\$0	\$0
5399	Annual Conference	\$2,500	\$2,500	\$0
<b>5400</b>	<b>Information &amp; Technology Services</b>			
5420	Application Software Licensing	\$16,800	\$20,300	\$3,500
5430	Server Software Licensing	\$121,800	\$118,800	(\$3,000)
5440	Library Services Platform	\$921,000	\$993,100	\$72,100
5450	Data Management Services	\$33,000	\$37,600	\$4,600
5460	Information Subscription Service	\$75,700	\$20,400	(\$55,300)
5470	Subscription Support Services	\$23,200	\$33,800	\$10,600
5480	Telecommunications	\$14,500	\$7,500	(\$7,000)
5490	Group Purchases - Services	\$700	\$600	(\$100)
5410	Infrastructure Licensing			
<b>5500</b>	<b>General Office</b>			
5510	Office Supplies	\$2,200	\$3,300	\$1,100
5520	Postage	\$500	\$800	\$300
5550	Furniture	\$10,000	\$0	(\$10,000)
5599	Annual Conference Supplies	\$0	\$0	\$0
<b>5600</b>	<b>Hardware &amp; Equipment</b>			
5610	Equipment Rental/Maintenance	\$0	\$0	\$0
5620	Hardware	\$2,000	\$45,000	\$43,000
5690	Group Purchases - Hardware	\$0	\$0	\$0
<b>5700</b>	<b>Insurance</b>	<b>\$11,400</b>	<b>\$10,900</b>	<b>(\$500)</b>
<b>5800</b>	<b>Contractual Services</b>			
5810	Legal	\$1,500	\$1,500	\$0
5820	Accounting	\$19,160	\$22,060	\$2,900
5830	Consulting	\$5,000	\$1,300	(\$3,700)
5840	Payroll Service Fees	\$4,500	\$4,600	\$100
5850	Contractual Agreements	\$0	\$0	\$0
5860	Notification & Collection	\$86,700	\$85,900	(\$800)
5870	Recruitment	\$0	\$0	\$0
5899	Annual Conference Facility Contract	\$8,900	\$12,100	\$3,200
<b>5900</b>	<b>Library Materials &amp; Content</b>			
5910	Print Materials	\$0	\$0	\$0
5920	Reimbursement for Resource Sharing	\$50,000	\$42,000	(\$8,000)
5930	Group Purchases - Content	\$0	\$0	\$0

<b>Revenue &amp; Expense Budget</b>		<b>FY25 Budget</b>	<b>FY26 Budget</b>	<b>Change from FY25 to FY26</b>
5940	E-commerce payment transactions	\$43,000	\$43,400	\$400
5990	Group Purchases - Electronic Resources	\$491,375	\$301,600	(\$189,775)
<b>6000</b>	<b>Interest &amp; Fees</b>			
6010	Bank Fees	\$2,424	\$2,560	\$136
6020	Merchant Account Fees	\$50	\$50	\$0
6030	Interest Payment	\$0	\$0	\$0
6099	Annual Conference Merchant Fees	\$0	\$0	\$0
<b>Subtotal Expenses</b>		<b>\$4,091,424</b>	<b>\$3,981,033</b>	<b>(\$110,391)</b>
<b>6100</b>	<b>Asset Management</b>			
6110	Depreciation	\$2,322	\$1,460	(\$862)
6120	(Gain)/Loss on Asset Disposal			
6130	Vacation Expense			
6140	Miscellaneous Expense			
<b>Total Expenses</b>		<b>\$4,093,746</b>	<b>\$3,982,493</b>	<b>(\$111,253)</b>
<b>Total Revenue (from above)</b>		<b>\$4,093,746</b>	<b>\$3,982,493</b>	
<b>Excess of revenues over (under) estimated expenses</b>		<b>\$0</b>	<b>\$0</b>	



## SWAN Reserves Plan: Updated for FY26 Budget

Capital Expenditures	FY25	FY26	FY27	FY28
	July 2024-June 2025	July 2025-June 2026	July 2026-June 2027	July 2027-June 2028
Prior Year Balance: End of fiscal year, final audit, see "Unrestricted" on Balance Sheet	\$2,600,427	\$2,560,427	\$2,515,427	\$2,515,427
Reserves collected & Impact Fee	\$0			
Strategic planning consultant				
Website development consultant				
Single Sign On: Identity service provider one-time	(\$35,000)			
Funds for SWAN office relocation	(\$5,000)			
Funds for SWAN staff computer replacement		(\$45,000)		
Future ILS Migration Budget (\$465,740)				
<b>Total</b>	<b>\$2,560,427</b>	<b>\$2,515,427</b>	<b>\$2,515,427</b>	<b>\$2,515,427</b>
Maintain 4 months operating in reserve (policy)	(\$1,364,582)	(\$1,326,431)	(\$1,392,753)	(\$1,462,390)
<b>Over/(Under) Reserve Policy</b>	<b>\$1,195,845</b>	<b>\$1,188,996</b>	<b>\$1,122,674</b>	<b>\$1,053,036</b>
Operating Budget (5% increases each year after FY26)	\$4,093,746.37	\$3,979,293.38	\$4,178,258.05	\$4,387,170.95
Months operating in reserve	7.51	7.59	7.22	6.88