

SWAN Scenarios

2010

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Introduction

These scenarios are to be used in conjunction with the Business Plan. The Business Plan is a document detailing the manner in which SWAN currently conducts business. These scenarios are essentially a feasibility study to assess the practicality of various configurations of locations for SWAN. The basic assumption that was used during the creation of the scenarios was that all existing services and staff would remain the same. We recognize that there are many potential cost-saving changes that could be made, but to provide a consistent evaluation, we used existing services and staff.

The scenarios evaluated include:

1. Vendor hosted options (Innovative)
2. Staying in the current location
3. Moving to a new location
4. Moving to multiple locations

Data was gathered to determine needs for technology and staff, related costs, and potential benefits and risks for each scenario. With this completed study we can decide whether to proceed with a particular scenario. Once a scenario has been chosen a more detailed plan should be completed and incorporated into the broader business plan.

The scenarios represent an ongoing annual cost increase between 18% and 31% above the current SWAN FY11 budget. Please note that these percentage increases are an average of the total cost of SWAN. Library-specific increases would be calculated in the event that a scenario is chosen to implement. Additionally, one-time upfront costs are listed within each scenario.

As the SWAN Business Plan Committee identified and discussed all of these options in detail, we realized that SWAN is at a major turning point, and must begin to change in order to preserve the service in the future. The current “business as usual” model is no longer viable, and the SWAN membership must understand and support investigation and potential changes in the service model.

Vendor Hosted Scenario

BizCom met with Innovative Interfaces, Inc. representative Chris Holly to discuss if Innovative could host SWAN's ILS equipment, providing hardware-related maintenance and security. However, following the current vendor's assessment, it has been determined that SWAN's current hardware installation could not be hosted by the vendor as the servers are too large. This option could be considered if the current ILS was broken down into cluster installations (i.e. INN-Reach) thus utilizing a number of smaller servers.

SWAN at Member Libraries Scenario

The committee thoroughly investigated the option of housing SWAN staff and/or technology at member libraries. During our investigation, we identified and visited multiple libraries that offered space to house either staff or technology, and evaluated each location against the criteria listed in Appendix A: Requirements for Alternate Locations on page 11. The committee has decided that housing either staff or technology at a member library is not immediately feasible. Additionally, there were too many variables that needed to be considered in order to calculate costs, which we determined to not be possible given the time limitations. However, further investigation is recommended to determine how this option could be made feasible.

Factors influencing the decision were:

- The individual nature and size of each member library space available and the unknown elements, especially security
- The long term issues and cost to contract with a member library
- The physical modifications necessary to be able to house staff or technology

See Appendix F on page 23 for a detailed report.

Current Location Scenario

1. Description

SWAN operations (staff and technology) would remain in its current configuration at the current location of 125 Tower Drive, Burr Ridge, IL. At the current location, there are two cost scenarios. The first scenario is that SWAN would be solely responsible for the management and maintenance costs of the facility. The second scenario is that SWAN would share the management and maintenance costs of the facility with the Delivery service. These scenarios assume that MLS has not officially liquidated, but has no funds or staff to contribute to SWAN or to the building's expenses and operations. Space for SWAN meetings and training labs may continue to be provided at this location.

Sharing the facility with another LLSAP or an unrelated renter is a possibility, and would have an impact on all areas, but cost implications are not included.

2. Planning Estimates

See Appendix B on page 15 for the Full Costs budget and Appendix C on page 17 for the Share with Delivery cost detail.

Current Location Transition Costs		
Cost type	Estimated Cost	Notes
Moving costs	\$0	
Infrastructure upfront costs	\$0	May need to purchase hardware/software depending on the agreement with MLS.

Current Location Sub-Scenario 1- Full Ongoing Costs		
Cost type	Estimated Cost	Notes
Staffing – SWAN currently pays	\$952,841	
Staffing – Additional to pay	\$322,598	Other salary + SWAN health benefits
Overhead/Operating – SWAN currently pays	\$1,042,281	
Overhead/Operating – Additional to pay	\$292,611	
TOTAL Staffing & Overhead	\$ 2,610,331	31% increase over FY11 SWAN budget

Current Location Sub-Scenario 2- Share with Delivery Ongoing Costs		
Cost type	Estimated Cost	Notes
Staffing – SWAN currently pays	\$952,841	
Staffing – Additional to pay	\$322,598	Other salary + SWAN health benefits
Overhead/Operating – SWAN currently pays	\$1,042,281	
Overhead/Operating – Additional to pay	\$170,316	
TOTAL Staffing & Overhead	\$2,488,036	25% increase over FY11 SWAN budget

3. Implications

Because of the impending merger of the Illinois Regional Library Systems, there may be some negotiations with a merged system board, and not only with the MLS Board of Directors. The impact on the SWAN service and staff would be minimal, with no need to move any staff or equipment to another location. There would be no anticipated service interruption.

New Location Scenario

1. Description

SWAN operations (staff and technology) would physically move to a new rented location with a long term lease (5-12 years). SWAN would be responsible for any related building costs (insurance, utilities, maintenance, etc. if needed). Space for SWAN meetings and training labs would most likely be provided by member libraries.

This facility would be capable of meeting server room and equipment requirements (based on a current needs analysis) so as to provide the current level of LLSAP service and maintenance. The facility would house current staff, though the possibility of some staff working remotely would be explored.

2. Planning Estimates

See Appendix D on page 19 for the New Location cost detail.

New Location Transition Costs		
Cost type	Estimated Cost	Notes
Moving costs	\$10,000	
Infrastructure upfront costs		
Technology build out / equipment	\$83,900	300 sq ft build out. May need to purchase hardware/software depending on the agreement with MLS.
Office build out	\$150,000	Office, conf room, cubes, common
TOTAL Transition	\$243,900	One time, upfront costs

New Location Ongoing Costs		
Cost type	Estimated Cost	Notes
Staffing	\$1,275,439	
Overhead/Operating	\$1,202,592	
TOTAL Staffing & Overhead	\$2,478,031	19% increase over FY11 SWAN budget

3. Implications

Moving the SWAN data center and staff to a single new location necessitates consolidation of data center space and of staff space. We anticipate being able to accommodate all technology and staff in approximately 4,000 square feet. This would require a reconfiguration of space use by staff, and private offices, with the exception of the Director, may not be possible. Storage space will be at a premium necessitating a great deal of organization and removal of files no longer needed. The cost of moving files also is a consideration when contemplating the need for historical data in hard copy.

There may be some effects on staff productivity due to a need to acclimate to a new environment. Depending on the geographical aspect of a new location, it is possible that some staff may resign because of an increased commute, undesirable location, or shift changes.

Moving to a single new location will most closely replicate the current environment. We would anticipate that regular SWAN production would be available within forty-eight hours of being taken down to move. Support for

additional service areas would come back up gradually. For example, the report server may not be available for several more days after the production server is brought up and tested.

We anticipate that several areas of SWAN service will be curtailed prior to the move to allow staff to concentrate fully on consolidation of files and packing and unpacking desks, cabinets, etc. It is possible that only direct SWAN support for library circulation will be available initially; other services, e.g. cataloging, training, may resume at a later date. There would most likely not be a backup emergency generator at a new leased location.

Multiple Locations Scenario

1. Description

This Multiple Locations scenario describes one possible configuration of staff and technology distributed over several locations. Other configurations are possible depending on the specific needs at the time of implementation.

SWAN operations would physically move into three separate locations:

1. A centralized staff location for 17 people (3000 sq ft requiring 24 hour access)
2. A centralized data center with no staff on site (housing technology at a co-location)
3. Remote locations for 5 people (3 at home and 2 at a rent-an-office)

The SWAN servers would be housed in a co-location facility, which is a special “hardened” data center with security and backup power included in rent. Space for SWAN meetings and training labs would be most likely provided by member libraries.

Working with the SWAN Director, the committee determined that splitting SWAN staff into more than two separate central locations was undesirable from a management standpoint. A solution which involves more than two central locations for staff should be utilized only as a temporary or emergency solution for a limited time period, such as during a space build-out. However, some staff may be able to work individually from a remote location such as home or a small “rent-an-office,” and these remote locations would not be considered a “central” location.

2. Planning Estimates

See Appendix E on page 21 for the Multiple Locations cost detail.

Multiple Locations Transition Costs		
Cost type	Estimated Cost	Notes
Moving costs	\$10,000	
Infrastructure upfront costs - Technology	\$0	May need to purchase hardware/software depending on the agreement with MLS
Infrastructure upfront costs - Office build out	\$150,000	Office, conf room, common

New Location Ongoing Costs		
Cost type	Estimated Cost	Notes
Staffing	\$1,275,439	
Overhead/Operating	\$1,164,288	
TOTAL Staffing & Overhead	\$2,439,727	18% increase over FY11 SWAN budget

3. Implications

In addition to the difficulties involved with moving equipment and site preparation for an alternate location, the implications of separating equipment and staff into two or more facilities become more complex. As with relocation to a single site, staff would have to become acclimated to a new, unfamiliar work environment and change commute strategies. Added to this would be the potential need to travel between the staff central location, the technology co-location, and staff remote locations. Additional challenges arise if multiple staff find it necessary or more effective to work collaboratively in the presence of the major equipment and face-to-face rather than via telephone.

Although it is possible for technically proficient staff to access hardware from remote locations and even do so from home, they would need to be provided with hardware and software sufficient to enable such access in all of the locations from which they are working - including in the server rooms themselves. Management of the SWAN service in multiple locations becomes more complex due to the increased coordination required to communicate with staff.

We anticipate being able to accommodate seventeen staff in approximately 3,000 square feet of rented office space. This would require a reconfiguration of space use by staff, and private offices, with the exception of the Director, may not be possible. Storage space will be at a premium necessitating a great deal of organization and removal of files no longer needed. The cost of moving files also is a consideration when contemplating the need for historical data in hard copy.

Housing technology at a co-location has some positive implications, including stable high speed variable bandwidth with flexible usage options, a climate controlled system environment, a secure facility with battery backup and emergency generator, and 24 hour network operations support among others.

The relocation to multiple locations where rental and/or occupancy agreements replace a situation of outright ownership creates a situation where a pattern of moves of personnel and equipment necessary to serve the consortium could become the reality over several years. Increases in rent, changes in the management or governance of either SWAN will occur as will changes in the environment(s) surrounding the site(s). All of the costs and disruptions incumbent with any move of the delicate and complex central site operation of a consortium the size of SWAN will invariably cause service interruptions.

Recommendations

During the course of this study we encountered many unknowns and variables. In addition we realize that for any scenario to be viable, the structure and services of SWAN will have to change in order to preserve service in the future. Because of these reasons we cannot offer one clear cut solution in moving forward. Instead we have a number of recommendations:

I. Short Term

- a. The SWAN Director, working with SWAN Council, should explore ways to cut costs.
- b. A study should be conducted to identify the SWAN services essential to the membership. SWAN should dedicate time for planning and preparation for the future based on the study results.
- c. SWAN should do the following to prepare for a move or for others to move into the building:
 - i. Clean up offices and server rooms.
 - ii. Properly dispose of unneeded records.
 - iii. Document and clearly label all of SWAN equipment.
 - iv. Create a list of hardware and software needed for purchase in the event of a move.
 - v. Reduce the physical technology footprint.
- d. Further studies should be done on the following:
 - i. Sharing space with other LLSAPs at the Burr Ridge location
 1. Make Burr Ridge location inviting (see 1c. above).
 2. Reach out to the Illinois State Library and/or the newly merged system and encourage use of the Burr Ridge location for LLSAPs.
 3. Share information and the work we have done with other LLSAPs.
 - ii. Investigate leasing unused space in the current location to a non-LLSAP entity.
 - iii. Begin a search for new potential locations.
 - iv. Study other consortia models for ideas on service improvement or cost savings.
 - v. Further investigate utilizing member libraries to host SWAN technology or staff.
- e. Although it is not the charge of this committee, we recognize that SWAN makes up a majority of Delivery, and SWAN should support the efforts of the Delivery Task force by working to reduce the load.

II. Long Term

- a. Investigate other ILS options i.e. Inn-Reach, open source ILS

Appendix A: Requirements for Alternate Locations

Staff Space Requirements

New Location Minimum Staff Requirements

One office space for 22 SWAN staff (including the Reciprocal Borrowing/Collection Agency position) and 2 contracted IT staff (Versatile). This configuration would require approximately 4,000 square feet.

- **Staff Space**
 - 14 cubicles with dedicated desk space for 14 staff
 - 3 cubicles that are shared between 7 staff
 - 2 cubicles for contracted IT staff
 - 1 private office for Director
- **Public Space**
 - Data center for all SWAN ILS & local office network
 - Meeting Room to hold up to 20 (optional)
 - Staff Room
 - Parking spaces up to 20 (staff only)
 - Copy machine, supply storage, file storage

Multiple Location Minimum Staff Requirements

The purpose is to have the majority of SWAN staff at a central location, some staff working remotely, and a data center with no assigned staff. This scenario accounts for 22 staff members.

- **Location A:** Centralized staff location: requires 24-hour access, also could have some network hardware/technology.
 - 11 cubicles with dedicated desk space for 11 staff
 - 2 cubicles that are shared between 5 staff
 - 1 private office for Director
 - Staff room
 - Copy machine, supply storage, file storage
 - Network closet for local office network equipment
- **Location B:** Data Center at Co-Location (no staff on site)
 - SWAN ILS server equipment
- **Location C:** Remote location i.e. telecommuting from home, member library, etc., can work independently.
 - 5 dedicated desk space for 5 staff
- Note: Contracted IT (Versatile) would work remotely from their own location.

Technology Space Requirements

Kirtley Technology Corporation was hired to conduct a needs analysis of the SWAN technology equipment and space. This analysis will be used as the basis for developing a plan to move the current IT environment. The analysis included information about the current environment:

- Square footage
- Power
- Security
- Cooling
- Communications
- Rack Space
- Current assessment of all hardware to be moved

The full report is not included in this document due to security concerns about listing specifications about all hardware equipment, but can be viewed via a request to the SWAN Director.

Kirtley evaluated equipment that SWAN owns (purchased with Computer Fund) as well as equipment that MLS owns (purchased with General Fund). The criteria for evaluation was “would SWAN need this piece of equipment (or the service it provides) if they were separated from MLS?” This means that SWAN does not own all of the equipment listed in the report, and would need to accommodate the service it provides by either acquiring new equipment, or negotiating with MLS or the newly merged system to purchase or be assigned those assets.

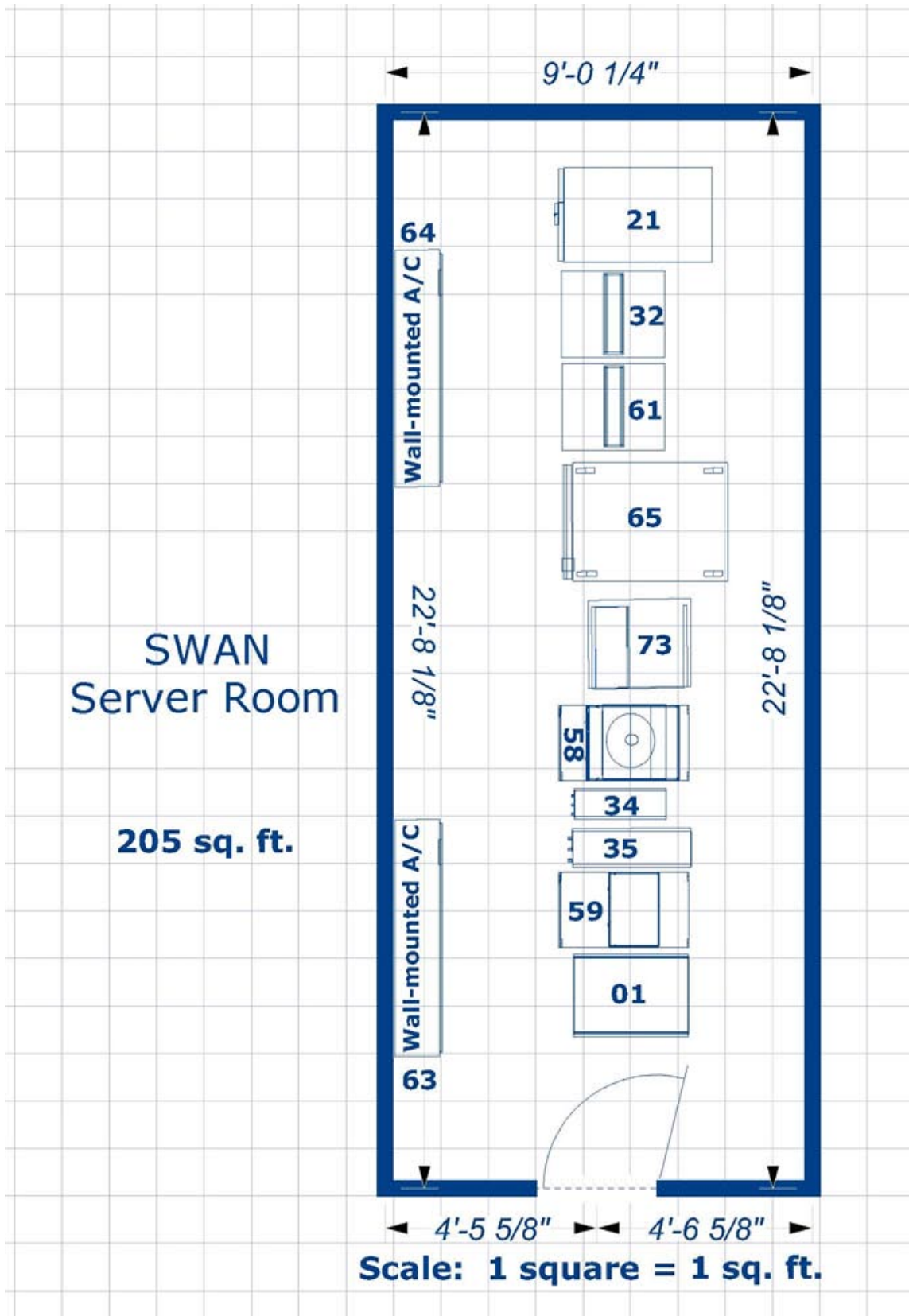
In addition to the equipment evaluation, Kirtley provided security recommendations for any future space occupied.

Summary Findings:

- 65 hardware items (3-4 racks) that support SWAN and staff would be taken during a move (data center only, does not include staff desktop computer equipment)
- 223,000 estimated watts of power required
- 100,000 estimated BTU/hour of heat generated that would need to be sufficiently cooled through environmental controls
- 10mbps bandwidth required for SWAN equipment (currently fiber AT&T Opt-E-Man)
- 3-4mbps bandwidth required for staff support only access
- Secure facility, with both external and internal data room security procedures

Included in this document are two floor plans that Kirtley created that show the current data center, and the future minimum space required.

Future SWAN Data Center - Minimum Space Required



Appendix B: Current Location – Full

Appendix B: Current Location – Full p. 1 of 2

	Computer Fund	General Fund	Total	Notes
REVENUES				
Fees for Services & Materials	416,135	0	416,135	
Reimbursements	1,248,482	0	1,248,482	
Interest Income	6,000	0	6,000	
Other Revenue	350,000	0	350,000	Staff licenses
G / (L) Disposal Capital Assets	0	0	0	
Total Revenue	2,020,617	0	2,020,617	
EXPENSES				
SWAN Salaries & Wages				
SWAN Library Professionals	221,611	0	221,611	
SWAN Other Professionals	203,099	0	203,099	
SWAN Support Services	396,006	0	396,006	
Total SWAN Salaries & Wages	820,716	0	820,716	
SWAN Payroll Taxes & Benefits				
SWAN Social Security	58,001	0	58,001	
SWAN Unemployment Compensation	6,716	0	6,716	
SWAN Workmen's Compensation	3,283	0	3,283	
SWAN Retirement IMRF	64,125	0	64,125	
SWAN Health, Dental & Life Insurance	0	110,000	110,000	MLS currently paying - \$ per Scott
SWAN Other	0	0	0	Flexible Spending
Total Payroll Taxes & Benefits	132,125	110,000	242,125	
Other Salary & Wages	0	212,598	212,598	SWAN Director, Office Manager, IT (.5 FTE)
<i>Subtotal: All Salary Wages Payroll Taxes Benefits</i>	<i>952,841</i>	<i>322,598</i>	<i>1,275,439</i>	
Printed Library Materials	500	0	500	
Building & Grounds				
Utilities	0	124,700	124,700	100% of FY11 MLS
Property Insurance	0	12,750	12,750	100% of FY11 MLS
Custodial Service & Supplies	0	15,400	15,400	100% of FY11 MLS
Repairs & Maintenance	0	46,940	46,940	100% of FY11 MLS
Other Building Maintenance	0	12,460	12,460	100% of FY11 MLS
Total Building & Grounds	0	212,250	212,250	
Travel, Meeting & Continuing Education				
In-State Travel	1,500	0	1,500	
Out-of-State Travel	7,660	0	7,660	
Registration Fees	3,000	0	3,000	
Total Travel, Meeting & Continuing Education	12,160	0	12,160	
Liability Insurance	0	7,500	7,500	Estimated cost

Appendix B: Current Location – Full p. 2 of 2

	Computer Fund	General Fund	Total	Notes
Supplies, Postage & Printing				
Computer Supplies	10,000	6,333	16,333	19 SWAN computers x \$1000 replacement cost/3 year refresh cycle
Office Supplies	27,500	6,333	33,833	100% of FY11 SWAN; 1/3 of FY11 MLS
Postage/Shipping	36,825	0	36,825	Notices
Total Supplies, Postage & Printing	74,325	12,667	86,992	
Telephone & Telecommunications	30,800	31,036	61,836	100% of FY11 SWAN & MLS
Equipment Rental, Repair & Maintenance				
Equipment Rental	0	5,875	5,875	1/3 FY11 MLS
Equipment Repair & Maintenance	310,065	14,050	324,115	100% of FY11 SWAN & MLS
Total Equipment Rental, Repair & Maintenance	310,065	19,925	329,990	
Professional Services				
Accounting	2,950	4,033	6,983	100% of FY11 SWAN (already 1/3 of audit); 1/3 of MLS payroll service per Scott; bookkeeping service
Legal	1,000	0	1,000	
Consulting	217,928	0	217,928	Versatile + MARCIVE
Total Professional Services	221,878	4,033	225,911	
Contractual Services				
Information Service Costs	186,003	700	186,703	OCLC; 100% FY11 MLS (survey software)
Other	2,000	4,500	6,500	100% of FY11 SWAN and MLS
Total Contractual Services	188,003	5,200	193,203	
Depreciation	87,500	0	87,500	
Membership Dues - Professional	150	0	150	IUG, WILLIUG, IOUG
Miscellaneous	7,200	0	7,200	E-commerce bank fees
Capital Outlay				
Computers/Servers etc.	109,700	0	109,700	Spares expense, III and other hardware/software
Total Capital Outlay	109,700	0	109,700	
<i>Subtotal Overhead (everything except salary)</i>	<i>1,042,281</i>	<i>292,611</i>	<i>1,334,892</i>	
Total Expenses - Full Costs	1,995,122	615,209	2,610,331	
% Increase over current SWAN FY11 budget	31%			

Appendix C: Current Location – Share with Delivery

Appendix C: Current Location – Share with Delivery p. 1 of 2

	Computer Fund	General Fund	Total	Notes
REVENUES				
Fees for Services & Materials	416,135	0	416,135	
Reimbursements	1,248,482	0	1,248,482	
Interest Income	6,000	0	6,000	
Other Revenue	350,000	0	350,000	Staff licenses
G / (L) Disposal Capital Assets	0	0	0	
Total Revenue	2,020,617	0	2,020,617	
EXPENSES				
SWAN Salaries & Wages				
SWAN Library Professionals	221,611	0	221,611	
SWAN Other Professionals	203,099	0	203,099	
SWAN Support Services	396,006	0	396,006	
Total SWAN Salaries & Wages	820,716	0	820,716	
SWAN Payroll Taxes & Benefits				
SWAN Social Security	58,001	0	58,001	
SWAN Unemployment Compensation	6,716	0	6,716	
SWAN Workmen's Compensation	3,283	0	3,283	
SWAN Retirement IMRF	64,125	0	64,125	
SWAN Health, Dental & Life Insurance	0	110,000	110,000	MLS currently paying - \$ per Scott
SWAN Other	0	0	0	Flexible Spending
Total Payroll Taxes & Benefits	132,125	110,000	242,125	
Other Salary & Wages	0	212,598	212,598	SWAN Director, Office Manager, IT (.5 FTE)
<i>Subtotal: All Salary Wages Payroll Taxes Benefits</i>	<i>952,841</i>	<i>322,598</i>	<i>1,275,439</i>	
Printed Library Materials	500	0	500	
Building & Grounds				
Utilities	0	62,350	62,350	50% of FY11 MLS
Property Insurance	0	6,375	6,375	50% of FY11 MLS
Custodial Service & Supplies	0	7,700	7,700	50% of FY11 MLS
Repairs & Maintenance	0	23,470	23,470	50% of FY11 MLS
Other Building Maintenance	0	6,230	6,230	50% of FY11 MLS
Total Building & Grounds	0	106,125	106,125	
Travel, Meeting & Continuing Education				
In-State Travel	1,500	0	1,500	
Out-of-State Travel	7,660	0	7,660	
Registration Fees	3,000	0	3,000	
Total Travel, Meeting & Continuing Education	12,160	0	12,160	
Liability Insurance	0	7,500	7,500	Estimated cost

Appendix C: Current Location – Share with Delivery p. 2 of 2

	Computer Fund	General Fund	Total	Notes
Professional Services				
Accounting	2,950	4,033	6,983	100% of FY11 SWAN (already 1/3 of audit); 1/3 of MLS payroll service per Scott; bookkeeping service
Legal	1,000	0	1,000	
Consulting	217,928	0	217,928	Versatile + MARCIVE
Total Professional Services	221,878	4,033	225,911	
Contractual Services				
Information Service Costs	186,003	700	186,703	OCLC; 100% FY11 MLS (survey software)
Other - Special Services	2,000	4,500	6,500	100% of FY11 SWAN and MLS
Total Contractual Services	188,003	5,200	193,203	
Depreciation	87,500	0	87,500	
Membership Dues - Professional	150	0	150	IUG, WILIUG, IOUG
Miscellaneous	7,200	0	7,200	E-commerce bank fees
Capital Outlay				
Computers/Servers etc.	109,700	0	109,700	Spares expense, III and other hardware/software
Total Capital Outlay	109,700	0	109,700	
<i>Subtotal Overhead (everything except salary)</i>	<i>1,042,281</i>	<i>170,316</i>	<i>1,212,597</i>	
Total Expenses - Share with Delivery	1,995,122	492,914	2,488,036	
% Increase over current SWAN FY11 budget	25%			

Appendix D: New Location

Appendix D: New Location p. 1 of 2

	Costs	Notes
REVENUES		
Fees for Services & Materials	416,135	
Reimbursements	1,248,482	
Interest Income	6,000	
Other Revenue	350,000	Staff licenses
G / (L) Disposal Capital Assets	0	
Total Revenue	2,020,617	
EXPENSES		
SWAN Salaries & Wages		
SWAN Library Professionals	221,611	
SWAN Other Professionals	203,099	
SWAN Support Services	396,006	
Total SWAN Salaries & Wages	820,716	
SWAN Payroll Taxes & Benefits		
SWAN Social Security	58,001	
SWAN Unemployment Compensation	6,716	
SWAN Workmen's Compensation	3,283	
SWAN Retirement IMRF	64,125	
SWAN Health, Dental & Life Insurance	110,000	MLS currently paying - \$ per Scott
SWAN Other	0	Flexible Spending
Total Payroll Taxes & Benefits	242,125	
Other Salary	212,598	SWAN Director, Office Manager, IT (.5 FTE)
<i>Subtotal: All Salary Wages Payroll Taxes Benefits</i>	<i>1,275,439</i>	
Printed Library Materials	500	
Building & Grounds		
Rent	63,000	\$15/sq ft x 4200 sq ft
Utilities	15,750	\$3.75/sq ft x 4200 sq ft
Property Insurance	0	
Custodial Service & Supplies	6,000	CCS - 3 nights/week, splits w/ other tenant
Repairs & Maintenance	0	
Other Building Maintenance	0	
Total Building & Grounds	84,750	
Travel, Meeting & Continuing Education		
In-State Travel	1,500	
Out-of-State Travel	7,660	
Registration Fees	3,000	
Total Travel, Meeting & Continuing Education	12,160	
Liability Insurance	7,500	Estimated cost

	Costs	Notes
Supplies, Postage & Printing		
Computer Supplies	16,333	19 SWAN computers x \$1000 replacement cost/3 year refresh cycle + 100% of FY11 SWAN
Office Supplies	33,833	100% of FY11 SWAN; 1/3 of FY11 MLS
Postage/Shipping	36,825	Notices
Total Supplies, Postage & Printing	86,992	
Telephone & Telecommunications	61,836	100% of FY11 SWAN & MLS
Equipment Rental, Repair & Maintenance		
Equipment Rental	5,875	1/3 of FY11 MLS
Equipment Repair & Maintenance	319,315	100% of FY11 SWAN & MLS w/o halon
Total Equipment Rental, Repair & Maintenance	325,190	
Professional Services		
Accounting	6,983	100% of FY11 SWAN (already 1/3 of audit); 1/3 of MLS payroll service per Scott; bookkeeping service
Legal	1,000	
Consulting	217,928	Versatile + MARCIVE
Total Professional Services	225,911	
Contractual Services		
Information Service Costs	186,703	OCLC; 100% of FY11 MLS (survey software)
Other - Special Services	6,500	100% of FY11 SWAN & MLS
Total Contractual Services	193,203	
Depreciation	87,500	
Membership Dues - Professional	150	IUG, WILIUG, IOUG
Miscellaneous	7,200	E-commerce bank fees
Capital Outlay		
Computers/Servers etc.	109,700	Spares expense, III and other hardware/software
Total Capital Outlay	109,700	
<i>Subtotal Overhead (everything except salary)</i>	<i>1,202,592</i>	
Total Expenses - New Location	2,478,031	
Current SWAN FY11 budget	1,995,122	
Cost increase over current SWAN FY11 budget	482,909	
% Increase over current SWAN FY11 budget	19%	

Appendix E: Multiple Locations

Appendix E: Multiple Locations p. 1 of 2

	Costs	17 Staff at Rented Office	3 Staff at Home	2 Staff at rent-an-office	Tech at Colocation	Notes
REVENUES						
Fees for Services & Materials	416,135					
Reimbursements	1,248,482					
Interest Income	6,000					
Other Revenue	350,000					Staff licenses
G / (L) Disposal Capital Assets	0					
Total Revenue	2,020,617					
EXPENSES						
SWAN Salaries & Wages						
SWAN Library Professionals	221,611					
SWAN Other Professionals	203,099					
SWAN Support Services	396,006					
Total SWAN Salaries & Wages	820,716					
SWAN Payroll Taxes & Benefits						
SWAN Social Security	58,001					
SWAN Unemployment Compensation	6,716					
SWAN Workmen's Compensation	3,283					
SWAN Retirement IMRF	64,125					
SWAN Health, Dental & Life Insurance	110,000					MLS currently paying - \$ per Scott
SWAN Other	0					Flexible Spending
Total Payroll Taxes & Benefits	242,125					
Other Salary	212,598					SWAN Director, Office Manager, IT (.5 FTE)
<i>Subtotal: All Salary Wages Payroll Taxes Benefits</i>	<i>1,275,439</i>					
Printed Library Materials	500					
Building & Grounds						
Rent		45,000		12,000	20,400	Rented office \$15 x 3000 sq ft; Rent-a-office \$1000 x 12; Co-location \$1700 x 12
Utilities		11,250		0	0	Rented office \$3.75 x 3000 sq ft
Property Insurance		0		0	0	
Custodial Service & Supplies		6,000		0	0	Rented office from CCS.
Repairs & Maintenance		0		0	0	
Other Building Maintenance		0		0	0	
Total Building & Grounds	0	62,250	0	12,000	20,400	
Travel, Meeting & Continuing Education						
In-State Travel	1,500					
Out-of-State Travel	7,660					
Registration Fees	3,000					
Total Travel, Meeting & Continuing Education	12,160					
Liability Insurance	7,500					

Appendix E: Multiple Locations p. 1 of 2

	Costs	17 Staff at Rented Office	3 Staff at Home	2 Staff at rent-an-office	Tech at Colocation	Notes
Supplies, Postage & Printing						
Computer Supplies	16,333					19 SWAN computers x \$1000 replacement cost/3 year refresh cycle
Office Supplies	33,833					100% of FY11 SWAN
Postage/Shipping	36,825					100% of FY11 SWAN
Total Supplies, Postage & Printing	86,992					
Telephone & Telecommunications						
Telephone		5,760	1,440			Rented office PRI \$350 x 12, long distance \$130 x 12.
Telecommunications		4,452	1,980			Rented office T1 \$221 x 12, ICN \$150 x 12.
Total Telephone & Telecommunications	0	10,212	3,420	0	0	
Equipment Rental, Repair & Maintenance						
Equipment Rental	5,875					
Equipment Repair & Maintenance	319,315					100% of FY11 SWAN
Total Equipment Rental, Repair & Maintenance	325,190					
Professional Services						
Accounting	6,983					Audit, payroll, bookkeeping
Legal	1,000					
Consulting	217,928					Versatile + MARCIVE
Total Professional Services	225,911					
Contractual Services						
Information Service Costs	186,703					OCLC; survey software
Other - Special Services	6,500					100% of FY11 SWAN & MLS
Total Contractual Services	193,203					
Depreciation	87,500					
Membership Dues - Professional	150					IUG, WILIUG, IOUG
Miscellaneous	7,200					E-commerce bank fees
Capital Outlay						
Computers/Servers etc.	109,700					Spares expense, III and other hardware/software
Total Capital Outlay	109,700					
<i>Subtotal Overhead (everything except salary)</i>	<i>1,056,006</i>	<i>72,462</i>	<i>3,420</i>	<i>12,000</i>	<i>20,400</i>	
<i>Total Overhead (everything except salary)</i>	<i>1,164,288</i>					
Subtotal - Multiple Locations	2,331,445	72,462	3,420	12,000	20,400	
Total - Multiple Locations	2,439,727					
Current SWAN FY11 budget	1,995,122					
Cost increase over current SWAN FY11 budget	444,605					
% Increase over current SWAN FY11 budget	18%					

Appendix F: Member Library Report

Location #1

Location #1 is interested in housing technology. They currently have fiber from AT&T. Parking is ample and staff park in a lot across from the library for free. The electrical capacity is unknown but it is suspected that additional power would need to be added. They experience high voltage arcs occasionally, and do not have any backup power source. They receive free electricity from Com-Ed.

Space Description: The Library has roughly 288 sq ft of space located in their basement in the shape of a triangle. They are converting this space into a server room. Their current set up has servers, phone and data lines all running to this space but they are housed in closets. They are planning on adding environmental controls once the room is enclosed. This space will be walled off with access through a door and loading door provided. There is a loading dock which could be used. Staff would have access to this space. Due to an emergency exit door, public may need access to this space once the wall is built.

Location #2

Location #2 is interested in housing staff or technology. The current DSL and T1 and phone lines are all being used so SWAN would need to bring in their own lines. They believe that fiber lines are available in the area. Plenty of parking is available. Their server room is on a UPS and they also have a small generator which runs back up power for sump pumps. There are separate thermostats for all of the rooms but they are not cooled by separate systems.

Space Descriptions: The Library has three separate spaces. Space 1(Staff Area): This space is roughly 704 sq ft and contains 6 staff desks with space to possibly house another. It is located on the first floor and has a door that opens to the public. Windows line the back wall. The entire space would be dedicated to SWAN, and the furniture as well as copier would remain for their use. Space 2 (technology): This space is a smaller room roughly 144 sq ft and could be used to house technology. It is currently occupied with technology but will be emptied out. This room is inside Space 1. Space 3 (staff): This space is located in the older part of the building in the basement. It is accessed from a lobby area which could also be used but it is a public area. Space three is roughly 480 sq ft and is empty except for some old board cabinets. This space would need a little cosmetic work, removing cabinets and painting. There are two storage closets off of this space which staff would need to be able to access from time to time. The Library would also make available for use its meeting rooms and staff lounges.

Location #3

Location #3 is interested in housing staff or technology. This Library has two T1 lines. They have phones and desks which are available for use by SWAN. Parking is scarce but there is a village lot. They receive their electricity for free. They have a small back up power unit for their LAN room. Environmental controls would have to be installed.

Space Description: The Library has two spaces available for staff or technology use. Space 1 (staff or tech): Is located in the basement and has 600 sq ft of space. It is currently used to house the Friend's book sale which they would be happy to clean out. It has a sprinkler system. Space 2 (staff): Is located on an upper level and is currently the tech services department which can be moved. They were first recommending two desks in this office but then later felt the whole office might be available. The sq ft is unknown, but currently contains four desks. At least two desks would come with the space.

Location #4

Location #4 is interested in housing technology.

They have an AT&T T1 line, plus a free Comcast line, which has a speed of 3 mbps. They would be willing to consider upgrading to Comcast's full broadband service at 20 mbps, which costs \$150/month, or \$1800/year. They have 24 phone lines and are only using 8 so they have plenty to share with SWAN. Parking is scarce. If there is going to be someone at the library for long periods of time or on a regular basis SWAN will need to purchase a parking spot in the village lot. The electrical capacity is 480v and there are 6 circuits at 20 amps each that are currently not being used. They do receive their electricity for free. They have a generator which is not currently wired to power the server room; it could be, as it has plenty of capacity. There would be some upfront costs for an electrician. A separate AC unit with an alarm cools the server room and notifies maintenance if it overheats.

Space Description: The Library has an unknown amount of space available within a 233 sq ft server room. The room is located in the basement of the library and is accessible only to staff by key. There is some rack space and some floor space and is temperature controlled.

Location #5

Location #5 is interested in housing staff or technology. They have an AT&T T1 line, plus a free Comcast line. No extra phone lines are available. Parking is scarce, but street parking is available. They receive their electricity for free. There is no backup power and during storms they almost always lose power. There are no extra environmental controls such as separate AC.

Space Description: The Library has a middle basement room which is roughly 1,040 sq ft. It is basically an overflow room for programs but due to its location is accessible to the public when meeting room is in use. It must remain accessible to some extent for emergency exiting and access to meeting room so how much available for use is uncertain, and may have security concerns.