

System Wide Automated Network

# SWAN Fees Committee Report

Study & Recommendations

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# SWAN Fees Committee

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## Introduction

The charge of our committee was to present a report on alternative fee structures for SWAN and make a recommendation of a fee structure to the SWAN Board in July, 2012.

- Examine the current SWAN fees based on seven elements (the seven pillars);
- Present existing fee structures for other library consortia;
- Present new structures for consideration for SWAN for possible FY2014 (July 2013) start

The questions we have heard from membership are first, is this equitable? And secondly, can this formula be simplified?

## Recommendation

The Committee found:

- Simplifying the formula does not necessarily make it equitable
- Arriving at a more equitable formula requires more fee elements, which adds to the complexity

The Committee agrees four components should make up the SWAN 2.0 formula. Each of the four components is allocated a percentage of the total revenue budget target.

Recommended Fee Components	% of Total Revenue Needed
Library Fee	28%
Circulation	15%
Staff License	22%
Title Count	35%

These percentages were arrived at after analysis of other library consortia models. Additionally, three year averages for circulation and title counts should be used in the SWAN 2.0 formula.

This will eliminate the following fees:

1. Telecommunications fee
2. OPAC fee
3. Equalizer fee
4. Reserve fund fee

The Committee recommends continuation of a discount for SWAN cataloging libraries set at 15%, which could be called the "Cataloging Consideration."

## Current Fee Structure for SWAN

Our current fee structure is comprised of 7 components, affectionately dubbed “the seven pillars.” These components were designed to divide SWAN expenses. SWAN revenue is structured around a breakeven budget, meaning that any other revenue source such as postage reimbursement for printed notices, is deducted before determining what revenue should be collected in SWAN Fees.

### 1. Access Fee

The total number of staff licenses per each library is counted and assigned an annual maintenance of \$32 per month, or \$384 per year. This recoups some of the annual Innovative Interfaces Inc. maintenance for SWAN.

### 2. Patron Circulation Access Fee

This is the most difficult fee to understand. There are 11 percentile rates determined based on annual circulation of each library. These 11 percentile rates slot libraries in somewhat of a curve: the lowest circulating libraries are set a 1% which was designed to establish a “floor” for SWAN membership fees. The highest circulating libraries are slotted into a percentage rank that does not price out these larger circulation libraries. All of these percentile rankings are multiplied against the remaining total SWAN revenue target. Each year during budget planning, all of the other fees are calculated and whatever remaining revenue that is needed comes from the Patron Circulation Access Fee.

### 3. Unlimited OPAC Fee

The Unlimited OPAC Fee is somewhat of a legacy holdover from the previous SWAN fee system which used “ports” which were a cost for each computer workstation. The “unlimited” model is somewhat antiquated as a concept as it stems from a period when unlimited access was granted to the Innovative Interfaces INNOPAC/Millennium WebPAC for patron use through the World Wide Web.

### 4. Telecom Fee

The SWAN telecommunication expenses for its network is divided equally among the full member libraries with this fee. Singling this expense out for a fee was more of a necessity in the past when telecommunication costs were extremely high.

### 5. Reserve Fund Fee

Based on staff license counts, this fee collects revenue for a reserve fund designed to offset the cost of major capital expenses, such as server replacement, new products, or possible ILS migration.

### 6. Database Fee

The Database Fee is determined by the number of titles held at each library, and then multiplied against a set rate per title. This fee was designed to recapture SWAN expenses for running its centralized cataloging staff (SWAN Bibliographic Services), the annual OCLC fee, and some of the other bibliographic maintenance costs. This fee rate is lowered for the six cataloging member libraries in SWAN, so as to

offset some of the costs for having their own cataloging staff and to reward these libraries for the contribution to the overall bibliographic database.

### *7. Equalizer Fee*

Within a given year SWAN's expenses could change and a particular library could also have its fees rise or drop. The Equalizer fee was designed to prevent any library's fees lowering from the prior year, but also assist with smoothing out large increases which were needed in fiscal year 2011: no library would have an increase below 5%, and no library would go over a 10% increase.

## **Need for Change**

The Fees Committee made the following observations of the existing SWAN fee formula.

- It's overly complicated and not very easy for a library to understand why their fee changes nor provides an easy way to anticipate fee increases in the future
- The use of the Patron Circ Access Fee to set a "floor" for SWAN membership might be better suited for a flat fee for all SWAN libraries
- Some fees such as the Telecom Fee are based on specific SWAN budget expenses while other fees are somewhat arbitrary

## **Research**

We requested information from different consortia regarding fee structure including an explanation of components used in the formula: the name of the ILS; number of members; any tiers of service; and overall circulation of the system. We also asked about budget information and reserve funds (capital improvement or development fund).

The following consortia were identified for contact.

1. CCS – Illinois
2. CARLI – Illinois
3. Gatenet (Illinois Heartland System) - Illinois
4. LINC (Illinois Heartland System) - Illinois
5. Silnet (Illinois Heartland System) - Illinois
6. eCAT (Illinois Heartland System) - Illinois
7. LINC (DuPage County) - Illinois
8. MAGIC - Illinois
9. Resource Sharing Alliance (RSA) - Illinois

10. Northern Illinois Cooperative (NIC) – Illinois
11. PrairieCat - Illinois
12. Midwest Collaborative for Library Services – Michigan and Indiana
13. Bibliomation – Connecticut
14. Minuteman Library Network – Massachusetts
15. C/W MARS – Massachusetts
16. PINES – Georgia
17. South Central Library System – Wisconsin
18. Other Non-Library Cooperatives – Management Association of Illinois, electric and grain co-ops

Some of these are not good examples to use for a variety of reasons. RSA's fee structure has not been revised since 2001; they indicated that they are dissatisfied with their formula.

Because of changes in their ILS and number of members the Illinois Heartland System was not used. Midwest Collaborative for Library Services is also changing over to a different ILS (Evergreen) and they are reviewing their fee structure.

The PINES system in Georgia is paid for by the state of Georgia through LSTA monies. The system is administered through the University. I-SHARE is a part of CARLI and its fees based on number of components including number of students, the largest schools pay the bulk of the cost.

The non-library cooperatives did not present as good models. For example, electricity co-ops are based on actual power used; a flat meter charge and delivery up to a certain point and then a surcharge is levied. We couldn't quite translate this into number of patrons, items, and circulation.

Some consortia use formulas with as many if not more components than SWAN which is counter to our quest to create something more simplified.

## Scenarios Created

The Fees Committee created SWAN fee scenarios based on the following consortia fee formulas:

1. Flat Fee
2. Bibliomation
3. MAGIC
4. PrairieCat
5. Minuteman

The exercise of creating various fee scenarios allowed the committee to examine how fees could be approached for its 80 full member libraries.

### *Flat Fee Scenario*

A single flat fee scenario is tempting but flawed. To start with it would be \$25,000 per library for the 80 libraries we have now. SWAN would price out around 40 existing member libraries, and if these 40 libraries drop out our cost per library will rise to \$50,000 per library. Many consortia expenses won't necessarily go down with fewer members in the consortium.

Therefore, the Committee felt that a single flat fee was not a viable scenario.

### *Bibliomation*

Bibliomation divides its needed revenue among its 64 member libraries through three fee components.

1. 1/3 Equal share of systems operation fee
2. 1/3 size of collection (number of titles)
3. 1/3 System User Licenses

In 2011 Bibliomation moved to change its System User License fee because the consortia moved to Evergreen. According to its memo "Assessment Revision Finance Committee Recommendation to The Board of Directors: September 15, 2011" (See Appendix C of this report):

*..the one fee that needed to change was the System User License, since there was no equivalence in the Open Source world. The recommendation was to change that assessment to one based on a libraries staff which would be taken from the FTE reported to the state library. However, because there was no direct correspondence between the number of user licenses a library had, and the FTE count, this change would have resulted in dramatic changes in library assessments, with a number going up by double digits while others declined. As a result the Finance Committee recommended that for FY 11-12 all assessments be frozen at the FY 10-11 level and that the Staff Access Fee would only be assessed against new member libraries.*

Reaction: The Bibliomation formula is not as reflective of system usage. It has a heavy emphasis on title counts to make up the fee structure, and most importantly it has no circulation component. Staff



licenses represent more of the usage, rather than circulation. The Minuteman formula is similar to this but adds the circulation fee.

### *MAGIC*

MAGIC's formula uses a sliding scale for a Unit Fee, which is created by totaling a library's annual circulation with its title count.

1. Uses a flat fee of 35% of its revenue budget
2. Circulation and the title count are added together to become a "Unit Fee" which is multiplied by a per Unit cost on a sliding scale to achieve 65% of needed revenue

The Unit Fee sliding scale is used to create price breaks: libraries below a particular Unit number are not charged; thereby their only fee is the flat fee.

Reaction: The advantage with this formula is that it allows SWAN to set a rate for the smaller A libraries, middle B libraries, and larger C libraries. It won't price out the smaller and larger libraries. However, the Committee feels the Unit Fee should remain transparent by breaking out the title and circulation counts.

### *MINUTEMAN*

Minuteman Library Network fee schedule is divided by three percentages, but one of the "usage" percentages is subdivided by cardholders and circulation.

1. 35% Equal share
2. 35% Usage (determined by allocating 60% staff license counts + 40% circulation)
3. 30% Items added the prior year

Minuteman uses three year averages of circulation and title counts.

Reaction: This fee apportions the usage of a library in SWAN in a way that the Committee felt was fair and defensible. This one uses staff license counts, where some of the others do not. The fees in Minuteman are allocated by percentages of its revenue budget: 35% Usage (circulation 40% + staff licenses 60%) + 35% Title Fee + 30% Library Fee.

This formula in SWAN deemphasizes the title count but relies on all its members contributing bibliographic records to its database. SWAN centralized cataloging combined with small group of six cataloging libraries makes it difficult to determine the number of items added per year for the other 74 member libraries in SWAN.

### *PRAIRIECAT*

The PrairieCat formula is comprised of 4 components, dividing up its needed revenue budget based in percentages.

1. 25% Circulation
2. 25% Patrons
3. 25% Size of collection
4. 25% Equal split

Reaction: The Committee did not feel that patron counts were an accurate representation of use of the ILS. For example, a patron could use their library card only once per year. The Committee was in favor of using the other PrairieCat fee components.

*Summary of Scenarios Created*

Fee Scenarios	What We Liked	What We Didn't Like
<b>Flat Fee</b>	Could not be simpler, 1 component	Not equitable by any means
<b>Bibliomation</b>	Based on 3 components	No factor for circulation
<b>MAGIC</b>	The sliding scale for its members allows some flexibility	The "Usage Fee" is based on circulation and title counts
<b>Minuteman</b>	Flat fee representing 35% of the needed revenue	Fee based on items added to the bibliographic database does not work for SWAN
<b>PrairieCat</b>	Flat fee representing 25% of the needed revenue	Patron count seemed unusual way to share consortia usage

## Components & Percentages

The Committee agrees these components should make up the SWAN 2.0 formula:

1. Circulation
2. Staff licenses
3. Title Count
4. Library fee (also referred to as a Flat Fee)

The question next was how to apportion these components in the new fee structure. Based on discussion and analysis of the four scenarios created, the Committee ran percentages within a new scenario designed for SWAN. The percentage commendations are as follows, more or less based on the Minuteman consortia formula.

	Bibliomation	MAGIC	PrairieCat	Minuteman	SWAN Fee Committee Recommendation
<b>Circulation</b>	None	Within Usage Fee	25%	40% of 35%	<b>15%</b>
<b>Staff License</b>	1/3	None	None	60% of 35%	<b>22%</b>
<b>Title Count</b>	1/3	Within Usage Fee	25%	35%	<b>35%</b>
<b>Library Fee</b>	1/3	35% apprx	25%	30%	<b>28%</b>
<b>Other</b>		65% Usage Fee			
<b>Patron</b>			25%		

Title count is the number of bibliographic records used by a SWAN member. It is not the total number of items available.

Annual circulation is a count, by Millennium PTYPE of items checked out or renewed by your library patrons. This will include your library patron reciprocal borrower activity and any patron initiated renewals online.

Some fee formulas the Committee studied used three year averages for one or more of the elements. The SWAN 2.0 formula should incorporate this as a means to mitigate sudden changes in counts, e.g. a new library opening, closed for a month for remodeling, or large collection changes.

## SWAN Cataloging Libraries Discount

The Committee wrestled with the need to make an adjustment for cataloging libraries. What should be the benefit of being a cataloging library?

Currently the six cataloging libraries receive a discount based on the size of their entire collection. This was viewed by the Committee as an inaccurate representation for the contribution. What is the true benefit of giving this discount? How do you quantify it?

Looking at the cataloging performed over the past three years does not represent actual counts because it counts “overlaid” bibliographic records as unique. The SWAN bibliographic database is fluid and records will be replaced by one of the six cataloging libraries or Bibliographic Services at any point throughout the year. The count depends on which group last overlays the record.

LIBRARY	2009	% of 2009 TOTAL	2010	% of 2010 TOTAL	2011	% of 2011 TOTAL	3 Year Total	% of 3-Year Average
Downers Grove	12,286	14.52%	10,138	10.76%	9,612	12.17%	32,036	<b>12.43%</b>
Elmhurst	14,359	16.97%	10,193	10.82%	9,664	12.24%	34,216	<b>13.27%</b>
Morton Arboretum	117	0.14%	412	0.44%	200	0.25%	729	<b>0.28%</b>
Oak Lawn	4,309	5.09%	5,666	6.01%	4,890	6.19%	14,865	<b>5.77%</b>
Oak Park*	0	0.00%	22,422	23.80%	5,737	7.26%	28,159	<b>10.92%</b>
Tinley Park	5,401	6.38%	4,773	5.07%	3,771	4.77%	13,945	<b>5.41%</b>
SWAN Bib Services	48,140	56.90%	40,604	43.10%	45,106	57.11%	133,850	<b>51.92%</b>
<b>TOTAL</b>	<b>84,612</b>	<b>100.00%</b>	<b>94,208</b>	<b>100.00%</b>	<b>78,980</b>	<b>100.00%</b>	<b>257,800</b>	<b>100.00%</b>

\*In 2010 Oak Park migrates to SWAN and its large number likely represents unique titles not already in SWAN.

### *What Should the Cataloging Consideration Be?*

**Consideration 1: Continue current practice of a lower rate based on the library's entire collection.**

Ruled Out: The different title rate in the current SWAN formula calculates a discount on the entire collection of the cataloging library. This discount based on collection size rewards the library in a fee designed to offset the cost the centralized Bibliographic Services budget. The original justification of this fee will change in the new SWAN 2.0 formula, so a new means of discount should be created, which follows the “keep it simple” philosophy that the Committee adopted.

**Consideration 2: Give a discount based on the number of bibs attributed to the cataloging library in SWAN at specific date (June 30<sup>th</sup> for example).**

Ruled Out: As was noted above, the bibliographic database is very fluid so a snapshot at a given date would lead to some arbitrary statistics on which to base a discount. This would require a supplementary fee chart to determine the discount.

**Consideration 3: Determine a flat rate per record added based on counts over a 3-year average.**

Ruled Out: How counts are determined based on the fluid nature of the bibliographic database would entail each SWAN cataloging library collecting its own statistics. This could be a consideration at a later date, once the method for collecting stats is determined.

**Recommendation:** Provide the cataloging libraries a flat percentage rate discount. The 15% rate was arrived at through discount scenarios. The flat rate discount is easy to understand. The loss of revenue based on the discount is added back into the Flat/Library Fee, as is illustrated in the chart below.

FY13 SWAN Revenue Needed	Library Fee 28% of Revenue	License Fee 22% of Revenue	Circulation Fee 15% of Revenue	Title Fee 35% of Revenue	Cataloging Consideration	Total Revenue Collected Under New SWAN 2.0 Formula				
<b>\$1,988,159</b>	\$556,685	+	\$437,395	+	\$298,224	\$695,856	-	\$53,848	=	<b>\$1,988,159</b>
	+ \$53,855 (add back the cataloging discount)									
	=									
	\$610,540									

**15% Flat Rate Discount Cataloging Consideration within FY13 SWAN 2.0 Fee Scenario**

Cataloging Libraries	FY13 Current Fee	New SWAN Fee Without Discount	15% Discount "Cataloging Consideration"	New SWAN Fee Including Discount	Difference Between Old and New Fees
Downers Grove	\$66,315	\$73,944	\$(11,092)	\$62,853	\$(3,462)
Elmhurst	\$66,458	\$80,433	\$(12,065)	\$68,368	\$1,911
Morton Arboretum	\$10,284	\$11,368	\$(1,705)	\$9,663	\$(621)
Oak Lawn	\$45,874	\$57,568	\$(8,635)	\$48,933	\$3,059
Oak Park	\$73,084	\$85,428	\$(12,814)	\$72,614	\$(470)
Tinley Pk	\$46,316	\$50,246	\$(7,537)	\$42,709	\$(3,606)

**Reserve Fund**

The Committee recommends Reserve fund fee would be eliminated. The SWAN budget would incorporate this into a separate budget line and would be adjusted during budget planning. It would abide by the recommended Excess Cash/Reserve Fund Policy. This would simplify the fee formula and maintain the proportional cost distribution among the member libraries as it would be captured within SWAN operating budget.

**Appendix A: New FY13 Fee Chart Scenario Created by Committee**

SWAN LIBRARY	Flat Fee (28% of total budget)	License Fee (22% of total budget)	Circ Fee (15% of total budget)	Title Fee (35% of the total budget)	Subtotal of NEW SWAN Member Fee	Cataloging Consideration 15% Discount	Final Total of NEW SWAN Member Fee	Approved FY13 SWAN Member Fee	Difference btw Old & New Fee
Acorn	\$ 7,632	\$ 4,408	\$ 3,744	\$ 6,882	\$ 22,666		\$ 22,666	\$22,146	\$ 520
Alsip-Merr. Pk	\$ 7,632	\$ 6,367	\$ 3,588	\$ 11,291	\$ 28,878		\$ 28,878	\$28,938	\$ (60)
Bedford Pk	\$ 7,632	\$ 4,408	\$ 180	\$ 7,297	\$ 19,517		\$ 19,517	\$19,078	\$ 439
Beecher	\$ 7,632	\$ 980	\$ 941	\$ 2,525	\$ 12,077		\$ 12,077	\$11,491	\$ 586
Bellwood	\$ 7,632	\$ 3,918	\$ 1,910	\$ 7,716	\$ 21,177		\$ 21,177	\$18,929	\$ 2,247
Berkeley	\$ 7,632	\$ 1,469	\$ 1,161	\$ 4,216	\$ 14,477		\$ 14,477	\$13,568	\$ 909
Berwyn	\$ 7,632	\$ 11,265	\$ 6,762	\$ 13,375	\$ 39,034		\$ 39,034	\$42,839	\$ (3,805)
Blue Island	\$ 7,632	\$ 4,898	\$ 3,504	\$ 9,008	\$ 25,042		\$ 25,042	\$24,779	\$ 263
Bridgeview	\$ 7,632	\$ 4,408	\$ 1,129	\$ 6,735	\$ 19,903		\$ 19,903	\$18,694	\$ 1,209
Broadview	\$ 7,632	\$ 3,918	\$ 1,958	\$ 6,114	\$ 19,622		\$ 19,622	\$17,672	\$ 1,950
Brookfield	\$ 7,632	\$ 4,408	\$ 5,270	\$ 7,963	\$ 25,273		\$ 25,273	\$27,001	\$ (1,729)
Brookfield Zoo	\$ 7,632	\$ 980	\$ 46	\$ 816	\$ 9,473		\$ 9,473	\$10,095	\$ (622)
Calumet City	\$ 7,632	\$ 12,245	\$ 2,577	\$ 14,411	\$ 36,865		\$ 36,865	\$33,700	\$ 3,165
Calumet Park	\$ 7,632	\$ 980	\$ 417	\$ 1,766	\$ 10,794		\$ 10,794	\$10,808	\$ (14)
Chicago Hts.	\$ 7,632	\$ 3,918	\$ 2,137	\$ 11,902	\$ 25,590		\$ 25,590	\$22,686	\$ 2,904
Chicago Ridge	\$ 7,632	\$ 3,918	\$ 2,347	\$ 7,335	\$ 21,232		\$ 21,232	\$18,541	\$ 2,691
Cicero	\$ 7,632	\$ 10,286	\$ 5,466	\$ 10,095	\$ 33,478		\$ 33,478	\$35,593	\$ (2,115)
Clarendon Hls	\$ 7,632	\$ 3,918	\$ 2,384	\$ 5,454	\$ 19,387		\$ 19,387	\$17,063	\$ 2,324
Crestwood	\$ 7,632	\$ 2,449	\$ 1,245	\$ 5,859	\$ 17,185		\$ 17,185	\$16,178	\$ 1,007
Crete	\$ 7,632	\$ 4,408	\$ 3,253	\$ 7,877	\$ 23,169		\$ 23,169	\$23,272	\$ (102)
Dolton	\$ 7,632	\$ 5,878	\$ 1,443	\$ 10,953	\$ 25,905		\$ 25,905	\$24,374	\$ 1,531
Downers Grove	\$ 7,632	\$ 18,123	\$ 18,486	\$ 29,711	\$ 73,952	\$ (11,093)	\$ 62,859	\$66,315	\$ (3,455)
Eisenhower	\$ 7,632	\$ 11,265	\$ 4,410	\$ 14,315	\$ 37,623		\$ 37,623	\$39,963	\$ (2,341)
Elmhurst	\$ 7,632	\$ 18,123	\$ 24,530	\$ 30,156	\$ 80,441	\$ (12,066)	\$ 68,375	\$66,458	\$ 1,917
Elmwood Pk	\$ 7,632	\$ 4,408	\$ 4,137	\$ 9,972	\$ 26,149		\$ 26,149	\$25,054	\$ 1,096
Evergreen Pk	\$ 7,632	\$ 3,429	\$ 3,216	\$ 7,538	\$ 21,814		\$ 21,814	\$22,385	\$ (570)
Flossmoor	\$ 7,632	\$ 5,878	\$ 2,706	\$ 8,651	\$ 24,866		\$ 24,866	\$22,935	\$ 1,931
Forest Pk	\$ 7,632	\$ 7,347	\$ 3,228	\$ 7,804	\$ 26,011		\$ 26,011	\$26,479	\$ (468)
Frankfort	\$ 7,632	\$ 7,837	\$ 7,041	\$ 11,197	\$ 33,707		\$ 33,707	\$37,655	\$ (3,948)
Glenwood-Lyn	\$ 7,632	\$ 5,878	\$ 2,281	\$ 5,235	\$ 21,026		\$ 21,026	\$19,512	\$ 1,513
Grande Prairie	\$ 7,632	\$ 2,939	\$ 2,600	\$ 8,945	\$ 22,116		\$ 22,116	\$20,354	\$ 1,761
Harvey	\$ 7,632	\$ 7,347	\$ 1,060	\$ 8,474	\$ 24,513		\$ 24,513	\$23,684	\$ 829
Hillside	\$ 7,632	\$ 1,959	\$ 1,695	\$ 5,820	\$ 17,106		\$ 17,106	\$15,115	\$ 1,991
Hinsdale	\$ 7,632	\$ 7,837	\$ 5,725	\$ 12,956	\$ 34,150		\$ 34,150	\$34,989	\$ (840)
Hodgkins	\$ 7,632	\$ 980	\$ 1,068	\$ 4,218	\$ 13,897		\$ 13,897	\$12,787	\$ 1,109
Homewood	\$ 7,632	\$ 6,857	\$ 6,249	\$ 9,861	\$ 30,599		\$ 30,599	\$35,146	\$ (4,547)
Indian Prairie	\$ 7,632	\$ 11,265	\$ 15,431	\$ 16,555	\$ 50,883		\$ 50,883	\$60,439	\$ (9,556)
Justice	\$ 7,632	\$ 1,469	\$ 946	\$ 4,573	\$ 14,621		\$ 14,621	\$13,542	\$ 1,079
La Grange	\$ 7,632	\$ 8,816	\$ 4,870	\$ 10,241	\$ 31,560		\$ 31,560	\$34,626	\$ (3,067)
La Grange Pk	\$ 7,632	\$ 5,388	\$ 3,521	\$ 9,209	\$ 25,749		\$ 25,749	\$25,913	\$ (163)
Lyons	\$ 7,632	\$ 2,939	\$ 1,513	\$ 5,911	\$ 17,995		\$ 17,995	\$16,793	\$ 1,201
Markham	\$ 7,632	\$ 4,898	\$ 765	\$ 4,501	\$ 17,796		\$ 17,796	\$15,454	\$ 2,342
Matteson	\$ 7,632	\$ 7,347	\$ 3,212	\$ 6,751	\$ 24,942		\$ 24,942	\$27,814	\$ (2,872)
Maywood	\$ 7,632	\$ 5,388	\$ 1,159	\$ 7,587	\$ 21,766		\$ 21,766	\$20,960	\$ 806
McCook	\$ 7,632	\$ 1,959	\$ 265	\$ 2,427	\$ 12,283		\$ 12,283	\$12,275	\$ 8
Melrose Pk	\$ 7,632	\$ 10,776	\$ 1,903	\$ 6,428	\$ 26,739		\$ 26,739	\$25,482	\$ 1,256
Midlothian	\$ 7,632	\$ 3,429	\$ 2,033	\$ 6,958	\$ 20,051		\$ 20,051	\$17,912	\$ 2,139
Morton Arboretum	\$ 7,632	\$ 1,469	\$ 76	\$ 2,198	\$ 11,376	\$ (1,706)	\$ 9,669	\$10,284	\$ (615)
Morton College	\$ 7,632	\$ 1,959	\$ 90	\$ 4,817	\$ 14,497		\$ 14,497	\$14,152	\$ 345
N McConathy	\$ 7,632	\$ 980	\$ 629	\$ 3,578	\$ 12,818		\$ 12,818	\$12,261	\$ 557
No.Riverside	\$ 7,632	\$ 3,918	\$ 1,496	\$ 4,519	\$ 17,565		\$ 17,565	\$16,351	\$ 1,214
Northlake	\$ 7,632	\$ 6,367	\$ 3,460	\$ 9,473	\$ 26,932		\$ 26,932	\$27,033	\$ (101)
Oak Lawn	\$ 7,632	\$ 12,735	\$ 9,665	\$ 27,544	\$ 57,576	\$ (8,636)	\$ 48,939	\$45,874	\$ 3,065
Oak Park	\$ 7,632	\$ 21,551	\$ 26,690	\$ 29,562	\$ 85,436	\$ (12,815)	\$ 72,620	\$73,084	\$ (464)
Orland Pk	\$ 7,632	\$ 14,204	\$ 11,363	\$ 20,610	\$ 53,809		\$ 53,809	\$59,178	\$ (5,369)



SWAN LIBRARY	Flat Fee (28% of total budget)	License Fee (22% of total budget)	Circ Fee (15% of total budget)	Title Fee (35% of the total budget)	Subtotal of NEW SWAN Member Fee	Cataloging Consideration 15% Discount	Final Total of NEW SWAN Member Fee	Approved FY13 SWAN Member Fee	Difference btw Old & New Fee
Palos Hts	\$ 7,632	\$ 2,939	\$ 3,205	\$ 8,844	\$ 22,619		\$ 22,619	\$22,936	\$ (316)
Palos Pk	\$ 7,632	\$ 1,959	\$ 1,167	\$ 3,385	\$ 14,142		\$ 14,142	\$13,053	\$ 1,089
Park Forest	\$ 7,632	\$ 6,367	\$ 4,623	\$ 11,367	\$ 29,989		\$ 29,989	\$32,415	\$ (2,426)
Prairie State Col	\$ 7,632	\$ 5,388	\$ 190	\$ 3,870	\$ 17,079		\$ 17,079	\$18,102	\$ (1,023)
Prairie Trls	\$ 7,632	\$ 5,878	\$ 3,662	\$ 9,136	\$ 26,308		\$ 26,308	\$26,349	\$ (41)
Richton Pk	\$ 7,632	\$ 2,939	\$ 1,774	\$ 4,813	\$ 17,158		\$ 17,158	\$15,694	\$ 1,464
River Forest	\$ 7,632	\$ 4,898	\$ 3,429	\$ 7,230	\$ 23,189		\$ 23,189	\$23,259	\$ (69)
River Grove	\$ 7,632	\$ 1,469	\$ 983	\$ 2,703	\$ 12,787		\$ 12,787	\$11,925	\$ 862
Riverdale	\$ 7,632	\$ 2,939	\$ 982	\$ 3,408	\$ 14,961		\$ 14,961	\$14,400	\$ 560
Riverside	\$ 7,632	\$ 5,878	\$ 2,855	\$ 9,687	\$ 26,051		\$ 26,051	\$22,674	\$ 3,377
Schiller Pk	\$ 7,632	\$ 2,449	\$ 131	\$ 2,721	\$ 12,933		\$ 12,933	\$12,397	\$ 536
So Suburban Col	\$ 7,632	\$ 1,959	\$ 1,485	\$ 7,589	\$ 18,665		\$ 18,665	\$17,485	\$ 1,180
So. Holland	\$ 7,632	\$ 7,347	\$ 2,547	\$ 11,787	\$ 29,313		\$ 29,313	\$25,571	\$ 3,742
Steger-S.Chgo.	\$ 7,632	\$ 1,469	\$ 1,225	\$ 3,926	\$ 14,253		\$ 14,253	\$13,039	\$ 1,213
Stickney-FV	\$ 7,632	\$ 3,918	\$ 820	\$ 5,648	\$ 18,018		\$ 18,018	\$17,291	\$ 726
Summit	\$ 7,632	\$ 1,959	\$ 520	\$ 4,433	\$ 14,544		\$ 14,544	\$13,910	\$ 634
Thomas Ford	\$ 7,632	\$ 4,898	\$ 3,837	\$ 8,130	\$ 24,498		\$ 24,498	\$23,842	\$ 656
Thornton	\$ 7,632	\$ 980	\$ 201	\$ 2,208	\$ 11,021		\$ 11,021	\$11,417	\$ (396)
Tinley Pk	\$ 7,632	\$ 10,776	\$ 13,217	\$ 18,630	\$ 50,254	\$ (7,538)	\$ 42,716	\$46,316	\$ (3,600)
University Pk	\$ 7,632	\$ 1,959	\$ 454	\$ 3,199	\$ 13,244		\$ 13,244	\$12,839	\$ 405
Westchester	\$ 7,632	\$ 5,388	\$ 3,261	\$ 9,388	\$ 25,668		\$ 25,668	\$26,084	\$ (415)
Westmont	\$ 7,632	\$ 4,408	\$ 6,349	\$ 10,459	\$ 28,848		\$ 28,848	\$33,068	\$ (4,220)
Wm. Leonard	\$ 7,632	\$ 980	\$ 84	\$ 1,344	\$ 10,039		\$ 10,039	\$10,488	\$ (449)
Woodridge	\$ 7,632	\$ 9,306	\$ 10,761	\$ 19,566	\$ 47,265		\$ 47,265	\$53,026	\$ (5,762)
Worth	\$ 7,632	\$ 2,449	\$ 1,482	\$ 4,494	\$ 16,057		\$ 16,057	\$14,869	\$ 1,188
<b>TOTALS</b>	<b>\$ 610,540</b>	<b>\$ 437,395</b>	<b>\$ 298,224</b>	<b>\$ 695,856</b>	<b>\$ 2,042,014</b>	<b>\$ (53,855)</b>	<b>\$ 1,988,159</b>	<b>\$ 1,988,159</b>	<b>\$ (0)</b>
	Flat Fee (28% of total budget)	License Fee (22% of total budget)	Circ Fee (15% of total budget)	Title Fee (35% of the total budget)	Subtotal of NEW SWAN Member Fee	Cataloging Consideration 15% Discount	Final Total of NEW SWAN Member Fee	Approved FY13 SWAN Member Fee	Difference btw Old & New Fee

SWAN Library	2009	2010	2011	Three Year Circulation Average
Acorn	179,706	189,443	187,466	185,538
Alsip	170,538	181,668	181,247	177,818
Bedford Park	9,876	9,112	7,812	8,933
Beecher	42,632	48,969	48,285	46,629
Bellwood	93,258	93,357	97,386	94,667
Berkeley	55,453	58,473	58,634	57,520
Berwyn	284,592	342,366	378,379	335,112
Blue Island	162,597	176,511	181,938	173,682
Bridgeview	14,189	75,990	77,654	55,944
Broadview	88,830	107,207	95,146	97,061
Brookfield	241,820	254,493	287,207	261,173
Brookfield Zoo	2,318	2,416	2,054	2,263
Calumet City	118,110	130,382	134,693	127,728
Calumet Park	18,458	20,211	23,380	20,683
Chicago Heights	105,059	111,100	101,623	105,927
Chicago Ridge	112,584	115,821	120,592	116,332
Cicero	237,129	283,491	292,109	270,910
Clarendon Hills	111,877	121,065	121,462	118,135
Crestwood	58,440	61,368	65,249	61,686
Crete	152,161	164,507	166,986	161,218
Dolton	71,414	74,328	68,788	71,510
Downers Grove	902,997	928,512	917,100	916,203
Eisenhower	190,672	227,676	237,400	218,583
Elmhurst	1,194,959	1,245,546	1,206,744	1,215,750
Elmwood Park	178,936	209,878	226,358	205,057
Evergreen Park	157,349	161,209	159,596	159,385
Flossmoor	132,623	136,726	133,009	134,119
Forest Park	148,741	160,972	170,171	159,961
Frankfort	328,631	354,217	364,079	348,976
Glenwood-Lynwood	108,429	118,945	111,782	113,052
Grande Prairie	127,538	129,856	129,169	128,854
Harvey	50,920	49,616	57,050	52,529
Hillside	86,318	84,807	80,922	84,016
Hinsdale	265,522	287,435	298,328	283,762
Hodgkins	52,106	52,273	54,347	52,909
Homewood	290,597	305,742	332,851	309,730
Indian Prairie	737,268	784,630	772,406	764,768
Justice	40,750	49,210	50,760	46,907
La Grange	240,441	240,234	243,453	241,376
La Grange Park	172,093	174,656	176,730	174,493
Lyons	72,522	73,452	79,015	74,996
Markham	21,882	41,668	50,265	37,938
Matteson	148,972	163,224	165,430	159,209
Maywood	58,076	54,871	59,453	57,467

SWAN Library	2009	2010	2011	Three Year Circulation Average
McCook	13,426	13,215	12,724	13,122
Melrose Park	91,108	98,670	93,161	94,313
Midlothian	111,542	96,817	93,873	100,744
Morton Arboretum	3,741	3,877	3,697	3,772
Morton College	4,675	4,323	4,326	4,441
Nancy McConathy	31,851	32,488	29,208	31,182
North Riverside	73,537	74,584	74,245	74,122
Northlake	162,808	176,540	175,029	171,459
Oak Lawn	463,264	496,494	477,308	479,022
Oak Park*	1,323,423	1,323,423	1,321,604	1,322,817
Orland Park	557,009	564,412	568,030	563,150
Palos Heights	155,584	156,612	164,308	158,835
Palos Park	54,089	60,089	59,275	57,818
Park Forest	239,170	221,780	226,352	229,101
Prairie State College	8,980	10,133	9,102	9,405
Prairie Trails	169,663	186,020	188,811	181,498
Richton Park	83,107	90,731	89,984	87,941
River Forest	149,298	165,374	195,206	169,959
River Grove	42,709	49,615	53,814	48,713
Riverdale	41,789	48,823	55,441	48,684
Riverside	139,960	139,960	144,580	141,500
S Suburban College	6,923	6,684	5,926	6,511
Schiller Park	73,379	72,496	74,933	73,603
South Holland	122,820	127,433	128,458	126,237
Steger-S Chicago Hts	59,251	64,431	58,501	60,728
Stickney-Forest View	37,742	40,312	43,796	40,617
Summit	25,523	25,877	25,926	25,775
Thomas Ford	173,857	187,627	209,073	190,186
Thornton	4,891	10,155	14,881	9,976
Tinley Park	610,443	670,050	684,649	655,047
University Park	19,099	20,446	27,979	22,508
Westchester	157,436	165,882	161,536	161,618
Westmont	287,823	317,659	338,457	314,646
William Leonard	5,211	3,668	3,580	4,153
Woodridge	508,311	539,321	552,307	533,313
Worth	77,124	70,611	72,668	73,468

\* Oak Park FY11 number not available so FY12 was used.

SWAN LIBRARY	FY11 Titles	FY12 Titles	FY13 Titles	Three Year Average Title Count
Acorn	66,978	66,867	65,687	66,511
Alsip	118,196	112,123	97,043	109,121
Bedford Park	70,326	70,225	71,014	70,522
Beecher	23,114	24,542	25,552	24,403
Bellwood	76,267	73,500	73,952	74,573
Berkeley	43,965	44,715	33,548	40,743
Berwyn	135,590	129,189	123,016	129,265
Blue Island	81,652	86,465	93,054	87,057
Bridgeview	61,733	63,663	69,861	65,086
Broadview	58,426	59,536	59,299	59,087
Brookfield	79,470	72,345	79,057	76,957
Brookfield Zoo	7,742	7,823	8,105	7,890
Calumet City	134,371	138,198	145,256	139,275
Calumet Park	17,350	16,834	17,008	17,064
Chicago Heights	115,714	115,245	114,129	115,029
Chicago Ridge	70,194	69,191	73,266	70,884
Cicero	95,795	98,688	98,190	97,558
Clarendon Hills	51,192	51,904	55,021	52,706
Crestwood	56,705	57,738	55,440	56,628
Crete	73,418	76,679	78,268	76,122
Dolton	106,693	106,488	104,388	105,856
Downers Grove	285,061	286,393	289,976	287,143
Eisenhower	129,264	139,889	145,891	138,348
Elmhurst	285,155	291,388	297,787	291,443
Elmwood Park	92,461	94,623	102,036	96,373
Evergreen Park	68,464	70,313	79,778	72,852
Flossmoor	80,148	82,742	87,920	83,603
Forest Park	76,569	74,938	74,767	75,425
Frankfort	101,655	105,674	117,318	108,216
Glenwood-Lynwood	45,795	51,303	54,687	50,595
Grande Prairie	87,656	85,306	86,389	86,450
Harvey	83,761	84,020	77,921	81,901
Hillside	55,035	56,972	56,741	56,249
Hinsdale	120,296	124,020	131,313	125,210
Hodgkins	41,210	40,966	40,111	40,762
Homewood	95,083	93,766	97,054	95,301
Indian Prairie	158,729	156,032	165,234	159,998
Justice	43,728	44,425	44,436	44,196
La Grange	93,652	96,345	106,926	98,974
La Grange Park	88,687	88,381	89,931	89,000
Lyons	57,220	59,637	54,518	57,125
Markham	83,484	23,202	23,818	43,501
Matteson	18,546	82,701	94,487	65,245
Maywood	72,311	73,494	74,169	73,325

SWAN LIBRARY	FY11 Titles	FY12 Titles	FY13 Titles	Three Year Average Title Count
McCook	22,805	23,323	24,251	23,460
Melrose Park	61,203	60,109	65,064	62,125
Midlothian	64,460	66,105	71,182	67,249
Morton Arboretum	20,882	21,400	21,458	21,247
Morton College	46,906	46,268	46,474	46,549
Nancy McConathy	33,968	34,591	35,174	34,578
North Riverside	41,679	43,222	46,130	43,677
Northlake	90,719	90,957	92,973	91,550
Oak Lawn	263,799	267,378	267,404	266,194
Oak Park	317,322	256,574	283,204	285,700
Orland Park	190,844	195,892	210,815	199,184
Palos Heights	79,829	84,377	92,209	85,472
Palos Park	32,585	31,571	33,981	32,712
Park Forest	117,098	103,175	109,291	109,855
Prairie State College	42,793	35,323	34,083	37,400
Prairie Trails	84,693	87,363	92,831	88,296
Richton Park	43,667	46,872	49,016	46,518
River Forest	68,239	67,342	74,052	69,878
River Grove	27,565	26,453	24,346	26,121
Riverdale	33,082	32,885	32,836	32,934
Riverside	93,747	92,895	94,213	93,618
S Suburban College	28,155	25,763	24,969	26,296
Schiller Park	72,726	72,253	75,052	73,344
South Holland	114,059	114,855	112,843	113,919
Steger-S Chicago Hts	38,667	38,829	36,334	37,943
Stickney-Forest View	59,912	54,214	49,627	54,584
Summit	40,591	43,255	44,685	42,844
Thomas Ford	77,198	78,083	80,446	78,576
Thornton	16,117	23,287	24,626	21,343
Tinley Park	180,766	177,684	181,685	180,045
University Park	30,181	31,281	31,295	30,919
Westchester	88,946	90,274	92,962	90,727
Westmont	95,709	99,960	107,578	101,082
William Leonard	12,952	13,005	13,018	12,992
Woodridge	189,734	188,133	189,414	189,094
Worth	45,904	43,185	41,206	43,432

SWAN LIBRARY	Number of Staff Licenses FY13
Acorn	9
Alsip-Merr. Pk	13
Bedford Pk	9
Beecher	2
Bellwood	8
Berkeley	3
Berwyn	23
Blue Island	10
Bridgeview	9
Broadview	8
Brookfield	9
Brookfield Zoo	2
Calumet City	25
Calumet Park	2
Chicago Hts.	8
Chicago Ridge	8
Cicero	21
Clarendon Hls	8
Crestwood	5
Crete	9
Dolton	12
Downers Grove	37
Eisenhower	23
Elmhurst	37
Elmwood Pk	9
Evergreen Pk	7
Flossmoor	12
Forest Pk	15
Frankfort	16
Glenwood-Lyn	12
Grande Prairie	6
Harvey	15
Hillside	4
Hinsdale	16
Hodgkins	2
Homewood	14
Indian Prairie	23
Justice	3
La Grange	18
La Grange Pk	11
Lyons	6
Markham	10
Matteson	15
Maywood	11
McCook	4

SWAN LIBRARY	Number of Staff Licenses FY13
Melrose Pk	22
Midlothian	7
Morton Arboretum	3
Morton College	4
N McConathy	2
No.Riverside	8
Northlake	13
Oak Lawn	26
Oak Park	44
Orland Pk	29
Palos Hts	6
Palos Pk	4
Park Forest	13
Prairie State Col	11
Prairie Trls	12
Richton Pk	6
River Forest	10
River Grove	3
Riverdale	6
Riverside	12
Schiller Pk	5
So Suburban Col	4
So. Holland	15
Steger-S.Chgo.	3
Stickney-FV	8
Summit	4
Thomas Ford	10
Thornton	2
Tinley Pk	22
University Pk	4
Westchester	11
Westmont	9
Wm. Leonard	2
Woodridge	19
Worth	5
<b>TOTALS</b>	<b>893</b>

700,000 60%

420000

Per Unit Cost 470.324748

Cataloging Libraries	FY13 Current Fee	New SWAN Fee Without Discount	15% Discount "Cataloging Consideration"	New SWAN Fee Including Discount	Difference Between Old and New Fees
Downers Grove	\$ 66,315	\$ 73,952	\$ (11,093)	\$ 62,859	\$ (3,455)
Elmhurst	\$ 66,458	\$ 80,441	\$ (12,066)	\$ 68,375	\$ 1,917
Morton Arboretum	\$ 10,284	\$ 11,376	\$ (1,706)	\$ 9,669	\$ (615)
Oak Lawn	\$ 45,874	\$ 57,576	\$ (8,636)	\$ 48,939	\$ 3,065
Oak Park	\$ 73,084	\$ 85,436	\$ (12,815)	\$ 72,620	\$ (464)
Tinley Pk	\$ 46,316	\$ 50,254	\$ (7,538)	\$ 42,716	\$ (3,600)

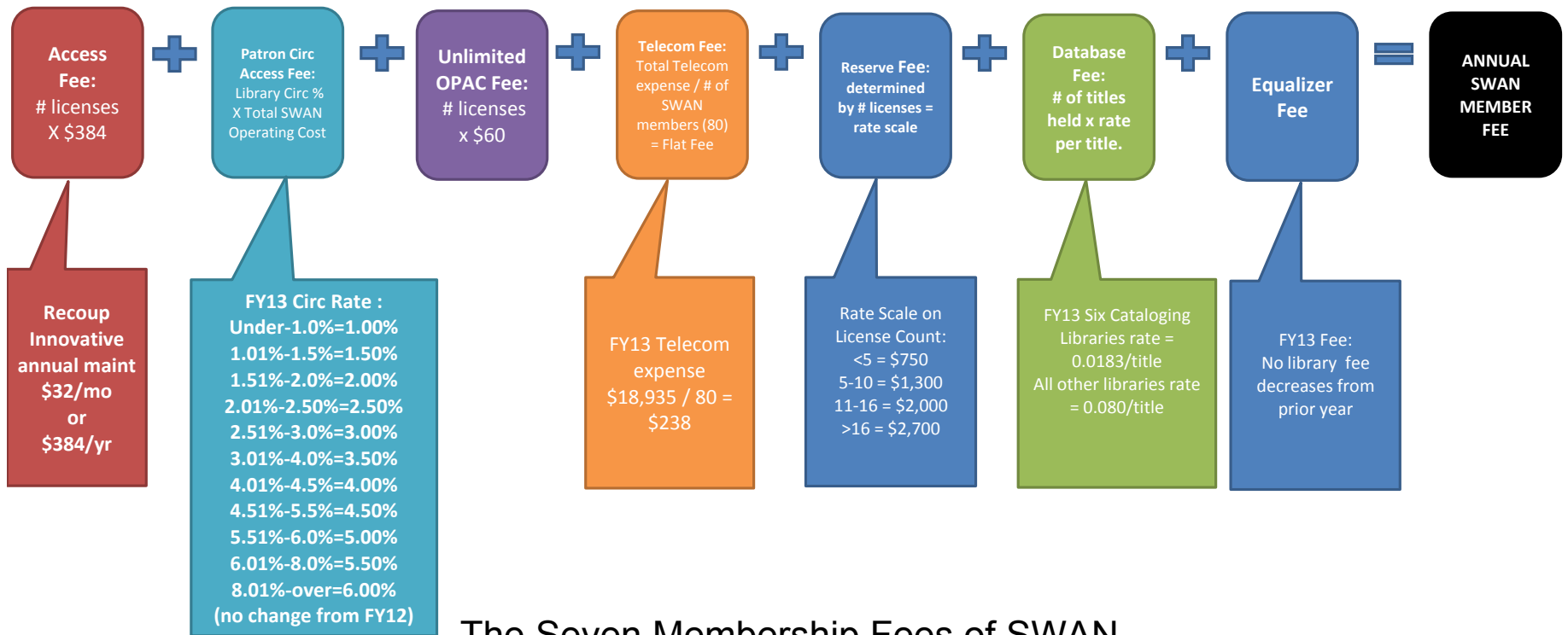


<b>SWAN LIBRARY</b>	<b>Flat Fee (28% of total budget)</b>	<b>License Fee (22% of total budget)</b>	<b>Circ Fee (15% of total budget)</b>	<b>Title Fee (35% of the total budget)</b>	<b>Subtotal of NEW SWAN Member Fee</b>	<b>Catlogging Consideration 15% Discount</b>	<b>Final Total of NEW SWAN Member Fee</b>	<b>Approved FY13 SWAN Member Fee</b>	<b>Difference btw Old &amp; New Fee</b>
Indian Prairie	\$ 7,624	\$ 11,265	\$ 15,431	\$ 16,555	\$ 50,876		\$ 50,876	\$ 60,439	\$ (9,564)
Woodridge	\$ 7,624	\$ 9,306	\$ 10,761	\$ 19,566	\$ 47,257		\$ 47,257	\$ 53,026	\$ (5,769)
Orland Pk	\$ 7,624	\$ 14,204	\$ 11,363	\$ 20,610	\$ 53,801		\$ 53,801	\$ 59,178	\$ (5,377)
Homewood	\$ 7,624	\$ 6,857	\$ 6,249	\$ 9,861	\$ 30,592		\$ 30,592	\$ 35,146	\$ (4,554)
Westmont	\$ 7,624	\$ 4,408	\$ 6,349	\$ 10,459	\$ 28,840		\$ 28,840	\$ 33,068	\$ (4,228)
Frankfort	\$ 7,624	\$ 7,837	\$ 7,041	\$ 11,197	\$ 33,700		\$ 33,700	\$ 37,655	\$ (3,955)
Berwyn	\$ 7,624	\$ 11,265	\$ 6,762	\$ 13,375	\$ 39,027		\$ 39,027	\$ 42,839	\$ (3,812)
Tinley Pk	\$ 7,624	\$ 10,776	\$ 13,217	\$ 18,630	\$ 50,246	\$ (7,537)	\$ 42,709	\$ 46,316	\$ (3,606)
Downers Grove	\$ 7,624	\$ 18,123	\$ 18,486	\$ 29,711	\$ 73,944	\$ (11,092)	\$ 62,853	\$ 66,315	\$ (3,462)
La Grange	\$ 7,624	\$ 8,816	\$ 4,870	\$ 10,241	\$ 31,552		\$ 31,552	\$ 34,626	\$ (3,074)
Matteson	\$ 7,624	\$ 7,347	\$ 3,212	\$ 6,751	\$ 24,935		\$ 24,935	\$ 27,814	\$ (2,879)
Park Forest	\$ 7,624	\$ 6,367	\$ 4,623	\$ 11,367	\$ 29,981		\$ 29,981	\$ 32,415	\$ (2,434)
Eisenhower	\$ 7,624	\$ 11,265	\$ 4,410	\$ 14,315	\$ 37,615		\$ 37,615	\$ 39,963	\$ (2,348)
Cicero	\$ 7,624	\$ 10,286	\$ 5,466	\$ 10,095	\$ 33,471		\$ 33,471	\$ 35,593	\$ (2,123)
Brookfield	\$ 7,624	\$ 4,408	\$ 5,270	\$ 7,963	\$ 25,265		\$ 25,265	\$ 27,001	\$ (1,736)
Prairie State Col	\$ 7,624	\$ 5,388	\$ 190	\$ 3,870	\$ 17,072		\$ 17,072	\$ 18,102	\$ (1,031)
Hinsdale	\$ 7,624	\$ 7,837	\$ 5,725	\$ 12,956	\$ 34,142		\$ 34,142	\$ 34,989	\$ (847)
Brookfield Zoo	\$ 7,624	\$ 980	\$ 46	\$ 816	\$ 9,466		\$ 9,466	\$ 10,095	\$ (629)
Morton Arboretum	\$ 7,624	\$ 1,469	\$ 76	\$ 2,198	\$ 11,368	\$ (1,705)	\$ 9,663	\$ 10,284	\$ (621)
Evergreen Pk	\$ 7,624	\$ 3,429	\$ 3,216	\$ 7,538	\$ 21,807		\$ 21,807	\$ 22,385	\$ (578)
Forest Pk	\$ 7,624	\$ 7,347	\$ 3,228	\$ 7,804	\$ 26,003		\$ 26,003	\$ 26,479	\$ (476)
Oak Park	\$ 7,624	\$ 21,551	\$ 26,690	\$ 29,562	\$ 85,428	\$ (12,814)	\$ 72,614	\$ 73,084	\$ (470)
Wm. Leonard	\$ 7,624	\$ 980	\$ 84	\$ 1,344	\$ 10,032		\$ 10,032	\$ 10,488	\$ (456)
Westchester	\$ 7,624	\$ 5,388	\$ 3,261	\$ 9,388	\$ 25,661		\$ 25,661	\$ 26,084	\$ (423)
Thornton	\$ 7,624	\$ 980	\$ 201	\$ 2,208	\$ 11,014		\$ 11,014	\$ 11,417	\$ (404)
Palos Hts	\$ 7,624	\$ 2,939	\$ 3,205	\$ 8,844	\$ 22,612		\$ 22,612	\$ 22,936	\$ (324)
La Grange Pk	\$ 7,624	\$ 5,388	\$ 3,521	\$ 9,209	\$ 25,742		\$ 25,742	\$ 25,913	\$ (171)
Crete	\$ 7,624	\$ 4,408	\$ 3,253	\$ 7,877	\$ 23,162		\$ 23,162	\$ 23,272	\$ (110)
Northlake	\$ 7,624	\$ 6,367	\$ 3,460	\$ 9,473	\$ 26,924		\$ 26,924	\$ 27,033	\$ (109)
River Forest	\$ 7,624	\$ 4,898	\$ 3,429	\$ 7,230	\$ 23,182		\$ 23,182	\$ 23,259	\$ (77)
Alsip-Merr. Pk	\$ 7,624	\$ 6,367	\$ 3,588	\$ 11,291	\$ 28,870		\$ 28,870	\$ 28,938	\$ (67)
Prairie Trls	\$ 7,624	\$ 5,878	\$ 3,662	\$ 9,136	\$ 26,300		\$ 26,300	\$ 26,349	\$ (49)
Calumet Park	\$ 7,624	\$ 980	\$ 417	\$ 1,766	\$ 10,787		\$ 10,787	\$ 10,808	\$ (21)

<b>SWAN LIBRARY</b>	<b>Flat Fee (28% of total budget)</b>	<b>License Fee (22% of total budget)</b>	<b>Circ Fee (15% of total budget)</b>	<b>Title Fee (35% of the total budget)</b>	<b>Subtotal of NEW SWAN Member Fee</b>	<b>Catlogging Consideration 15% Discount</b>	<b>Final Total of NEW SWAN Member Fee</b>	<b>Approved FY13 SWAN Member Fee</b>	<b>Difference btw Old &amp; New Fee</b>
McCook	\$ 7,624	\$ 1,959	\$ 265	\$ 2,427	\$ 12,276		\$ 12,276	\$ 12,275	\$ 0
Blue Island	\$ 7,624	\$ 4,898	\$ 3,504	\$ 9,008	\$ 25,035		\$ 25,035	\$ 24,779	\$ 256
Morton College	\$ 7,624	\$ 1,959	\$ 90	\$ 4,817	\$ 14,490		\$ 14,490	\$ 14,152	\$ 337
University Pk	\$ 7,624	\$ 1,959	\$ 454	\$ 3,199	\$ 13,237		\$ 13,237	\$ 12,839	\$ 398
Bedford Pk	\$ 7,624	\$ 4,408	\$ 180	\$ 7,297	\$ 19,510		\$ 19,510	\$ 19,078	\$ 432
Acorn	\$ 7,624	\$ 4,408	\$ 3,744	\$ 6,882	\$ 22,658		\$ 22,658	\$ 22,146	\$ 512
Schiller Pk	\$ 7,624	\$ 2,449	\$ 131	\$ 2,721	\$ 12,925		\$ 12,925	\$ 12,397	\$ 528
N McConathy	\$ 7,624	\$ 980	\$ 629	\$ 3,578	\$ 12,811		\$ 12,811	\$ 12,261	\$ 550
Riverdale	\$ 7,624	\$ 2,939	\$ 982	\$ 3,408	\$ 14,953		\$ 14,953	\$ 14,400	\$ 553
Beecher	\$ 7,624	\$ 980	\$ 941	\$ 2,525	\$ 12,070		\$ 12,070	\$ 11,491	\$ 578
Summit	\$ 7,624	\$ 1,959	\$ 520	\$ 4,433	\$ 14,537		\$ 14,537	\$ 13,910	\$ 626
Thomas Ford	\$ 7,624	\$ 4,898	\$ 3,837	\$ 8,130	\$ 24,490		\$ 24,490	\$ 23,842	\$ 648
Stickney-FV	\$ 7,624	\$ 3,918	\$ 820	\$ 5,648	\$ 18,010		\$ 18,010	\$ 17,291	\$ 719
Maywood	\$ 7,624	\$ 5,388	\$ 1,159	\$ 7,587	\$ 21,759		\$ 21,759	\$ 20,960	\$ 798
Harvey	\$ 7,624	\$ 7,347	\$ 1,060	\$ 8,474	\$ 24,506		\$ 24,506	\$ 23,684	\$ 821
River Grove	\$ 7,624	\$ 1,469	\$ 983	\$ 2,703	\$ 12,779		\$ 12,779	\$ 11,925	\$ 854
Berkeley	\$ 7,624	\$ 1,469	\$ 1,161	\$ 4,216	\$ 14,470		\$ 14,470	\$ 13,568	\$ 902
Crestwood	\$ 7,624	\$ 2,449	\$ 1,245	\$ 5,859	\$ 17,177		\$ 17,177	\$ 16,178	\$ 999
Justice	\$ 7,624	\$ 1,469	\$ 946	\$ 4,573	\$ 14,613		\$ 14,613	\$ 13,542	\$ 1,071
Palos Pk	\$ 7,624	\$ 1,959	\$ 1,167	\$ 3,385	\$ 14,135		\$ 14,135	\$ 13,053	\$ 1,082
Elmwood Pk	\$ 7,624	\$ 4,408	\$ 4,137	\$ 9,972	\$ 26,142		\$ 26,142	\$ 25,054	\$ 1,088
Hodgkins	\$ 7,624	\$ 980	\$ 1,068	\$ 4,218	\$ 13,889		\$ 13,889	\$ 12,787	\$ 1,102
So Suburban Col	\$ 7,624	\$ 1,959	\$ 1,485	\$ 7,589	\$ 18,658		\$ 18,658	\$ 17,485	\$ 1,172
Worth	\$ 7,624	\$ 2,449	\$ 1,482	\$ 4,494	\$ 16,050		\$ 16,050	\$ 14,869	\$ 1,180
Lyons	\$ 7,624	\$ 2,939	\$ 1,513	\$ 5,911	\$ 17,987		\$ 17,987	\$ 16,793	\$ 1,194
Bridgeview	\$ 7,624	\$ 4,408	\$ 1,129	\$ 6,735	\$ 19,896		\$ 19,896	\$ 18,694	\$ 1,202
Steger-S.Chgo.	\$ 7,624	\$ 1,469	\$ 1,225	\$ 3,926	\$ 14,245		\$ 14,245	\$ 13,039	\$ 1,206
No.Riverside	\$ 7,624	\$ 3,918	\$ 1,496	\$ 4,519	\$ 17,558		\$ 17,558	\$ 16,351	\$ 1,206
Melrose Pk	\$ 7,624	\$ 10,776	\$ 1,903	\$ 6,428	\$ 26,731		\$ 26,731	\$ 25,482	\$ 1,249
Richton Pk	\$ 7,624	\$ 2,939	\$ 1,774	\$ 4,813	\$ 17,151		\$ 17,151	\$ 15,694	\$ 1,457
Glenwood-Lyn	\$ 7,624	\$ 5,878	\$ 2,281	\$ 5,235	\$ 21,018		\$ 21,018	\$ 19,512	\$ 1,506
Dolton	\$ 7,624	\$ 5,878	\$ 1,443	\$ 10,953	\$ 25,898		\$ 25,898	\$ 24,374	\$ 1,524
Grande Prairie	\$ 7,624	\$ 2,939	\$ 2,600	\$ 8,945	\$ 22,108		\$ 22,108	\$ 20,354	\$ 1,754

<b>SWAN LIBRARY</b>	<b>Flat Fee (28% of total budget)</b>	<b>License Fee (22% of total budget)</b>	<b>Circ Fee (15% of total budget)</b>	<b>Title Fee (35% of the total budget)</b>	<b>Subtotal of NEW SWAN Member Fee</b>	<b>Catlogging Consideration 15% Discount</b>	<b>Final Total of NEW SWAN Member Fee</b>	<b>Approved FY13 SWAN Member Fee</b>	<b>Difference btw Old &amp; New Fee</b>
Elmhurst	\$ 7,624	\$ 18,123	\$ 24,530	\$ 30,156	\$ 80,433	\$ (12,065)	\$ 68,368	\$ 66,458	\$ 1,911
Flossmoor	\$ 7,624	\$ 5,878	\$ 2,706	\$ 8,651	\$ 24,859		\$ 24,859	\$ 22,935	\$ 1,923
Broadview	\$ 7,624	\$ 3,918	\$ 1,958	\$ 6,114	\$ 19,615		\$ 19,615	\$ 17,672	\$ 1,943
Hillside	\$ 7,624	\$ 1,959	\$ 1,695	\$ 5,820	\$ 17,099		\$ 17,099	\$ 15,115	\$ 1,984
Midlothian	\$ 7,624	\$ 3,429	\$ 2,033	\$ 6,958	\$ 20,044		\$ 20,044	\$ 17,912	\$ 2,132
Bellwood	\$ 7,624	\$ 3,918	\$ 1,910	\$ 7,716	\$ 21,169		\$ 21,169	\$ 18,929	\$ 2,240
Clarendon Hls	\$ 7,624	\$ 3,918	\$ 2,384	\$ 5,454	\$ 19,380		\$ 19,380	\$ 17,063	\$ 2,317
Markham	\$ 7,624	\$ 4,898	\$ 765	\$ 4,501	\$ 17,789		\$ 17,789	\$ 15,454	\$ 2,335
Chicago Ridge	\$ 7,624	\$ 3,918	\$ 2,347	\$ 7,335	\$ 21,224		\$ 21,224	\$ 18,541	\$ 2,683
Chicago Hts.	\$ 7,624	\$ 3,918	\$ 2,137	\$ 11,902	\$ 25,582		\$ 25,582	\$ 22,686	\$ 2,896
Oak Lawn	\$ 7,624	\$ 12,735	\$ 9,665	\$ 27,544	\$ 57,568	\$ (8,635)	\$ 48,933	\$ 45,874	\$ 3,059
Calumet City	\$ 7,624	\$ 12,245	\$ 2,577	\$ 14,411	\$ 36,858		\$ 36,858	\$ 33,700	\$ 3,157
Riverside	\$ 7,624	\$ 5,878	\$ 2,855	\$ 9,687	\$ 26,044		\$ 26,044	\$ 22,674	\$ 3,370
So. Holland	\$ 7,624	\$ 7,347	\$ 2,547	\$ 11,787	\$ 29,306		\$ 29,306	\$ 25,571	\$ 3,735

## Appendix B: Current FY13 SWAN Fee Chart



The Seven Membership Fees of SWAN

SWAN Annual Fee Chart FY2013: Breakeven, 100% staff + FY13 RAILS Facility contract, 100% Reserve Fee routed to operating  
 Approved by SWAN Membership December 1, 2011

LIBRARY	FY2012 Patron Circ Formula	FY2013 Patron Circ Formula	Number of Staff Licenses	Access Fee \$32/mo	Unlimited OPAC Fee	FY2013 Telecom Fee	Circ Access Fee	FY2013 Reserve Fee	Equalizer	FY13 Database Fee***	Last Year: FY12 Grand Total	This Year: FY13 Grand Total	Change from Prior Year	% Increase From FY12-13	# of staff licenses added	Notes
Acorn	1.50%	1.50%	9	\$3,456	\$540	\$238	\$11,357	\$1,300		\$5,255	\$21,945	\$22,146	\$201	0.92%	1	
Alsip-Merr. Pk	1.50%	1.50%	13	\$4,992	\$780	\$238	\$11,357	\$2,000	\$1,808	\$7,763	\$28,938	\$28,938	\$0	0.00%		
Bedford Pk	1.00%	1.00%	9	\$3,456	\$540	\$238	\$7,571	\$1,300	\$292	\$5,681	\$19,078	\$19,078	\$0	0.00%		
Beecher	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$2,044	\$11,309	\$11,491	\$182	1.61%		
Bellwood	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300	\$352	\$5,916	\$18,929	\$18,929	\$0	0.00%		
Berkeley	1.00%	1.00%	3	\$1,152	\$180	\$238	\$7,571	\$750	\$993	\$2,684	\$13,568	\$13,568	\$0	0.00%		
Berwyn	2.50%	2.50%	23	\$8,832	\$1,380	\$238	\$18,928	\$2,700	\$920	\$9,841	\$42,839	\$42,839	\$0	0.00%		
Blue Island	1.50%	1.50%	10	\$3,840	\$600	\$238	\$11,357	\$1,300		\$7,444	\$24,597	\$24,779	\$182	0.74%		
Bridgeview	1.00%	1.00%	9	\$3,456	\$540	\$238	\$7,571	\$1,300		\$5,589	\$18,488	\$18,694	\$206	1.11%		
Broadview	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300	\$267	\$4,744	\$17,672	\$17,672	\$0	0.00%		
Brookfield	2.00%	2.00%	9	\$3,456	\$540	\$238	\$15,142	\$1,300		\$6,325	\$26,494	\$27,001	\$507	1.91%		
Brookfield Zoo	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$648	\$9,889	\$10,095	\$206	2.08%		
Calumet City	1.00%	1.00%	25	\$9,600	\$1,500	\$238	\$7,571	\$2,700	\$471	\$11,620	\$33,700	\$33,700	\$0	0.00%		
Calumet Park	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$1,361	\$10,615	\$10,808	\$193	1.82%		
Chicago Hts.	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300	\$895	\$9,130	\$22,686	\$22,686	\$0	0.00%		
Chicago Ridge	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300	\$19	\$5,861	\$18,541	\$18,541	\$0	0.00%		
Cicero	2.00%	2.00%	21	\$8,064	\$1,260	\$238	\$15,142	\$2,700	\$334	\$7,855	\$35,593	\$35,593	\$0	0.00%		
Clarendon Hls	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300		\$4,402	\$16,985	\$17,063	\$78	0.46%		
Crestwood	1.00%	1.00%	5	\$1,920	\$300	\$238	\$7,571	\$1,300	\$414	\$4,435	\$16,178	\$16,178	\$0	0.00%		
Crete	1.50%	1.50%	9	\$3,456	\$540	\$238	\$11,357	\$1,300	\$120	\$6,261	\$23,272	\$23,272	\$0	0.00%		
Dolton	1.00%	1.00%	12	\$4,608	\$720	\$238	\$7,571	\$2,000	\$886	\$8,351	\$24,374	\$24,374	\$0	0.00%		
Downers Grove	5.50%	5.50%	37	\$14,208	\$2,220	\$238	\$41,642	\$2,700		\$5,307	\$65,379	\$66,315	\$936	1.43%		
Eisenhower	2.00%	2.00%	23	\$8,832	\$1,380	\$238	\$15,142	\$2,700		\$11,671	\$33,899	\$39,963	\$6,064	17.89%	5	Added licenses
Elmhurst	6.00%	5.50%	37	\$14,208	\$2,220	\$238	\$41,642	\$2,700		\$5,450	\$65,629	\$66,458	\$828	1.26%		Circ rate dropped
Elmwood Pk	1.50%	1.50%	9	\$3,456	\$540	\$238	\$11,357	\$1,300		\$8,163	\$24,887	\$25,054	\$167	0.67%		
Evergreen Pk	1.50%	1.50%	7	\$2,688	\$420	\$238	\$11,357	\$1,300		\$6,382	\$21,811	\$22,385	\$574	2.63%		
Flossmoor	1.00%	1.00%	12	\$4,608	\$720	\$238	\$7,571	\$2,000	\$764	\$7,034	\$22,935	\$22,935	\$0	0.00%		
Forest Pk	1.50%	1.50%	15	\$5,760	\$900	\$238	\$11,357	\$2,000	\$243	\$5,981	\$26,479	\$26,479	\$0	0.00%		
Frankfort	2.50%	2.50%	16	\$6,144	\$960	\$238	\$18,928	\$2,000		\$9,385	\$36,915	\$37,655	\$740	2.01%		
Glenwood-Lyn	1.00%	1.00%	12	\$4,608	\$720	\$238	\$7,571	\$2,000		\$4,375	\$19,407	\$19,512	\$105	0.54%		
Grande Prairie	1.00%	1.00%	6	\$2,304	\$360	\$238	\$7,571	\$1,300	\$1,670	\$6,911	\$20,354	\$20,354	\$0	0.00%		
Harvey	1.00%	1.00%	15	\$5,760	\$900	\$238	\$7,571	\$2,000	\$981	\$6,234	\$23,684	\$23,684	\$0	0.00%		
Hillside	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750	\$241	\$4,539	\$15,115	\$15,115	\$0	0.00%		
Hinsdale	2.00%	2.00%	16	\$6,144	\$960	\$238	\$15,142	\$2,000		\$10,505	\$34,953	\$34,989	\$36	0.10%		
Hodgkins	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750	\$131	\$3,209	\$12,787	\$12,787	\$0	0.00%		
Homewood	2.50%	2.50%	14	\$5,376	\$840	\$238	\$18,928	\$2,000		\$7,764	\$34,955	\$35,146	\$191	0.55%		
Indian Prairie	4.50%	4.50%	23	\$8,832	\$1,380	\$238	\$34,070	\$2,700		\$13,219	\$57,497	\$60,439	\$2,943	5.12%		
Justice	1.00%	1.00%	3	\$1,152	\$180	\$238	\$7,571	\$750	\$96	\$3,555	\$13,542	\$13,542	\$0	0.00%		
La Grange	2.00%	2.00%	18	\$6,912	\$1,080	\$238	\$15,142	\$2,700		\$8,554	\$34,050	\$34,626	\$576	1.69%		
La Grange Pk	1.50%	1.50%	11	\$4,224	\$660	\$238	\$11,357	\$2,000	\$240	\$7,194	\$25,913	\$25,913	\$0	0.00%		

SWAN Annual Fee Chart FY2013: Breakeven, 100% staff + FY13 RAILS Facility contract, 100% Reserve Fee routed to operating  
 Approved by SWAN Membership December 1, 2011

LIBRARY	FY2012 Patron Circ Formula	FY2013 Patron Circ Formula	Number of Staff Licenses	Access Fee \$32/mo	Unlimited OPAC Fee	FY2013 Telecom Fee	Circ Access Fee	FY2013 Reserve Fee	Equalizer	FY13 Database Fee***	Last Year: FY12 Grand Total	This Year: FY13 Grand Total	Change from Prior Year	% Increase From FY12-13	# of staff licenses added	Notes
Lyons	1.00%	1.00%	6	\$2,304	\$360	\$238	\$7,571	\$1,300	\$659	\$4,361	\$16,793	\$16,793	\$0	0.00%		
Markham	1.00%	1.00%	10	\$3,840	\$600	\$238	\$7,571	\$1,300		\$1,905	\$15,290	\$15,454	\$164	1.07%		
Matteson	1.50%	1.50%	15	\$5,760	\$900	\$238	\$11,357	\$2,000		\$7,559	\$26,734	\$27,814	\$1,080	4.04%	1	Added licenses
Maywood	1.00%	1.00%	11	\$4,224	\$660	\$238	\$7,571	\$2,000	\$333	\$5,934	\$20,960	\$20,960	\$0	0.00%		
McCook	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750		\$1,940	\$12,087	\$12,275	\$188	1.56%		
Melrose Pk	1.00%	1.00%	22	\$8,448	\$1,320	\$238	\$7,571	\$2,700		\$5,205	\$25,340	\$25,482	\$142	0.56%		
Midlothian	1.00%	1.00%	7	\$2,688	\$420	\$238	\$7,571	\$1,300		\$5,695	\$17,819	\$17,912	\$93	0.52%		
Morton Arboretum	1.00%	1.00%	3	\$1,152	\$180	\$238	\$7,571	\$750		\$393	\$10,159	\$10,284	\$125	1.23%		
Morton College	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750	\$99	\$3,718	\$14,152	\$14,152	\$0	0.00%		
N McConathy	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$2,814	\$12,213	\$12,261	\$48	0.39%		
No.Riverside	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300		\$3,690	\$16,204	\$16,351	\$147	0.91%		
Northlake	1.50%	1.50%	13	\$4,992	\$780	\$238	\$11,357	\$2,000	\$228	\$7,438	\$27,033	\$27,033	\$0	0.00%		
Oak Lawn	3.50%	3.50%	26	\$9,984	\$1,560	\$238	\$26,499	\$2,700		\$4,893	\$42,443	\$45,874	\$3,431	8.08%		
Oak Park	6.00%	6.00%	44	\$16,896	\$2,640	\$238	\$45,427	\$2,700		\$5,183	\$70,660	\$73,084	\$2,424	3.43%		
Orland Pk	3.50%	3.50%	29	\$11,136	\$1,740	\$238	\$26,499	\$2,700		\$16,865	\$57,790	\$59,178	\$1,388	2.40%		
Palos Hts	1.50%	1.50%	6	\$2,304	\$360	\$238	\$11,357	\$1,300		\$7,377	\$21,479	\$22,936	\$1,457	6.78%		
Palos Pk	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750		\$2,718	\$12,829	\$13,053	\$224	1.75%		
Park Forest	1.50%	1.50%	13	\$4,992	\$780	\$238	\$11,357	\$2,000	\$4,305	\$8,743	\$32,415	\$32,415	\$0	0.00%		
Prairie State Col	1.00%	1.00%	11	\$4,224	\$660	\$238	\$7,571	\$2,000	\$682	\$2,727	\$18,102	\$18,102	\$0	0.00%		
Prairie Trls	1.50%	1.50%	12	\$4,608	\$720	\$238	\$11,357	\$2,000		\$7,426	\$26,266	\$26,349	\$83	0.32%		
Richton Pk	1.00%	1.00%	6	\$2,304	\$360	\$238	\$7,571	\$1,300		\$3,921	\$15,644	\$15,694	\$50	0.32%		
River Forest	1.50%	1.50%	10	\$3,840	\$600	\$238	\$11,357	\$1,300		\$5,924	\$22,876	\$23,259	\$383	1.68%		
River Grove	1.00%	1.00%	3	\$1,152	\$180	\$238	\$7,571	\$750	\$86	\$1,948	\$11,925	\$11,925	\$0	0.00%		
Riverdale	1.00%	1.00%	6	\$2,304	\$360	\$238	\$7,571	\$1,300		\$2,627	\$14,386	\$14,400	\$14	0.10%		
Riverside	1.00%	1.00%	12	\$4,608	\$720	\$238	\$7,571	\$2,000		\$7,537	\$22,272	\$22,674	\$402	1.81%	2	Added licenses
Schiller Pk	1.00%	1.00%	5	\$1,920	\$300	\$238	\$7,571	\$1,300	\$152	\$6,004	\$17,485	\$17,485	\$0	0.00%		
So Suburban Col	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750	\$64	\$1,998	\$12,397	\$12,397	\$0	0.00%		
So. Holland	1.00%	1.00%	15	\$5,760	\$900	\$238	\$7,571	\$2,000	\$75	\$9,027	\$25,571	\$25,571	\$0	0.00%		
Steger-S.Chgo.	1.00%	1.00%	3	\$1,152	\$180	\$238	\$7,571	\$750	\$241	\$2,907	\$13,039	\$13,039	\$0	0.00%	2	Added licenses
Stickney-FV	1.00%	1.00%	8	\$3,072	\$480	\$238	\$7,571	\$1,300	\$660	\$3,970	\$17,291	\$17,291	\$0	0.00%		
Summit	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750		\$3,575	\$13,881	\$13,910	\$29	0.21%		
Thomas Ford	1.50%	1.50%	10	\$3,840	\$600	\$238	\$11,357	\$1,300	\$71	\$6,436	\$23,842	\$23,842	\$0	0.00%		
Thornton	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$1,970	\$11,038	\$11,417	\$379	3.43%		
Tinley Pk	4.00%	4.00%	22	\$8,448	\$1,320	\$238	\$30,285	\$2,700		\$3,325	\$45,169	\$46,316	\$1,146	2.54%		
University Pk	1.00%	1.00%	4	\$1,536	\$240	\$238	\$7,571	\$750		\$2,504	\$12,803	\$12,839	\$36	0.28%		
Westchester	1.50%	1.50%	11	\$4,224	\$660	\$238	\$11,357	\$2,000	\$168	\$7,437	\$26,084	\$26,084	\$0	0.00%		
Westmont	2.50%	2.50%	9	\$3,456	\$540	\$238	\$18,928	\$1,300		\$8,606	\$32,592	\$33,068	\$476	1.46%		
Wm. Leonard	1.00%	1.00%	2	\$768	\$120	\$238	\$7,571	\$750		\$1,041	\$10,270	\$10,488	\$218	2.12%		
Woodridge	3.50%	3.50%	19	\$7,296	\$1,140	\$238	\$26,499	\$2,700		\$15,153	\$52,778	\$53,026	\$248	0.47%	1	Added licenses
Worth	1.00%	1.00%	5	\$1,920	\$300	\$238	\$7,571	\$1,300	\$244	\$3,296	\$14,869	\$14,869	\$0	0.00%		

1.15% Average Increase

## SWAN FY13 Database Fee

CODE	LIBRARY	Last Year	Total Titles as of 8/31/11	Last Year FY12	FY2013 Annual Rate	Compare FY12-FY13	PCT Change*	FY12 Fee Rate	FY13 Fee Rate
ADS	ACORN	66,867	65,687	\$6,018	\$5,255	-\$763	-12.7%	\$0.0900	\$0.0800
AMS	ALSIP	112,123	97,043	\$10,091	\$7,763	-\$2,328	-23.1%	\$0.0900	\$0.0800
BPS	BEDFORD PARK	70,225	71,014	\$6,320	\$5,681	-\$639	-10.1%	\$0.0900	\$0.0800
BCS	BEECHER	24,542	25,552	\$2,209	\$2,044	-\$165	-7.5%	\$0.0900	\$0.0800
BWS	BELLWOOD	73,500	73,952	\$6,615	\$5,916	-\$699	-10.6%	\$0.0900	\$0.0800
BKS	BERKELEY	44,715	33,548	\$4,024	\$2,684	-\$1,340	-33.3%	\$0.0900	\$0.0800
BYS	BERWYN	129,189	123,016	\$11,627	\$9,841	-\$1,786	-15.4%	\$0.0900	\$0.0800
BIS	BLUE ISLAND	86,465	93,054	\$7,782	\$7,444	-\$338	-4.3%	\$0.0900	\$0.0800
BVS	BRIDGEVIEW	63,663	69,861	\$5,730	\$5,589	-\$141	-2.5%	\$0.0900	\$0.0800
BRS	BROADVIEW	59,536	59,299	\$5,358	\$4,744	-\$614	-11.5%	\$0.0900	\$0.0800
BFS	BROOKFIELD	72,345	79,057	\$6,511	\$6,325	-\$186	-2.9%	\$0.0900	\$0.0800
BZS	BROOKFIELD ZOO	7,823	8,105	\$704	\$648	-\$56	-8.0%	\$0.0900	\$0.0800
CCS	CALUMET CITY	138,198	145,256	\$12,438	\$11,620	-\$818	-6.6%	\$0.0900	\$0.0800
CAS	CALUMET PARK	16,834	17,008	\$1,515	\$1,361	-\$154	-10.2%	\$0.0900	\$0.0800
CHS	CHICAGO HEIGHTS	115,245	114,129	\$10,372	\$9,130	-\$1,242	-12.0%	\$0.0900	\$0.0800
CRS	CHICAGO RIDGE	69,191	73,266	\$6,227	\$5,861	-\$366	-5.9%	\$0.0900	\$0.0800
CIS	CICERO	98,688	98,190	\$8,882	\$7,855	-\$1,027	-11.6%	\$0.0900	\$0.0800
CNS	CLARENDON HILLS	51,904	55,021	\$4,671	\$4,402	-\$269	-5.8%	\$0.0900	\$0.0800
CWS	CRESTWOOD	57,738	55,440	\$5,196	\$4,435	-\$761	-14.6%	\$0.0900	\$0.0800
CTS	CRETE	76,679	78,268	\$6,901	\$6,261	-\$640	-9.3%	\$0.0900	\$0.0800
DOS	DOLTON	106,488	104,388	\$9,584	\$8,351	-\$1,233	-12.9%	\$0.0900	\$0.0800
<b>DGS</b>	<b>DOWNERS GROVE*</b>	<b>286,393</b>	<b>289,976</b>	<b>\$2,864</b>	<b>\$5,307</b>	<b>\$2,443</b>	85.3%	<b>\$0.0100</b>	<b>\$0.0183</b>
ESS	EISENHOWER	139,889	145,891	\$12,590	\$11,671	-\$919	-7.3%	\$0.0900	\$0.0800
<b>EHS</b>	<b>ELMHURST*</b>	<b>291,388</b>	<b>297,787</b>	<b>\$2,914</b>	<b>\$5,450</b>	<b>\$2,536</b>	87.0%	<b>\$0.0100</b>	<b>\$0.0183</b>
EPS	ELMWOOD PARK	94,623	102,036	\$8,516	\$8,163	-\$353	-4.1%	\$0.0900	\$0.0800
EVS	EVERGREEN PARK	70,313	79,778	\$6,328	\$6,382	\$54	0.9%	\$0.0900	\$0.0800
FMS	FLOSSMOOR	82,742	87,920	\$7,447	\$7,034	-\$413	-5.5%	\$0.0900	\$0.0800
FPS	FOREST PARK	74,938	74,767	\$6,744	\$5,981	-\$763	-11.3%	\$0.0900	\$0.0800
FRS	FRANKFORT	105,674	117,318	\$9,511	\$9,385	-\$126	-1.3%	\$0.0900	\$0.0800



## SWAN FY13 Database Fee

CODE	LIBRARY	Last Year	Total Titles as of 8/31/11	Last Year FY12	FY2013 Annual Rate	Compare FY12-FY13	PCT Change*	FY12 Fee Rate	FY13 Fee Rate
GWS	GLENWOOD-LYNWD	51,303	54,687	\$4,617	<b>\$4,375</b>	-\$242	-5.2%	\$0.0900	\$0.0800
GPS	GRANDE PRAIRIE	85,306	86,389	\$7,678	<b>\$6,911</b>	-\$767	-10.0%	\$0.0900	\$0.0800
HAS	HARVEY	84,020	77,921	\$7,562	<b>\$6,234</b>	-\$1,328	-17.6%	\$0.0900	\$0.0800
HSS	HILLSIDE	56,972	56,741	\$5,127	<b>\$4,539</b>	-\$588	-11.5%	\$0.0900	\$0.0800
HDS	HINSDALE	124,020	131,313	\$11,162	<b>\$10,505</b>	-\$657	-5.9%	\$0.0900	\$0.0800
HKS	HODGKINS	40,966	40,111	\$3,687	<b>\$3,209</b>	-\$478	-13.0%	\$0.0900	\$0.0800
HWS	HOMEWOOD	93,766	97,054	\$8,439	<b>\$7,764</b>	-\$675	-8.0%	\$0.0900	\$0.0800
INS	INDIAN PRAIRIE	156,032	165,234	\$14,043	<b>\$13,219</b>	-\$824	-5.9%	\$0.0900	\$0.0800
JDS	JUSTICE	44,425	44,436	\$3,998	<b>\$3,555</b>	-\$443	-11.1%	\$0.0900	\$0.0800
LGS	LA GRANGE	96,345	106,926	\$8,671	<b>\$8,554</b>	-\$117	-1.3%	\$0.0900	\$0.0800
LPS	LA GRANGE PARK	88,381	89,931	\$7,954	<b>\$7,194</b>	-\$760	-9.6%	\$0.0900	\$0.0800
LYS	LYONS	59,637	54,518	\$5,367	<b>\$4,361</b>	-\$1,006	-18.7%	\$0.0900	\$0.0800
MKS	MARKHAM	23,202	23,818	\$2,088	<b>\$1,905</b>	-\$183	-8.8%	\$0.0900	\$0.0800
MTS	MATTESON	82,701	94,487	\$7,443	<b>\$7,559</b>	\$116	1.6%	\$0.0900	\$0.0800
MWS	MAYWOOD	73,494	74,169	\$6,614	<b>\$5,934</b>	-\$680	-10.3%	\$0.0900	\$0.0800
MCS	MC COOK	23,323	24,251	\$2,099	<b>\$1,940</b>	-\$159	-7.6%	\$0.0900	\$0.0800
MPS	MELROSE PARK	60,109	65,064	\$5,410	<b>\$5,205</b>	-\$205	-3.8%	\$0.0900	\$0.0800
MDS	MIDLOTHIAN	66,105	71,182	\$5,949	<b>\$5,695</b>	-\$254	-4.3%	\$0.0900	\$0.0800
<b>MAS</b>	<b>MORTON ARBORETUM*</b>	<b>21,400</b>	<b>21,458</b>	<b>\$214</b>	<b>\$393</b>	<b>\$179</b>	83.6%	<b>\$0.0100</b>	<b>\$0.0183</b>
MLS	MORTON COLLEGE	46,268	46,474	\$4,164	<b>\$3,718</b>	-\$446	-10.7%	\$0.0900	\$0.0800
SVS	N MC CONATHY	34,591	35,174	\$3,113	<b>\$2,814</b>	-\$299	-9.6%	\$0.0900	\$0.0800
NRS	NORTH RIVERSIDE	43,222	46,130	\$3,890	<b>\$3,690</b>	-\$200	-5.1%	\$0.0900	\$0.0800
NLS	NORTHLAKE	90,957	92,973	\$8,186	<b>\$7,438</b>	-\$748	-9.1%	\$0.0900	\$0.0800
<b>OLS</b>	<b>OAK LAWN*</b>	<b>267,378</b>	<b>267,404</b>	<b>\$2,674</b>	<b>\$4,893</b>	<b>\$2,219</b>	83.0%	<b>\$0.0100</b>	<b>\$0.0183</b>
<b>OPS</b>	<b>OAK PARK*</b>	<b>256,574</b>	<b>283,204</b>	<b>\$2,566</b>	<b>\$5,183</b>	<b>\$2,617</b>	102.0%	<b>\$0.0100</b>	<b>\$0.0183</b>
ORS	ORLAND PARK	195,892	210,815	\$17,630	<b>\$16,865</b>	-\$765	-4.3%	\$0.0900	\$0.0800
PHS	PALOS HEIGHTS	84,377	92,209	\$7,594	<b>\$7,377</b>	-\$217	-2.9%	\$0.0900	\$0.0800
PPS	PALOS PARK	31,571	33,981	\$2,841	<b>\$2,718</b>	-\$123	-4.3%	\$0.0900	\$0.0800
PFS	PARK FOREST	103,175	109,291	\$9,286	<b>\$8,743</b>	-\$543	-5.8%	\$0.0900	\$0.0800

## SWAN FY13 Database Fee

CODE	LIBRARY	Last Year	Total Titles as of 8/31/11	Last Year FY12	FY2013 Annual Rate	Compare FY12-FY13	PCT Change*	FY12 Fee Rate	FY13 Fee Rate
PCS	PRAIRIE STATE COLL.	35,323	34,083	\$3,179	\$2,727	-\$452	-14.2%	\$0.0900	\$0.0800
PTS	PRAIRIE TRAILS	87,363	92,831	\$7,863	\$7,426	-\$437	-5.6%	\$0.0900	\$0.0800
RPS	RICHTON PARK	46,872	49,016	\$4,218	\$3,921	-\$297	-7.0%	\$0.0900	\$0.0800
RFS	RIVER FOREST	67,342	74,052	\$6,061	\$5,924	-\$137	-2.3%	\$0.0900	\$0.0800
RGS	RIVER GROVE	26,453	24,346	\$2,381	\$1,948	-\$433	-18.2%	\$0.0900	\$0.0800
RDS	RIVERDALE	32,885	32,836	\$2,960	\$2,627	-\$333	-11.3%	\$0.0900	\$0.0800
RSS	RIVERSIDE	92,895	94,213	\$8,361	\$7,537	-\$824	-9.9%	\$0.0900	\$0.0800
SPS	SCHILLER PARK	72,253	75,052	\$6,503	\$6,004	-\$499	-7.7%	\$0.0900	\$0.0800
TTS	SO. SUBURBAN COLL.	25,763	24,969	\$2,319	\$1,998	-\$321	-13.8%	\$0.0900	\$0.0800
SHS	SOUTH HOLLAND	114,855	112,843	\$10,337	\$9,027	-\$1,310	-12.7%	\$0.0900	\$0.0800
STS	STEGER-SO.CHGO.HTS.	38,829	36,334	\$3,495	\$2,907	-\$588	-16.8%	\$0.0900	\$0.0800
SFS	STICKNEY-FV	54,214	49,627	\$4,879	\$3,970	-\$909	-18.6%	\$0.0900	\$0.0800
SAS	SUMMIT	43,255	44,685	\$3,893	\$3,575	-\$318	-8.2%	\$0.0900	\$0.0800
TFS	THOMAS FORD	78,083	80,446	\$7,027	\$6,436	-\$591	-8.4%	\$0.0900	\$0.0800
THS	THORNTON	23,287	24,626	\$2,096	\$1,970	-\$126	-6.0%	\$0.0900	\$0.0800
<b>TPS</b>	<b>TINLEY PARK*</b>	<b>177,684</b>	<b>181,685</b>	<b>\$1,777</b>	<b>\$3,325</b>	<b>\$1,548</b>	<b>87.1%</b>	<b>\$0.0100</b>	<b>\$0.0183</b>
PSS	UNIVERSITY PARK	31,281	31,295	\$2,815	\$2,504	-\$311	-11.0%	\$0.0900	\$0.0800
WCS	WESTCHESTER	90,274	92,962	\$8,125	\$7,437	-\$688	-8.5%	\$0.0900	\$0.0800
WMS	WESTMONT	99,960	107,578	\$8,996	\$8,606	-\$390	-4.3%	\$0.0900	\$0.0800
ROS	WILLIAM LEONARD	13,005	13,018	\$1,170	\$1,041	-\$129	-11.0%	\$0.0900	\$0.0800
WRS	WOODRIDGE	188,133	189,414	\$16,932	\$15,153	-\$1,779	-10.5%	\$0.0900	\$0.0800
WOS	WORTH	43,185	41,206	\$3,887	\$3,296	-\$591	-15.2%	\$0.0900	\$0.0800

## SWAN FY13 Patron Circ Formula

Code	Library	Circulation Change: Increase/(Decrease)	Total Circ by Library's Patrons: July '09 - June '10	Total Circ by Library's Patrons: July '10 - June '11	% of Total	FY13 Patron Circ Formula
ADS	Acorn	(1,977)	189,443	187,466	1.232%	1.50%
AMS	Alsip	(421)	181,668	181,247	1.191%	1.50%
BPS	Bedford Park	(1,300)	9,112	7,812	0.051%	1.00%
BCS	Beecher	(684)	48,969	48,285	0.317%	1.00%
BWS	Bellwood	4,029	93,357	97,386	0.640%	1.00%
BKS	Berkeley	161	58,473	58,634	0.385%	1.00%
BYS	Berwyn	36,013	342,366	378,379	2.487%	2.50%
BIS	Blue Island	5,427	176,511	181,938	1.196%	1.50%
BVS	Bridgeview	1,664	75,990	77,654	0.510%	1.00%
BRS	Broadview	(12,061)	107,207	95,146	0.625%	1.00%
BFS	Brookfield	32,714	254,493	287,207	1.887%	2.00%
BZS	Brookfield Zoo	(362)	2,416	2,054	0.013%	1.00%
CCS	Calumet City	4,311	130,382	134,693	0.885%	1.00%
CAS	Calumet Park	3,169	20,211	23,380	0.154%	1.00%
CHS	Chicago Heights	(9,477)	111,100	101,623	0.668%	1.00%
CRS	Chicago Ridge	4,771	115,821	120,592	0.792%	1.00%
CIS	Cicero	8,618	283,491	292,109	1.920%	2.00%
CNS	Clarendon Hills	397	121,065	121,462	0.798%	1.00%
CWS	Crestwood	3,881	61,368	65,249	0.429%	1.00%
CTS	Crete	2,479	164,507	166,986	1.097%	1.50%
DOS	Dolton	(5,540)	74,328	68,788	0.452%	1.00%
DGS	Downers Grove	(11,412)	928,512	917,100	6.027%	5.50%
ESS	Eisenhower	9,724	227,676	237,400	1.560%	2.00%
EHS	Elmhurst	(38,802)	1,245,546	1,206,744	7.930%	5.50%
EPS	Elmwood Park	16,480	209,878	226,358	1.488%	1.50%
EVS	Evergreen Park	(1,613)	161,209	159,596	1.049%	1.50%
FMS	Flossmoor	(3,717)	136,726	133,009	0.874%	1.00%
FPS	Forest Park	9,199	160,972	170,171	1.118%	1.50%
FRS	Frankfort	9,862	354,217	364,079	2.393%	2.50%
GWS	Glenwood-Lynwood	(7,163)	118,945	111,782	0.735%	1.00%
GPS	Grande Prairie	(687)	129,856	129,169	0.849%	1.00%

The formula below sets the annual circulation for your library against a Patron Circ % rate.

% of Total	Patron Circ %
Under .5%	1.00%
.5%-.76%	1.00%
.76%-1.0%	1.00%
1.01%-1.5%	1.50%
1.51%-2.0%	2.00%
2.01%-2.50%	2.50%
2.51%-3.0%	3.00%
3.01%-3.5%	3.50%
3.51%-4.0%	3.50%
4.01%-4.5%	4.00%
4.51%-5.0%	4.50%
5.01%-5.5%	4.50%
5.51%-6.0%	5.00%
6.01%-6.5%	5.50%
6.51%-7.0%	5.50%
7.01%-7.5%	5.50%
7.51%-8.0%	5.50%
8.01%-8.5%	6.00%
8.5% - over	6.00%

## SWAN FY13 Patron Circ Formula

Code	Library	Circulation Change: Increase/(Decrease)	Total Circ by Library's Patrons: July '09 - June '10	Total Circ by Library's Patrons: July '10 - June '11	% of Total	FY13 Patron Circ Formula
HAS	Harvey	7,434	49,616	57,050	0.375%	1.00%
HSS	Hillside	(3,885)	84,807	80,922	0.532%	1.00%
HDS	Hinsdale	10,893	287,435	298,328	1.960%	2.00%
HKS	Hodgkins	2,074	52,273	54,347	0.357%	1.00%
HWS	Homewood	27,109	305,742	332,851	2.187%	2.50%
INS	Indian Prairie	(12,224)	784,630	772,406	5.076%	4.50%
JDS	Justice	1,550	49,210	50,760	0.334%	1.00%
LGS	La Grange	3,219	240,234	243,453	1.600%	2.00%
LPS	La Grange Park	2,074	174,656	176,730	1.161%	1.50%
LYS	Lyons	5,563	73,452	79,015	0.519%	1.00%
MKS	Markham	8,597	41,668	50,265	0.330%	1.00%
MTS	Matteson	2,206	163,224	165,430	1.087%	1.50%
MWS	Maywood	4,582	54,871	59,453	0.391%	1.00%
MCS	McCook	(491)	13,215	12,724	0.084%	1.00%
MPS	Melrose Park	(5,509)	98,670	93,161	0.612%	1.00%
MDS	Midlothian	(2,944)	96,817	93,873	0.617%	1.00%
MAS	Morton Arboretum	(180)	3,877	3,697	0.024%	1.00%
MLS	Morton College	3	4,323	4,326	0.028%	1.00%
SVS	Nancy McConathy	(3,280)	32,488	29,208	0.192%	1.00%
NRS	North Riverside	(339)	74,584	74,245	0.488%	1.00%
NLS	Northlake	(1,511)	176,540	175,029	1.150%	1.50%
OLS	Oak Lawn	(19,186)	496,494	477,308	3.137%	3.50%
OPS	Oak Park	(1,819)	1,323,423	1,321,604	8.685%	6.00%
ORS	Orland Park	3,618	564,412	568,030	3.733%	3.50%
PHS	Palos Heights	7,696	156,612	164,308	1.080%	1.50%
PPS	Palos Park	(814)	60,089	59,275	0.390%	1.00%
PFS	Park Forest	4,572	221,780	226,352	1.487%	1.50%
PCS	Prairie State College	(1,031)	10,133	9,102	0.060%	1.00%
PTS	Prairie Trails	2,791	186,020	188,811	1.241%	1.50%
RPS	Richton Park	(747)	90,731	89,984	0.591%	1.00%
RFS	River Forest	29,832	165,374	195,206	1.283%	1.50%

The formula below sets the annual circulation for your library against a Patron Circ % rate.

Circ Formula	Libraries in Fee Category
1.00%	39
1.50%	13
2.00%	4
2.50%	3
3.00%	0
3.50%	3
4.00%	1
4.50%	1
5.00%	0
5.50%	1
6.00%	1

SWAN FY13 Patron Circ Formula

Code	Library	Circulation Change: Increase/(Decrease)	Total Circ by Library's Patrons: July '09 - June '10	Total Circ by Library's Patrons: July '10 - June '11	% of Total	FY13 Patron Circ Formula
RGS	River Grove	4,199	49,615	53,814	0.354%	1.00%
RDS	Riverdale	6,618	48,823	55,441	0.364%	1.00%
RSS	Riverside	4,620	139,960	144,580	0.950%	1.00%
TTS	S Suburban College *	(758)	6,684	5,926	0.039%	1.00%
SPS	Schiller Park *	2,437	72,496	74,933	0.492%	1.00%
SHS	South Holland *	1,025	127,433	128,458	0.844%	1.00%
STS	Steger-S Chicago Hts	(5,930)	64,431	58,501	0.384%	1.00%
SFS	Stickney-Forest View	3,484	40,312	43,796	0.288%	1.00%
SAS	Summit	49	25,877	25,926	0.170%	1.00%
TFS	Thomas Ford	21,446	187,627	209,073	1.374%	1.50%
THS	Thornton	4,726	10,155	14,881	0.098%	1.00%
TPS	Tinley Park	14,599	670,050	684,649	4.499%	4.00%
PSS	University Park	7,533	20,446	27,979	0.184%	1.00%
WCS	Westchester	(4,346)	165,882	161,536	1.062%	1.50%
WMS	Westmont	20,798	317,659	338,457	2.224%	2.50%
ROS	William Leonard	(88)	3,668	3,580	0.024%	1.00%
WRS	Woodridge	12,986	539,321	552,307	3.629%	3.50%
WOS	Worth	2,057	70,611	72,668	0.478%	1.00%
		<b>222,991</b>	<b>14,994,265</b>	<b>15,217,256</b>	<b>100.000%</b>	<b>127.00%</b>

The formula below sets the annual circulation for your library against a Patron Circ % rate.

## **Appendix C: Bibliomation Memo Regarding License Counts**



## **Assessment Revision**

### *Finance Committee Recommendation to The Board of Directors: September 15, 2011*

**Background:** In September of 2010 the Finance Committee began a systematic review of our annual operating assessments. At that time, those assessments were based on three factors:

- **System Operations Fee:** One Third of Operating Income was designed to be assessed on a per library basis, with all libraries paying an equal share. The concept was to assure that all member libraries paid a minimum amount required to cover the costs of operating the network. In FY 10-11 the Systems Operations Fee was: \$10,908.
- **OPAC Site License:** One Third of Operating Income was to be assessed based on a library's use of the OPAC, which was assumed to be related to the size of the library's collection. This fee was set in a series of eight tiers and in FY 10-11 ranged from a low of \$1,343 (Small Library Tier) to a high of \$20,531 (Tier 7).
- **System User License:** One Third of Operating Income was to be assessed based on a library's use of System Resources. This was tied to System Users, and correlated directly to the number of System User Licenses we were allowed under our contract with Sirsi/Dynix. For FY 10-11 this fee was set at \$1,581 per System User License.

**Discussion:** It was clear that the one fee that needed to change was the System User License, since there was no equivalence in the Open Source world. The recommendation was to change that assessment to one based on a libraries staff which would be taken from the FTE reported to the state library. However, because there was no direct correspondence between the number of user licenses a library had, and the FTE count, this change would have resulted in dramatic changes in library assessments, with a number going up by double digits while others declined. As a result the Finance Committee recommended that for FY 11-12 all assessments be frozen at the FY 10-11 level and that the Staff Access Fee would only be assessed against new member libraries.

It was clear last year that some way would need to be found to implement the new Staff Access Fee for all member libraries, without creating serious dislocations in the fees paid by some member libraries. The best way of doing that would be to lower the other fees to compensate for increases some libraries would experience with the new Staff Access Fee.

**Recommendation:** The following changes in the Annual Assessment Fee structure are being recommended for consideration:

	FY 13	FY12	Change	%	
System Operations	\$ 10,500	\$ 10,980	\$ (480)	-4.4%	
Staff Access Fee*	\$ 1,125	\$ 1,520	\$ (395)	N/A	

OPAC Tiers	FY 13	FY 12	Change	%	Collection
Small Library	\$ 1,325	\$ 1,343	\$ (18)	-1.3%	<30k
Tier 1	\$ 3,250	\$ 3,434	\$ (184)	-5.4%	30k-40k
Tier 2	\$ 6,500	\$ 6,661	\$ (161)	-2.4%	40k-50k
Tier 3	\$ 10,200	\$ 10,555	\$ (355)	-3.4%	50k-65k
Tier 4	\$ 12,800	\$ 13,004	\$ (204)	-1.6%	65k-80k
Tier 5	\$ 14,400	\$ 15,190	\$ (790)	-5.2%	80k-100k
Tier 6	\$ 16,500	\$ 16,907	\$ (407)	-2.4%	100k-120k
Tier 7	\$ 19,250	\$ 20,531	\$ (1,281)	-6.2%	120k+

\*Note: The Staff Access Fee is NOT directly equivalent to the System User License that it replaces.

This recommendation includes the following elements:

- The Staff Access Fee assessment for libraries that had been members during FY 12-13 would be limited to no greater than 1.5 times the number of System User Licenses that the library had in FY 11-12. Example: If the library had 10 System User Licenses, but has 17 FTE, the Staff Access Fee would be based on 15 (10 x 1.5 = 15).
- Members, other than Development Partner Libraries, would have a 2% CAP in place for FY 12-13 (this is for libraries currently paying below their assessment level). Development Partner Libraries would see a 5% increase in FY 12-13.
- There would be a floor of 2% for those member libraries seeing their fees decrease under this new formula. The floor is necessary to provide enough operating income so that the CAPS can remain at 2%.