



# **SWAN Budget Fiscal Year 2025**

**July 1, 2024 – June 30, 2025**

## SWAN Budget Summary

SWAN Budget	FY23 Actual	FY24 Budget	FY25 Budget	Change from FY24 to FY25
4000 Membership Fees	\$3,005,080	\$3,071,672	\$2,875,427	(\$196,245)
4100 Membership Reimbursements	\$461,888	\$443,223	\$491,375	\$48,152
4200 Reimbursements	\$82,053	\$108,680	\$98,000	(\$10,680)
4300 Grant Revenue	\$527,381	\$515,012	\$500,616	(\$14,396)
4400 Registration & Event Receipts	\$3,330	\$3,400	\$5,000	\$1,600
4500 Investment & Interest	\$43,477	\$20,800	\$83,328	\$62,528
4600 Reserve Fund Transfer	(\$90,000)	\$73,800	\$40,000	(\$33,800)
<b>Total Revenue</b>	<b>\$4,033,209</b>	<b>\$4,236,587</b>	<b>\$4,093,746</b>	<b>(\$142,841)</b>
5000 Salaries & Wages	\$1,410,447	\$1,546,800	\$1,577,736	\$30,936
5020 Personnel Benefits	\$409,369	\$457,700	\$445,419	(\$12,281)
5100 Building & Grounds	\$132,506	\$129,510	\$97,410	(\$32,100)
5200 Professional Development	\$13,410	\$16,700	\$14,700	(\$2,000)
5300 Membership Development	\$6,549	\$7,370	\$10,750	\$3,380
5400 Information & Technology Services	\$1,254,335	\$1,268,800	\$1,206,000	(\$62,800)
5500 General Office	\$2,819	\$2,700	\$12,700	\$10,000
5600 Hardware & Equipment	\$11,150	\$6,300	\$2,000	(\$4,300)
5700 Insurance	\$14,042	\$11,500	\$11,400	(\$100)
5800 Contractual Services	\$75,219	\$216,984	\$125,760	(\$91,224)
5900 Library Materials & Content	\$523,208	\$565,251	\$584,375	\$19,124
6000 Interest & Fees	\$1,659	\$4,050	\$2,474	(\$1,576)
<b>Total Operating Expenses</b>	<b>\$3,854,714</b>	<b>\$4,233,665</b>	<b>\$4,090,724</b>	<b>(\$142,941)</b>
6100 Asset Management	\$0	\$2,322	\$2,322	\$0
Excess of revenues over (under) estimated expenses	\$243,000	\$0	\$0	

# SWAN Budget Information & Guidelines

Fiscal Year 2025 (July 1, 2024 – June 30, 2025)

## Introduction

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

## Budget Highlights

### Improving Membership Support

The SWAN helpdesk ticketing system has been in use for over 10 years and is ready for replacement. We have conducted research into a new platform for libraries to use for submitting inquiries or requesting support from SWAN. A new helpdesk system will assist library staff via a web interface that will use automated tools suggesting help based FAQ we build into the platform, which will speed up problem resolution. Library staff will be able to see their library's requests for SWAN support and track the resolution online. The new system will also include a "customer relationship management," or CRM, which will be used to organize member libraries in its usage of 3rd party tools SWAN integrated with, e.g., CollectionHQ, RFID, etc., and include library personnel as part of the CRM. This expense will be part of the #5470 Support Services budget.

### Security & Performance Improvements

This budget reflects changes to SWAN infrastructure, with a goal to improved security and performance. The 2021 IT security audit recommended the addition of a "manage, detect, and respond" system, which we have contracted with Arctic Wolf for our independent security monitoring. We recommend adding to the IT infrastructure the use of a single sign-on solution, otherwise known as an SSO. This service will reduce the multiple logins utilized by SWAN for library staff into a single login and password. Once in place, the SSO will serve as the authentication mechanism for SWAN's future ILS staff client. These vendor provided and supported environments offer improved performance and resolution of issues, as well as shifting the burden and liability of information security and hardening of servers to our preferred contracted vendors, away from SWAN. Much of this work was completed in the prior fiscal year, and this budget reduces or eliminates expenses associated with the prior self-hosting. The budget sets expenses with Pantheon hosting of SWAN Support for three years fixed cost.

### Addition of Addison Public Library & exit of Prairie State College

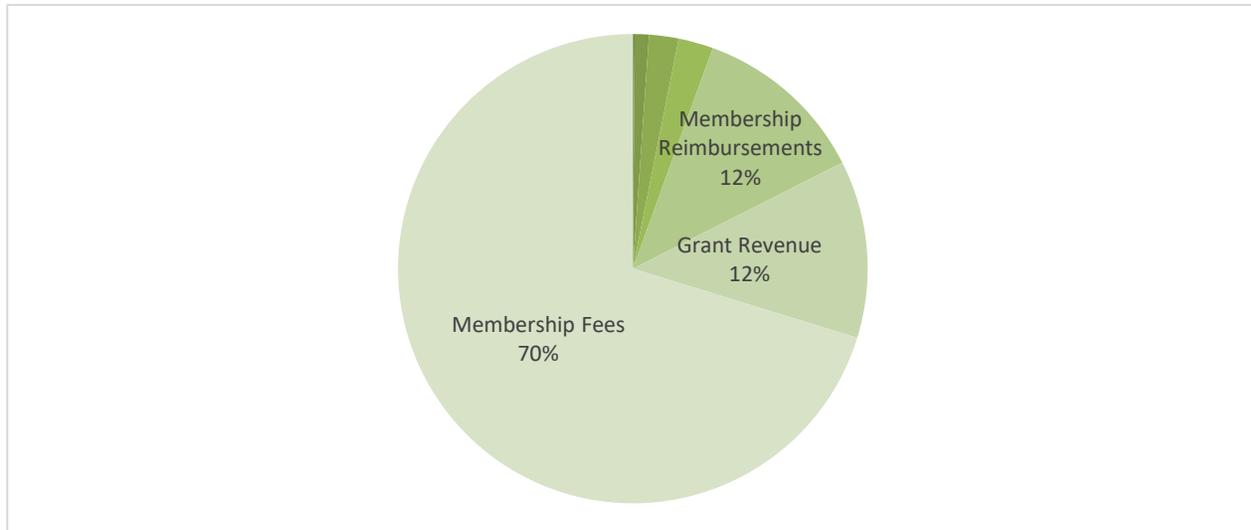
Addison Public Library was approved for full membership in SWAN, and the library went live on SWAN in November 2023. This budget includes the addition of the library for a full year from a revenue and expense standpoint. The exit of Prairie State College from SWAN subtracts its membership fee revenue to the consortia within this budget, which is more than offset with the addition of Addison's fees to SWAN revenue.

<b>Addison Public Library</b>		
Revenue - Membership Fee	\$	70,367
Expenses (licensing add-ons)	\$	27,410
<b>Net</b>	<b>\$</b>	<b>42,957</b>
<b>Prairie State College</b>		
Revenue - Membership Fee	\$	18,333

**SWAN 50th Anniversary**

SWAN was founded as a service in 1974 and 2024 will be its 50th year anniversary. The Expo event in August 2024 should include a celebration of this achievement.

**Revenue**



**Membership Fees**

**4010 SWAN Full Membership Fees \$2,871,727**

SWAN assesses membership fees based on academic, school, special, and public library. The formulas used for each are detailed on the SWAN support site under About > Board > Budget & Fees. Membership fee revenue includes Addison Public Library. SWAN’s FY25 membership fees are based on the 2021 tax year, and the variations of the tax revenue and debt service per library will result in individual library fee changes.

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

The Internet Access level service for school libraries continues through this fiscal year with 10 schools participating with partner SWAN member public libraries.

## Membership Reimbursements

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

This budget line would be used if a library needed to reimburse SWAN for one-time expenses incurred. For example, if the RAILS Catalog Grant were no longer available, a library joining SWAN would pay SWAN for the one-time expenses for the vendor expenses. No one-time projects are anticipated for this budget.

**4190 Member Group Purchase Receipts \$491,375**

Libraries that reimburse SWAN for group purchases are indicated in this budget line. EBSCO database group-purchase revenue collected from public libraries year 5. Additional group purchases such as Comics Plus from Library Pass are included in this revenue line.

## Reimbursements

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**4220 Reimbursement Losses for Resource Sharing \$50,000**

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

**4230 Collection Agency Fees \$0**

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

**4240 E-commerce transactions \$43,000**

Payments made through the Aspen Discovery catalog by library users will be recorded as revenue and then distributed back to member libraries as an expense off-set in this budget.

**4250 Deaccession transactions \$5,000**

Revenue collected from deaccession of SWAN equipment or furniture.

## Grant Revenue

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**4310 RAILS Support to SWAN \$500,616**

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

**4320 Other Grant Revenue \$0**

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

### Registration & Event Receipts

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**4499 Annual Conference Receipts \$5,000**

Any revenue collected as part of the SWAN Expo are recorded in this budget line. This includes vendor table fees or libraries invoices for the event to offset event catering. This budget includes the annual conference event.

### Investment & Interest

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**4510 Interest Income \$83,328**

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

**4520 Investment Income \$0**

SWAN currently is a member of IMET. Should the organization decide to invest, the annual income would be recorded in this budget revenue line.

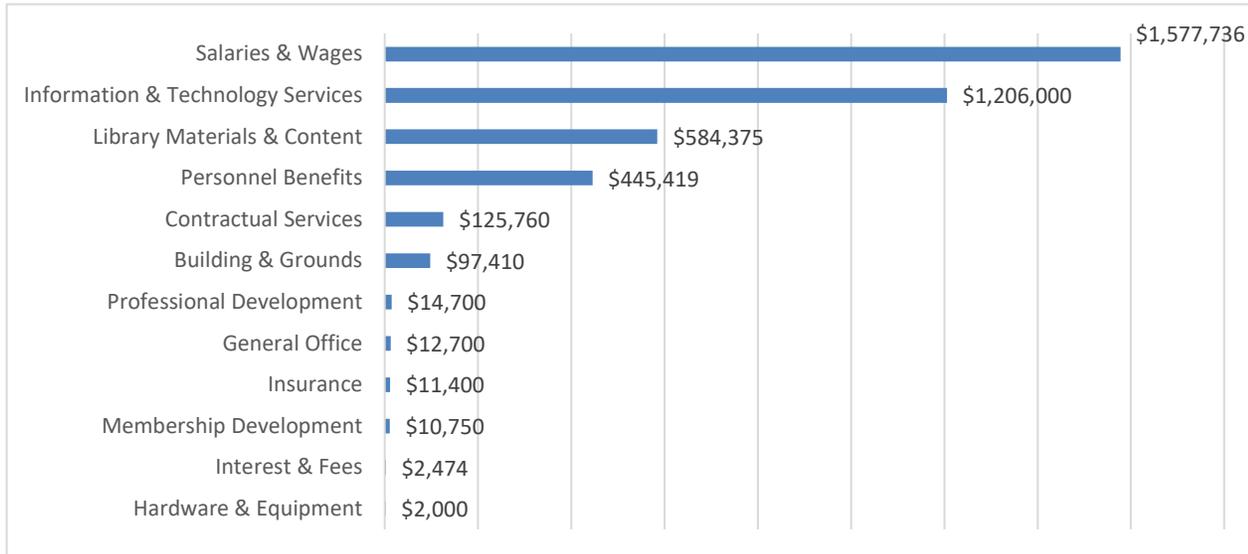
### Reserve Fund Transfer

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**4600 Reserve Fund Transfer \$40,000**

The reserve fund for SWAN is tracked on the monthly finance report as unrestricted funds. The use of the excess operating fund is recommended for one-time expenses for the consortia, such as the addition of a new service that has one-time setup fees. This budget plans for an indentify service provider to achieve single sign-on across SWAN's web-based platforms, which has a one-time expense.

## Expenses



### Salaries & Wages

**5000 Salaries & Wages \$1,577,736**

SWAN has left positions unfilled and eliminated a position to remain flexible within the strategic plan. This year that this budget line is increased 2.0%, the first increase in 5 years.

### Personnel Benefits

**5021 Social Security Taxes \$120,700**

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

**5022 State Unemployment Insurance \$0**

Organization pays unemployment directly should it be required.

**5023 Worker's Compensation \$4,719**

Organization insurance provided by insurance vendor.

**5024 Retirement Benefits \$143,700**

SWAN provides its employees a 401a retirement plan through ICMA-RC. The organization does not provide a defined benefit plan or participate in Illinois Municipal Retirement Fund (IMRF).

**5025 Health, Dental, Life And Disability Insurance \$174,800**

Employee health insurance is provided by LIMRiCC Purchase of Health Insurance Program (PHIP). This budget reflects a reduction due to changes with employee benefit selections.

**5026 Tuition Reimbursements \$1,100**

Tuition reimbursement benefit for employees.

**5085 Staff Wellness \$400**

Benefit offered to SWAN employees for participation within the employee Wellness Plan which includes incentives for breaktimes for walking, pedometers, exercise, and healthy lifestyles. No change from the prior budget.

## **Building & Grounds**

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

**5110 Rent/Lease \$88,000**

SWAN signed a 7-year lease in 2016 for office space. The lease will end November 2024, so this budget reflects 6 months of the remaining lease and 6 months expense based on a smaller commercial space.

**5120 Utilities \$4,300**

Facility electricity and natural gas expenses are recorded in this line. Anticipated to be lower in FY25 based on square foot reduction of office space.

**5130 Property Insurance \$650**

Property and flood insurance covers office space furniture and equipment.

**5140 Repairs & Maintenance \$960**

Used for facility repairs including door fob security maintenance and repairs.

**5150 Custodial Service & Supplies \$3,500**

SWAN's cleaning service was changed for two days per week.

**5190 Other Building Maintenance \$0**

Used for alarms and security cameras related to facility expense.

## **Professional Development**

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

**5210 Conference Travel \$6,000**

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

**5220 Staff Meetings \$900**

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

**5230 Staff Professional Development \$4,000**

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

**5240 Professional Association Membership Dues \$2,500**

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

**5250 Educational Material \$800**

This budget reduces some of the online learning expenses for employees.

**5260 Online Learning \$500**

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

## **Membership Development**

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

**5310 Travel Reimbursement \$800**

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

**5320 Membership Meetings \$0**

Refreshments for the 50+ membership advisory and user group meetings held annually, such as coffee and donuts, or other activity supplies. Reduced to zero for the budget post-pandemic.

**5330 Library Professional Development \$7,450**

Subscription expenses for learning management system and online tutorial coursework. Library staff have the ability to complete interactive training and within the learning management system, complete courses to master skills in the software systems SWAN provides. Expenses include Articulate Storyline, and Inquisiq, which are components of SWAN's Learning Management System. The FY25 budget includes increased use of the learning management system, exceeding 500 simultaneous users.

**5350 Marketing & Promotional Material \$0**

Expenses related to printing library promotional material such as bookmarks or brochures.

**5399 Annual Conference \$2,500**

SWAN's annual conference, called SWAN Expo, supports speaker fees, honorarium, and travel expense for speakers. Costs associated with the facility and event are noted with the budget lines ending in "99" within this budget chart of accounts. The SWAN Expo will take place during SWAN's 50th anniversary.

## **Information & Technology Services**

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

**5420 Application Software Licensing \$16,800**

Expenses related to SWAN's support software application include employee tools to create videos, deploy client software, design presentations, run meetings, and create instructional material. Vendor licensing includes: Formsite (webform software subscription), SurveyMonkey (for ongoing usability Input), MailChimp for e-newsletter, Adobe Acrobat, Adobe Creative Suite, Asana, Articulate Storyline, LastPass, Microsoft Office O365, Microsoft Visio Pro O365, Panda Virus Protection & Patch Management, and MSI Package Installer.

**5430 Server Software Licensing \$121,800**

Expenses related to SWAN's support infrastructure including SSL Certificates for SWAN, domain subscription, SonicWALL Security licensing and subscription, Microsoft Active Directory, Microsoft Azure, and Microsoft Server licenses. This budget includes shift in expenses for SWAN hosting Aspen in Microsoft Azure as that service is helpdesk system hosting. The server licensing expenses related to SWAN's library services platform to run SirsiDynix Symphony and test systems. The FY25 budget introduces the single sign-on service at \$27,000 annually, which will simplify library staff access to SWAN's growing web-based platforms, as well as providing enhanced security through management of users with this identify service provider.

**5440 Library Services Platform \$921,000**

The heart of SWAN’s resource sharing software platform expenses is recorded in this budget line, including expenses from SirsiDynix, OCLC, and EBSCO Discovery Services, and OpenAthens. For FY25, SirsiDynix expenses are budgeted for \$355,838, OCLC at \$318,343, and the Article Search integration through EBSCO Discovery Services and OpenAthens is \$118,740 total. Support from ByWater Solutions for SWAN's Aspen Discovery Services is \$102,350. SirsiDynix expenses no longer include a \$95,130 package for BLUEcloud Mobile. SWAN's SirsiDynix agreement sets a 1.9% escalation for the May 1, 2024 renewal. OCLC expenses for this budget are based on the prior year's total invoice and anticipates a 4% escalation. EBSCO expenses for OpenAthens and Discovery Service continue through FY25 with escalations capped at 2% and 1% respectively. ByWater Solutions support for the Aspen Library Discovery App (LiDA) is included at \$4,600.

**5450 Data Management Services \$33,000**

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

**5460 Information Subscription Service \$75,700**

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

**5470 Subscription Support Services \$23,200**

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

**5480 Telecommunications \$14,500**

Expenses associated with SWAN facility connection to the internet and phone support is unchanged with an office relocation.

**5490 Group Purchases - Services \$700**

SWAN will periodically arrange a software group purchase. Those expenses are recorded here if libraries are invoiced back for the expense, which would be recorded as revenue in the budget line 4190. The budget is supporting an ongoing Envisionware software group purchase for a self-check system, which has annual maintenance for support.

## General Office

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

**5510 Office Supplies \$2,200**

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

**5520 Postage \$500**

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

**5550 Furniture \$10,000**

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

**5599 Annual Conference Supplies \$0**

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

## Hardware & Equipment

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

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

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

**5620 Hardware \$2,000**

Expenses for this budget related to SWAN staff computer equipment, including repair and replacement.

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

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

## Insurance

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

**5700 Insurance \$11,400**  
The SWAN organization insurance for directors and officers, cyber crime, and business owner’s insurance.

### **Contractual Services**

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

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

**5820 Accounting \$19,160**  
Expenses associated with activities include SWAN annual audit, and the accounting service with Lauterbach & Amen.

**5830 Consulting \$5,000**  
Expenses for vendor consulting for facilitation, strategic planning, or other one-time services are recorded in this budget line. This budget includes one-time expenses for paid software development to ByWater Solutions for prioritizing Aspen LiDA feature requests from SWAN.

**5840 Payroll Service Fees \$4,500**  
Expenses for the payroll service provided through Paylocity.

**5850 Contractual Agreements \$0**  
Expenses for one-time costs within the fiscal year for adding member libraries to the consortium are recorded in this line. These expenses would be offset by the revenue line 4320 Other Grant Revenue. The addition of Addison Public Library to SWAN and the one-time expenses are recorded in this budget line.

**5860 Notification & Collection \$86,700**  
This budget includes the new service for all 100 member libraries to have email and SMS messages enhanced and sent through the MessageBee service provided by Unique Management at an annual cost of \$80,286. All 100 library notifications sent via automated phone calls are also provided through MessageBee. SWAN has also contracted with a Unique Management to print all user notices at \$5,064 annually.

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

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

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

### **Library Materials & Content**

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

**5910 Print Materials \$0**

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

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

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

**5930 Group Purchases - Content \$0**

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

**5940 E-commerce payment transactions \$43,000**

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

**5990 Group Purchases - Electronic Resources \$491,375**

SWAN negotiated group purchase for online subscriptions through EBSCO anticipates a 3% increase for FY25 plus the participation of Addison Public Library. The associated revenue offset in the revenue 4190 budget line.

### **Interest & Fees**

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**6010 Bank Fees \$2,424**

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

**6020 Merchant Account Fees \$50**

SWAN subscribes to ProPay as part of the BLUEcloud Commerce required for online Enterprise payments. SWAN pays \$40 annually, as do all member libraries within the ProPay service.

**6030 Interest Payment \$0**

Expenses for any loan or debt service payments would be recorded in this line. SWAN currently has no expenses for this line.

**6099 Annual Conference Merchant Fees \$0**

Expenses associated with any online transaction fees for processing annual conference SWAN Expo online payments are recorded in this line.

## **Asset Management**

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**6110 Depreciation \$2,322**

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

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

**6130 Vacation Expense \$0**

Per GASB, Vacation Expense is the account created to segregate the amount of the expense incurred by SWAN for the current years' addition or subtraction to the balance of earned but unused staff vacation time. This expense from budget in prior years was deemed no longer required for SWAN.

Revenue & Expense Budget		FY23 Actual	FY24 Budget	FY25 Budget	Change from FY24 to FY25
<b>Revenue</b>					
<b>4000</b>	<b>Membership Fees</b>				
4010	SWAN Full Membership Fees	\$2,999,622	\$3,067,972	\$2,871,727	(\$196,245)
4011	SWAN Internet Access Membership Fees	\$5,459	\$3,700	\$3,700	\$0
<b>4100</b>	<b>Membership Reimbursements</b>				
4110	Member One-Time Project Receipts	\$0	\$0	\$0	\$0
4190	Member Group Purchase Receipts	\$461,888	\$443,223	\$491,375	\$48,152
<b>4200</b>	<b>Reimbursements</b>				
4220	Reimbursement Losses for Resource Sharing	\$39,234	\$63,000	\$50,000	(\$13,000)
4230	Collection Agency Fees		\$0	\$0	\$0
4240	E-commerce transactions	\$42,819	\$45,680	\$43,000	(\$2,680)
4250	Deaccession transactions			\$5,000	
<b>4300</b>	<b>Grant Revenue</b>				
4310	RAILS Support to SWAN	\$527,381	\$498,388	\$500,616	\$2,228
4320	Other Grant Revenue	\$0	\$16,624	\$0	(\$16,624)
<b>4400</b>	<b>Registration &amp; Event Receipts</b>				
4499	Annual Conference Receipts	\$3,330	\$3,400	\$5,000	\$1,600
<b>4500</b>	<b>Investment &amp; Interest</b>				
4510	Interest Income	\$43,477	\$20,800	\$83,328	\$62,528
4520	Investment Income		\$0	\$0	\$0
<b>4600</b>	<b>Reserve Fund Transfer</b>	\$0	\$73,800	\$40,000	(\$33,800)
<b>Total Revenue</b>		<b>\$4,123,209</b>	<b>\$4,236,587</b>	<b>\$4,093,746</b>	<b>(\$142,841)</b>
<b>Expenses</b>					
<b>5000</b>	<b>Salaries &amp; Wages</b>	\$1,410,447	\$1,546,800	\$1,577,736	\$30,936
<b>5020</b>	<b>Personnel Benefits</b>				
5021	Social Security Taxes	\$104,110	\$118,400	\$120,700	\$2,300
5022	State Unemployment Insurance	\$0	\$0	\$0	\$0
5023	Worker's Compensation	\$5,416	\$4,500	\$4,719	\$219
5024	Retirement Benefits	\$132,609	\$140,900	\$143,700	\$2,800
5025	Health, Dental, Life And Disability Insurance	\$166,664	\$192,400	\$174,800	(\$17,600)
5026	Tuition Reimbursements	\$0	\$1,100	\$1,100	\$0
5085	Staff Wellness	\$570	\$400	\$400	\$0
<b>5100</b>	<b>Building &amp; Grounds</b>				
5110	Rent/Lease	\$118,953	\$117,300	\$88,000	(\$29,300)
5120	Utilities	\$8,545	\$6,700	\$4,300	(\$2,400)
5130	Property Insurance	\$803	\$650	\$650	\$0
5140	Repairs & Maintenance	\$890	\$860	\$960	\$100
5150	Custodial Service & Supplies	\$3,315	\$4,000	\$3,500	(\$500)
5190	Other Building Maintenance	\$0	\$0	\$0	\$0

Revenue & Expense Budget		FY23 Actual	FY24 Budget	FY25 Budget	Change from FY24 to FY25
<b>5200</b>	<b>Professional Development</b>				
5210	Conference Travel	\$942	\$6,000	\$6,000	\$0
5220	Staff Meetings	\$932	\$900	\$900	\$0
5230	Staff Professional Development	\$9,483	\$4,000	\$4,000	\$0
5240	Professional Association Membership Dues	\$1,553	\$2,500	\$2,500	\$0
5250	Educational Material	\$0	\$800	\$800	\$0
5260	Online Learning	\$500	\$2,500	\$500	(\$2,000)
<b>5300</b>	<b>Membership Development</b>				
5310	Travel Reimbursement	\$771	\$800	\$800	\$0
5320	Membership Meetings		\$0	\$0	\$0
5330	Library Professional Development	\$5,764	\$6,570	\$7,450	\$880
5350	Marketing & Promotional Material	\$15	\$0	\$0	\$0
5399	Annual Conference	\$0	\$0	\$2,500	\$2,500
<b>5400</b>	<b>Information &amp; Technology Services</b>				
5420	Application Software Licensing	\$16,785	\$18,000	\$16,800	(\$1,200)
5430	Server Software Licensing	\$101,365	\$105,200	\$121,800	\$16,600
5440	Library Services Platform	\$1,011,986	\$1,016,300	\$921,000	(\$95,300)
5450	Data Management Services	\$28,866	\$33,000	\$33,000	\$0
5460	Information Subscription Service	\$73,693	\$75,000	\$75,700	\$700
5470	Subscription Support Services	\$9,237	\$6,800	\$23,200	\$16,400
5480	Telecommunications	\$12,403	\$14,500	\$14,500	\$0
5490	Group Purchases - Services	\$23,762	\$600	\$700	\$100
<b>5500</b>	<b>General Office</b>				
5510	Office Supplies	\$1,792	\$2,200	\$2,200	\$0
5520	Postage	\$1,008	\$500	\$500	\$0
5550	Furniture	\$0	\$0	\$10,000	\$10,000
5599	Annual Conference Supplies	\$19	\$0	\$0	\$0
<b>5600</b>	<b>Hardware &amp; Equipment</b>				
5610	Equipment Rental/Maintenance	\$1,660	\$1,000	\$0	(\$1,000)
5620	Hardware	\$8,392	\$4,200	\$2,000	(\$2,200)
5690	Group Purchases - Hardware	\$1,098	\$1,100	\$0	(\$1,100)
<b>5700</b>	<b>Insurance</b>	<b>\$14,042</b>	<b>\$11,500</b>	<b>\$11,400</b>	<b>(\$100)</b>
<b>5800</b>	<b>Contractual Services</b>				
5810	Legal	\$258	\$1,500	\$1,500	\$0
5820	Accounting	\$19,735	\$19,160	\$19,160	\$0
5830	Consulting	\$7,470	\$75,000	\$5,000	(\$70,000)
5840	Payroll Service Fees	\$4,468	\$3,600	\$4,500	\$900
5850	Contractual Agreements		\$16,624	\$0	(\$16,624)
5860	Notification & Collection	\$33,556	\$92,200	\$86,700	(\$5,500)
5870	Recruitment	\$1,599	\$0	\$0	\$0
5899	Annual Conference Facility Contract	\$8,133	\$8,900	\$8,900	\$0
<b>5900</b>	<b>Library Materials &amp; Content</b>				
5910	Print Materials	\$0	\$5,300	\$0	(\$5,300)
5920	Reimbursement for Resource Sharing	\$39,766	\$63,000	\$50,000	(\$13,000)
5930	Group Purchases - Content	\$0	\$0	\$0	\$0

		FY23	FY24	FY25	Change
<b>Revenue &amp; Expense Budget</b>		<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>from FY24 to FY25</b>
5940	E-commerce payment transactions	\$41,020	\$45,680	\$43,000	(\$2,680)
5990	Group Purchases - Electronic Resources	\$442,423	\$451,271	\$491,375	\$40,104
<b>6000</b>	<b>Interest &amp; Fees</b>				
6010	Bank Fees	\$1,614	\$3,700	\$2,424	(\$1,276)
6020	Merchant Account Fees	\$45	\$50	\$50	\$0
6030	Interest Payment	\$0	\$0	\$0	\$0
6099	Annual Conference Merchant Fees		\$300	\$0	(\$300)
<b>Subtotal Expenses</b>		<b>\$3,878,476</b>	<b>\$4,234,265</b>	<b>\$4,091,424</b>	<b>(\$142,841)</b>
<b>6100</b>	<b>Asset Management</b>				
6110	Depreciation	\$0	\$2,322	\$2,322	\$0
6120	(Gain)/Loss on Asset Disposal	\$0			
6130	Vacation Expense	\$0			
6140	Miscellaneous Expense	\$1,733			
<b>Total Expenses</b>		<b>\$3,880,209</b>	<b>\$4,236,587</b>	<b>\$4,093,746</b>	<b>(\$142,841)</b>
<b>Total Revenue (from above)</b>		<b>\$4,123,209</b>	<b>\$4,236,587</b>	<b>\$4,093,746</b>	
<b>Excess of revenues over (under) estimated expenses</b>		<b>\$243,000</b>	<b>\$0</b>	<b>\$0</b>	

## SWAN Reserves Plan: Updated for FY25 Budget

Capital Expenditures (anything over \$5,000)	FY24	FY25	FY26
	July 2023-June 2024	July 2023-June 2025	July 2023-June 2026
Prior Year Balance: End of fiscal year, final audit, see "Unrestricted" on Balance Sheet	\$2,656,635	\$2,600,427	\$2,560,427
Reserves collected & Impact Fee	\$17,592	\$0	
Strategic planning consultant	(\$36,000)		
Website development consultant	(\$37,800)		
Single Sign On: Identity service provider one-time		(\$35,000)	
Funds for SWAN office relocation		(\$5,000)	
Funds for SWAN staff computer replacement			(\$45,000)
Future ILS Migration Budget (\$465,740)			
<b>Total</b>	<b>\$2,600,427</b>	<b>\$2,560,427</b>	<b>\$2,515,427</b>
Maintain 4 months operating in reserve (policy)	(\$1,412,196)	(\$1,364,582)	(\$1,432,811)
<b>Over/(Under) Reserve Policy</b>	<b>\$1,188,231</b>	<b>\$1,195,845</b>	<b>\$1,082,616</b>
Operating Budget (5% increases each year after FY24)	\$4,236,587.36	\$4,093,746.37	\$4,298,433.69
Months operating in reserve	7.37	7.51	7.02