

INFORMATION AND GUIDELINES

Fiscal Year 2018

SWAN Budget

Introduction

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

- Final FY16 audit
- The final year of the three-year RAILS-SWAN FY16-FY18 contract
- January 2017 payroll data
- The approval of 19 libraries joining SWAN and additional positions to support 97 libraries

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

RAILS-SWAN Agreement

The SWAN FY18 budget is the final year of a three-year agreement with RAILS. The agreement allows for increased support in the circumstances whereby RAILS no longer incurs expense in supporting SWAN. For the FY18 SWAN budget, revenue line #4090 Other Revenue is increasing from FY17.

Explanation of FY18 SWAN Fees

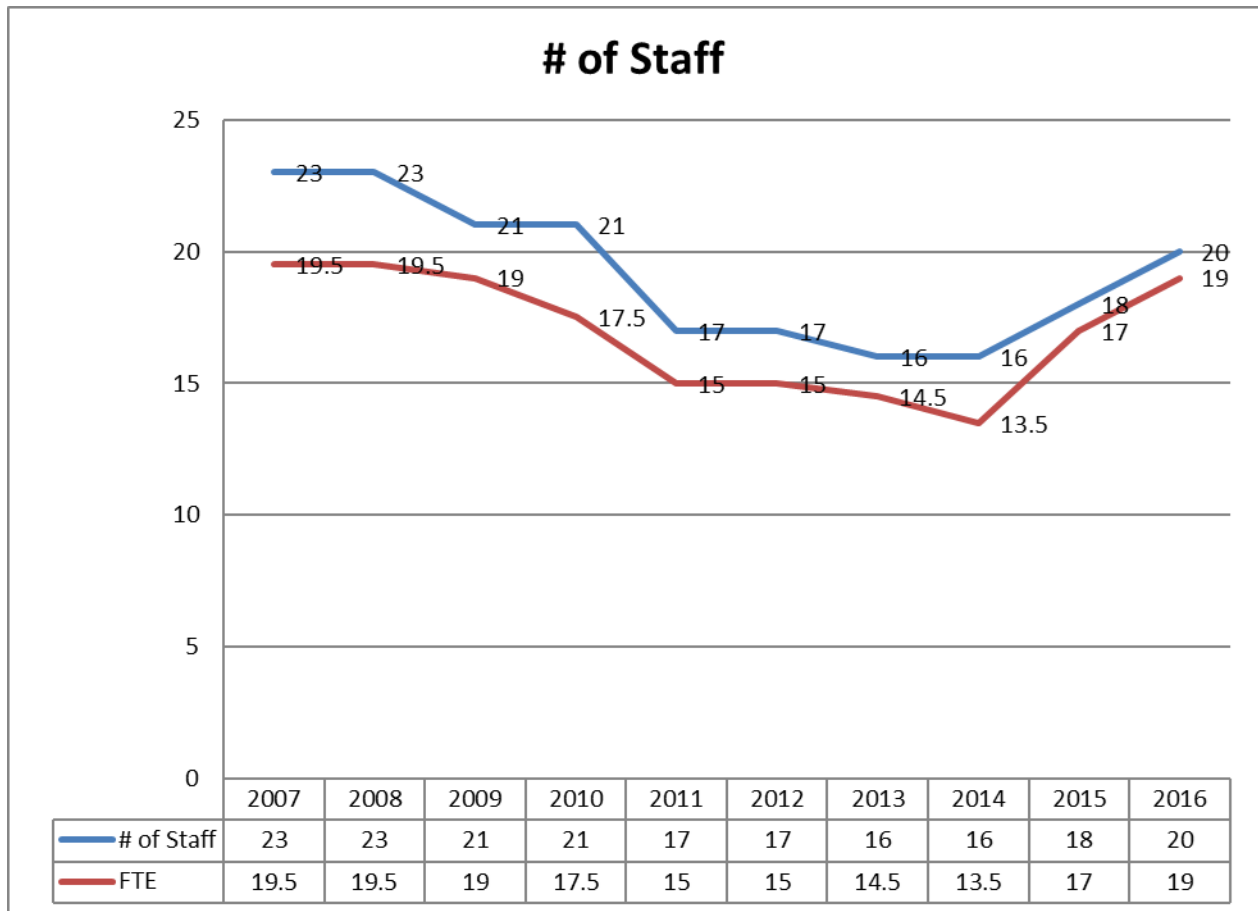
The SWAN Board recommended SWAN libraries for three fiscal years have a fixed membership fee (FY16, FY17, & FY18) at 13% discount for all member libraries. This lower fee is based on the FY15 fee structure, and is not updated with any statistical data.

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

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

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

Background on SWAN Staffing



SWAN growth & new services requires more staff

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

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

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

In 2012 SWAN negotiated a transition of all 16 staff from RAILS to the SWAN organization. When new positions are proposed, the SWAN Board is involved, either directly in approving the Executive Director to create a position, or through its Personnel Committee who will review position descriptions and make a recommendation to the SWAN Board. With all new SWAN positions, the Executive Director submits the position description to the Management Association for grading within SWAN's pay grade system.

For this year's budget, the SWAN Executive Director evaluated the needs of supporting the membership of 97 libraries. The SWAN Board approved the addition of two full-time positions for FY18.

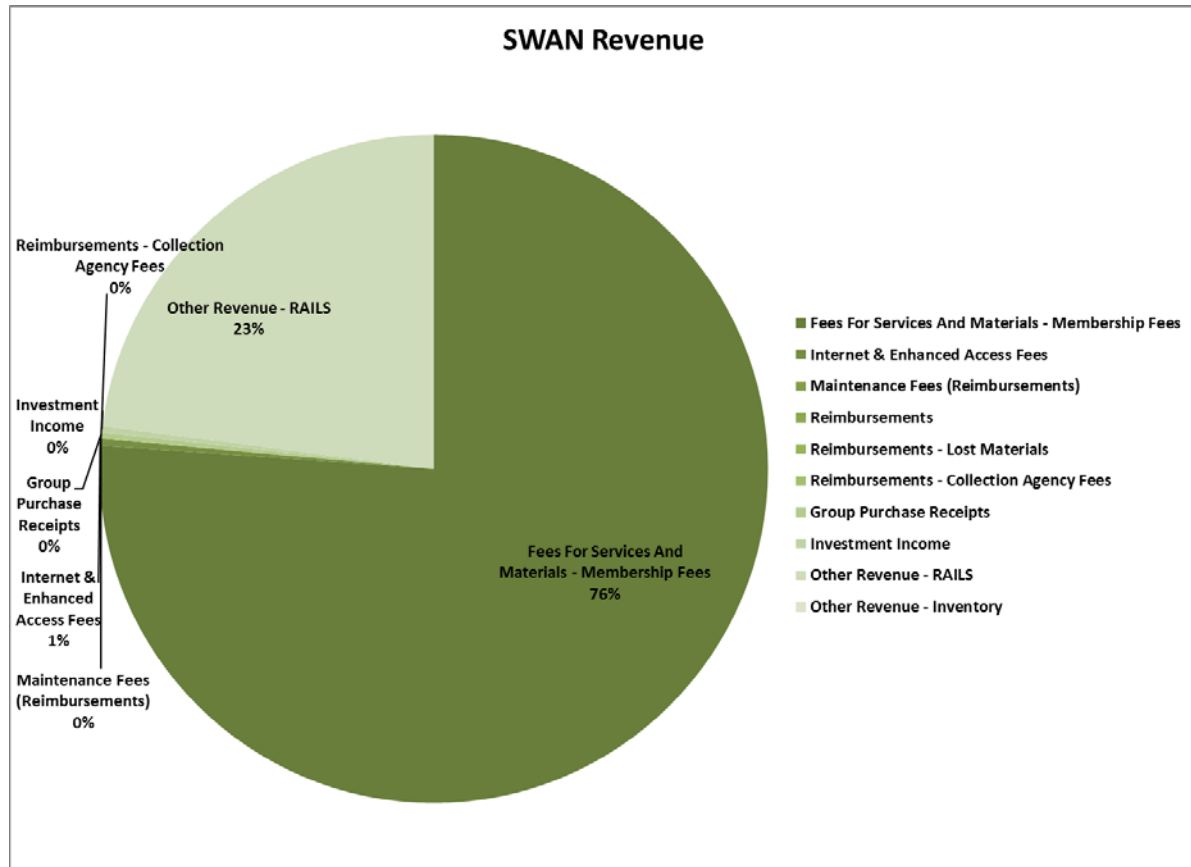
Assistant Director

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

User Experience Manager

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

REVENUE



SWAN FY18 budget revenue total is \$2,204,012 which is an increase of \$22,050 from the FY17 budget.

#4060 Fees for Services & Materials

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

#4061 Internet & Enhanced Access Fees

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

#4062 Maintenance Fees (Reimbursements)

As reflected in the FY16 budget actuals, SWAN collected Innovative Interface maintenance from libraries on individual Innovative Interfaces products (Express Lane, Item Status API, etc.). This no longer exists

within the SirsiDynix arrangement. Beginning in FY17 this line will remain at zero.

#4075 Group Purchase Receipts

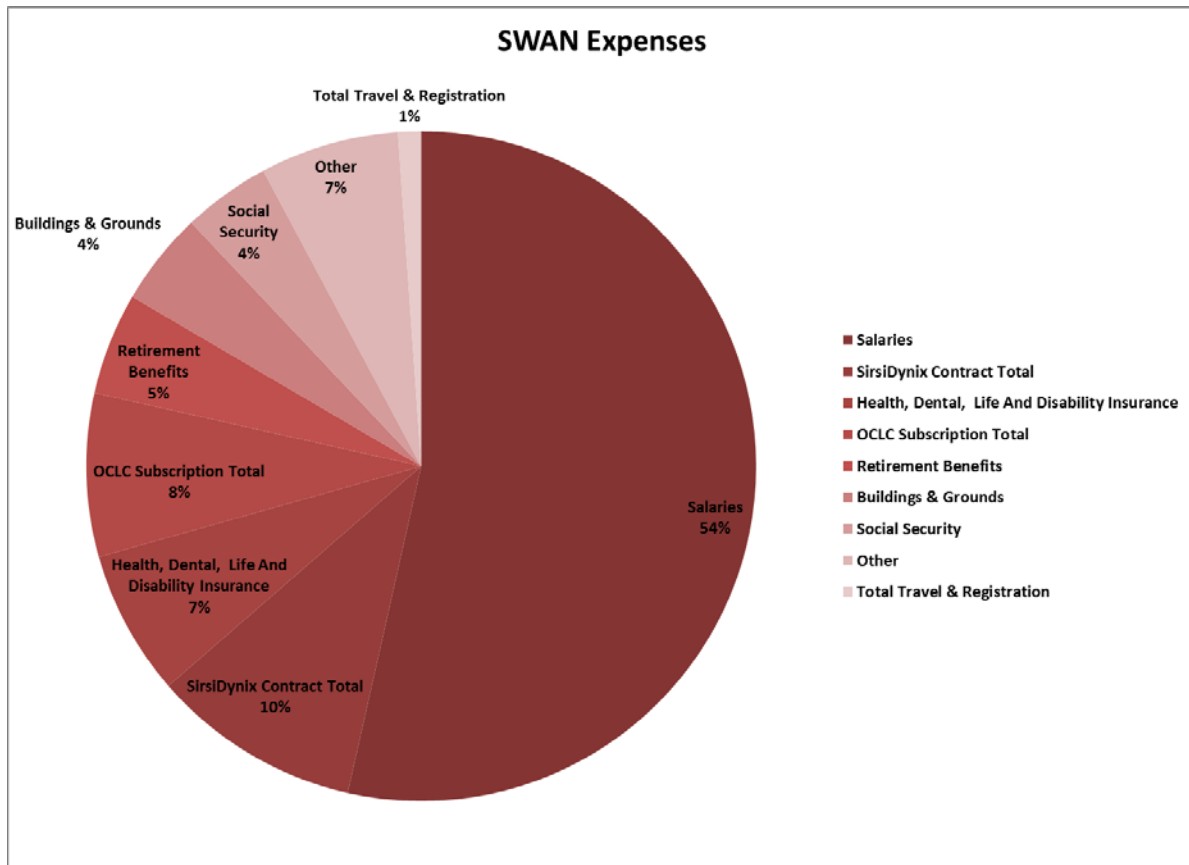
Depending on the fiscal year, SWAN will coordinate a group purchase on behalf of its member libraries. The revenue in this budget line offsets the expense in budget line #5485 Group Purchases. Refer to the description of the expenses in #5485 for any planned group purchases for the budget.

#4090 Other Revenue

RAILS funding support based on year two of the three-year agreement resulted in direct revenue to SWAN. This financial support helped make it possible for SWAN membership fees to be lowered 13% and fixed for three years. For the FY18 budget, this amount will increase to \$505,842.

	FY17	Revised FY17	FY18
RAILS support	565,927	565,927	572,581
SWAN rent charged by RAILS for use of 125 Burr Ridge	(113,527)	(19,052)	(0)
Other expenses charged by RAILS to SWAN (IT support, etc)	(103,257)	(74,875)	(66,739)
Total RAILS support to SWAN	349,143	472,000	505,842

EXPENSES



SWAN revenues are fixed at \$22,204,012 and for the FY18 budget the shortfall will be made up from reserves. The SWAN Reserves Worksheet is included at the end of this document or is available online from the SWAN support website under the “SWAN Fiscal Year 2018” budget documents.

#5000, #5010 & #5020 Salaries

The FY18 personnel budget includes the full-time positions descriptions for User Experience Manager and Assistant Director.

#5070 Health, Dental, Life & Disability Insurance

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

#5110 Print Materials

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

#5140 Rent

GASB requires SWAN to record the expense of the 93-month lease prorated per month over the duration of the lease with all anticipated increases. The rent expense will be recorded in #5140 as \$5,846.31 for each month of the 7 year 9-month lease term. The revised FY17 amount \$52,616.79 is for nine months. The amount of \$70,155.72 will be recorded each year for FY18 – FY24, and \$17,539.38 for FY25, per GASB. The FY18 budget line #5140 will include of the renter’s operating expense at \$17,987 and real-estate taxes at \$6,464 on top of the rent expense, as is required in SWAN’s lease.

#5150 Utilities

The revised FY17 budget accounts for 9 months of this expense. The FY18 budget is for the full year.

#5160 Property Insurance

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

#5180 Custodial Service & Supplies

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

#5190 Other Building Maintenance

This budget line supports the keyless entry system for the facility.

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

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

#5280 Conferences and Continuing Education Meetings

FY16 actual for this line went over budget due to some unforeseen budget classification for the SWAN migration ILS training. GASB required that \$70,000 be recorded in this line. The FY18 budget is based on the FY16 actual of \$12,659 and the need to provide training for two new positions.

#5300 Liability Insurance

FY17 budget included added coverage for cybercrime.

#5310 Computers, Software and Supplies

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

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

#5320 General Office Supplies & Equipment

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

#5380 Telephone and Telecommunications

The annual expense for Internet service provider for the facility, and phone service.

#5390 Equipment Rental

The annual expense for the office copier.

#5400 Equipment Repair and Maintenance Agreements

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

Equipment Repair & Maintenance Agreements	FY15	FY16	FY17	FY18
Innovative Interfaces Maintenance	\$349,348		\$0	\$0
SirsiDynix Contract 5 Years (Apr 2015 – Mar 2020)		\$230,930	\$230,930	\$230,930
Additional MobileCirc licenses			\$3,696	\$3,696
BLUEcloud Visibility 2 Years (Apr 2016 – Mar 2018)			\$23,590	\$23,590
Lansing SirsiDynix licensing			\$4,246	\$4,246
Franklin Park SirsiDynix licensing			\$4,880	\$4,880
SirsiDynix Contract Total		\$230,930	\$267,341	\$267,341

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

#5430 Consulting

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

#5440 Contractual Staff

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

#5450 Information Service Costs

This budget line includes OCLC costs, and enhanced catalog expenses. Several expenses in this budget line were reimbursed by RAILS in the prior arrangement, but for the 3-year agreement these expenses

are paid by SWAN in lieu of direct revenue from RAILS. The FY17 budget increased due to the OCLC fees for Franklin Park and Lansing Public Library.

#5480 Other Contractual Services

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

#5485 Group Purchase

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

#5515 Miscellaneous E-Commerce Fees

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

RESERVES

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

- Collect no reserve contingency for FY16, FY17, and FY18
- SWAN Treasurer assess reserves commitment based on 6-year plan
- Update the reserve worksheet at the start of each new fiscal year

The FY17 reserves worksheet includes \$123,000 expense for the first part of a server replacement, specifically the storage area network (also called a SAN). The FY18 reserves plan includes \$48,000 for second part of our server replacement, as part of a plan to replace our entire ILS server infrastructure acquired in 2012. The cost for an ILS migration at \$465,740 is based on the most recent SirsiDynix migration. The five-year agreement with SirsiDynix ends in April 2020.

The Joining/Impact Fee of \$95,000 for the 19 new member libraries is indicated in FY19.

SWAN FEES COMMITTEE

The SWAN Board formed the SWAN Fees Committee to provide a recommendation to the SWAN Board in for implementation in FY19.

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

		Revised FY17 Budget (Approved Sept 1)	FY18 Budget (Presented at COW)	FY18 Budget (New 19 Migration)	FY18 Budget (Approved March 2, 2017)	Explanation on New 19 Migration
Revenue						
4050	Other Grants			214,659	214,659	Increased by the amount of the RAILS grant plus Impact Fee.
4060	Fees For Services And Materials - Membership Fees	1,677,470	1,677,470	102,250	1,779,720	Membership Fees for new 19 pro-rated for 2 mos (Apr & May '18).
4061	Internet & Enhanced Access Fees	9,098	7,300		7,300	
4062	Maintenance Fees (Reimbursements)	-	-		-	
4070	Reimbursements				-	
4071	Reimbursements - Lost Materials				-	
4072	Reimbursements - Collection Agency Fees	900	900		900	
4075	Group Purchase Receipts	15,695	5,700		5,700	
4080	Investment Income	6,800	6,800		6,800	
4090	Other Revenue - RAILS	472,000	505,842		505,842	
4095	Other Revenue - Inventory				-	
Total Revenue		2,181,963	2,204,012	316,909	2,520,921	

		Revised FY17 Budget (Approved Sept 1)	FY18 Budget (Presented at COW)	FY18 Budget (New 19 Migration)	FY18 Budget (Approved March 2, 2017)	Explanation on New 19 Migration
Expenses						
5000	Library Professionals	257,343	347,700		347,700	
5010	Other Professionals	681,151	778,400		778,400	
5020	Support Services	271,781	292,400		292,400	
5025	Vacation Expense				-	
	Total Salaries & Wages	1,210,275	1,418,500	-	1,418,500	
5030	Social Security Taxes	83,800	108,600		108,600	
5040	State Unemployment Ins.	-			-	
5050	Worker's Compensation	2,200	2,200		2,200	
5060	Retirement Benefits	106,400	130,500		130,500	
5070	Health, Dental, Life And Disability Insurance	159,100	185,900		185,900	
5080	Other Fringe Benefits	2,500	2,500		2,500	
5085	Wellness Benefits	5,100	5,100		5,100	
5100	Recruiting	1,500	900		900	
	Total Personnel Benefits	360,600	435,700	-	435,700	
5110	Print Materials	8,000	8,000		8,000	
5130	E-Resources	500	500		500	
	Total Library Materials	8,500	8,500	-	8,500	
5140	Rent	70,955	94,607		94,607	
5150	Utilities	10,350	13,800		13,800	
5160	Property Insurance	1,200	1,200		1,200	
5170	Repairs & Maintenance	860	200		200	
5180	Custodial Service & Supplies	7,200	9,300		9,300	
5190	Other Building Maintenance	460	580		580	
	Total Building & Grounds	91,025	119,687	-	119,687	
5250	In-State Travel	1,000	2,200		2,200	
5260	Out-Of-State Travel	11,281	10,400		10,400	
5270	Registrations And Meeting, Other Fees	8,500	2,900		2,900	
5280	Conferences and Continuing Education Meetings	5,840	14,000		14,000	
	Total Travel & Registration	26,621	29,500	-	29,500	
5290	Public Relations	-	-		-	
5300	Liability Insurance	7,600	7,600		7,600	
5310	Computers, Software And Supplies	115,365	22,600		22,600	
5320	General Office Supplies And Equipment	89,400	9,000		9,000	
5330	Postage	-	900		900	
5370	Other Supplies	-	-		-	
5380	Telephone And Telecommunications	12,083	19,900		19,900	
5390	Equipment Rental	3,200	2,700		2,700	
5400	Equipment Rental, Repair And Maintenance Agreements [335,000	337,200	36,365	373,565	Increased by the additional amount of the SirsiDynix maintenance for 2 mos (Apr & May '18)
5410	Legal	1,800	1,800		1,800	

		Revised FY17 Budget (Approved Sept 1)	FY18 Budget (Presented at COW)	FY18 Budget (New 19 Migration)	FY18 Budget (Approved March 2, 2017)	Explanation on New 19 Migration
5420	Accounting	5,300	5,300		5,300	
5430	Consulting	17,000	17,000		17,000	
5435	Payroll Service Fees	2,100	2,100		2,100	
5440	Contractual Staff	2,400	2,400		2,400	
5450	Information Service Costs	199,500	200,139		200,139	
5460	Contract Agreement W/ Systems, Member Libraries & Cooperatives	-	-	119,659	119,659	All expenses that are reimbursed by the RAILS grant.
5480	Other Contractual Services	6,900	2,400		2,400	
5485	Group Purchases	15,695	5,700		5,700	
5490	Depreciation				-	
5495	(Gain)/Loss on Asset Disposal				-	
5500	Professional Association Membership Dues	400	400		400	
5510	Miscellaneous	1,000	1,000		1,000	
5515	Miscellaneous - E-Commerce Fees	-	-		-	
5590	Interest	-	-		-	
Subtotal Expenses		2,511,764	2,650,026	156,024	2,806,050	
Total Expenses		2,511,764	2,650,026	156,024	2,806,050	
Total Revenue (from above)		2,181,963	2,204,012	316,909	2,520,921	
Excess of revenues over (under) estimated		(329,801)	(446,014)	160,885	(285,129)	
Deduction from Reserves		329,801			285,129	
		Revised FY17 Budget (Approved Sept 1)	FY18 Budget (Presented at COW)	FY18 Budget (New 19 Migration)	FY18 Budget (Approved March 2, 2017)	

SWAN Annual Fee Chart FY18

July 1, 2017 - June 30, 2018

Approved March 2, 2017

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

SWAN Annual Fee Chart FY18

July 1, 2017 - June 30, 2018

Approved March 2, 2017

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

SWAN Reserve Cash Worksheet: FY17 (Updated for FY18 Budget)

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

SWAN Six Year Reserves Plan

Capital Expenditures (anything over \$5,000)	FY17	FY18	FY19	FY20	FY21	FY22	FY23
	July 2016-June 2017	July 2017-June 2018	July 2018-June 2019	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022	July 2022-June 2023
Prior Year Balance	\$2,500,917	\$2,048,116	\$1,704,987	\$1,799,987	\$1,799,987	\$1,799,987	\$1,799,987
Reserves collected (Impact Fee)	\$0	\$0	\$95,000	\$0	\$0	\$0	\$0
Server replacement: replace 2012 hardware	(\$73,000)	(\$48,000)					\$0 (SaaS subscription) *
Licensing: estimated software OS & backup software	(\$40,000)						\$0 (SaaS subscription) *
Vendor services: estimated consulting for servers	(\$10,000)						
Firewall replacement		(\$10,000)					\$0 (SaaS subscription) *
Reserves needed for deficit budget	(\$329,801)	(\$285,129)					
Future ILS Migration Budget (\$465,740)							
Total	\$2,048,116	\$1,704,987	\$1,799,987	\$1,799,987	\$1,799,987	\$1,799,987	\$1,799,987
Maintain 4 months operating in reserve (policy)	(\$837,000)	(\$920,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)	(\$1,048,600)
Over/(Under) Reserve Policy	\$1,211,116	\$784,387	\$751,387	\$751,387	\$751,387	\$751,387	\$751,387
Operating Budget	\$2,510,997	\$2,654,845	\$3,145,708	\$3,145,708	\$3,145,708	\$3,145,709	\$3,145,710

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