SWAN BOARD MEETING AGENDA
800 Quail Ridge Drive, Westmont IL 60559

AGENDA May 18, 2018 - Time 9:30 a.m.
Conference Room
630.326.7022

1. Call to Order, Roll Call

2. Introduction of Visitors/Public Comment

   Public comment is allowed at SWAN meetings

3. Action Item – Acceptance of the May 18, 2018 SWAN Board Meeting Agenda (Exhibit pgs. 1-2)

   RESOLVED, THAT THE SWAN BOARD ACCEPTS THE MAY 18, 2018 SWAN BOARD
   MEETING AGENDA AS PRESENTED

4. Action Item— Strategic Planning Committee Recommendation to Board (Exhibit pgs. 3-61)

   RESOLVED, THAT THE SWAN BOARD APPROVES THE STRATEGIC PLANNING CONTRACT
   WITH CONSULTING WITHIN REACH AS PRESENTED

5. Action Item – Recommend Revising the FY19 SWAN Budget

   THE BOARD APPROVES AND RECOMMENDS TO THE MEMBERSHIP THE FY19 BUDGET
   LINE #5430 "CONSULTING" BE REVISED FROM $18,500 TO $44,500

6. Action Item— Review and Approve SWAN Sustainability Plan (Exhibit pgs. 62-67)

   RESOLVED, THAT THE SWAN BOARD APPROVES THE SWAN SUSTAINABILITY PLAN AS
   PRESENTED

7. Action Item – Approval of SWAN Financials, April (Exhibit pgs. 68-76)

   a. Balance sheet and detail of expenditures for April 2018
   b. Approval of the payment of bills for April 1, 2018 through April 30, 2018 in the amount
      of $192,439.24

   RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR APRIL 1
   THROUGH APRIL 30, 2018 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF
   EXPENDITURES FOR APRIL 2018

8. Action Item – Acceptance of the April 20, 2018 SWAN Board Meeting Minutes (Exhibit pgs. 77-
   79)

   RESOLVED, THAT THE SWAN BOARD ACCEPTS THE APRIL 20, 2018 SWAN BOARD
   MEETING MINUTES AS PRESENTED

9. Action Item – Acceptance of the April 20, 2018 SWAN Board Strategic Planning Committee Meeting Minutes (Exhibit pgs. 80-82)

    RESOLVED, THAT THE SWAN BOARD ACCEPTS THE APRIL 20, 2018 SWAN BOARD STRATEGIC PLANNING COMMITTEE MEETING MINUTES AS PRESENTED

10. Reports
    a. Board President Report
    b. Executive Director Report (Exhibit pgs. 83-86)
    c. Operations Report (Exhibit pgs. 87-102)
    d. Treasurer Report
    e. Board Calendar (Exhibit pgs. 103-106)

11. Discussion Item – FY2020 RAILS LLSAP Support Grant Process and Application (Exhibit pgs. 107-127)

12. Discussion Item – Harvey Public Library Unpaid Obligations to SWAN (Exhibit pgs. 128-131)

13. Discussion Item — SWAN Executive Director Review Document (Exhibit p. 132-136)

14. Discussion Item – SWAN June 7 Quarterly Meeting Agenda (Exhibit p. 137)

15. Information Item -- MAGIC Library Sustainability Plan and Support (Exhibit pg. 138-139)

16. Next Board Meeting

    The next SWAN Board Meeting will be held on June 15, 2018 at SWAN Quail Ridge at 9:30 a.m.

17. Adjournment

*All agenda items may be acted upon by the SWAN Board

SWAN Board Member	Library	Office	Term Expires
Jamie Bukovac	Indian Prairie Public Library	Treasurer	July 1, 2020
Julie Milavec	Downers Grove Public Library		July 1, 2018
Ted Bodewes	Thomas Ford Memorial Library		July 1, 2020
Stacy Wittmann	Eisenhower Public Library District	Vice President	July 1, 2018
Rich Wolff	Tinley Park Public Library	President	July 1, 2019
Doug Losey	Hillside Public Library		July 1, 2019
Tiffany Verzani	Elmwood Park Public Library	Secretary	July 1, 2019

CWR Consulting Within Reach

BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Proposal of Work

Strategic Planning

SWAN Library Services (SWAN)

April 2018

Contents of Proposal

A. Purpose of Project
B. Qualifications of CWR
C. Project Outline
D. Cost and Requirements
E. References and Sample of Work
F. General Agreement Details

A. Purpose of Project

This project seeks to define a strategic path for SWAN at an important moment for the organization. When an agency like SWAN has achieved an impressive growth curve in its recent past, it should explore a number of possible future trajectories. Does it need a period of consolidation? Or should it seek to sustain its past rate/kind of growth? Or perhaps the past growth has opened some fundamentally new opportunities that ought to be considered? Or should there be some combination of the above?

CWR has designed our proposal to insure that SWAN takes full advantage of this opportunity to answer these high level questions. We believe one of our key strengths as consultants will be to insure that SWAN fully considers the pathway of "fundamentally new opportunities." This is not because we believe that is necessarily the correct pathway for SWAN, but rather because that is the pathway that usually gets unexplored in the normal day to day and year to year running of any organization. A strategic planning process should be the moment where an organization pauses to ask whether it should become something new and different, and explore options that it normally does not have the bandwidth to consider. Even if an agency ultimately chooses a more conservative path – as many of our past clients have done — it will do so more thoughtfully and confidently if the strategic planning process has considered a full range of options.

Of course, we do not at this moment know what those "fundamentally new opportunities" are exactly. However, our preliminary conversations with the SWAN Executive Director have given us a sense that these opportunities do exist. Some examples could include the following:

- Should SWAN expand its range of technical services to member libraries? Do the smaller, less resourced libraries in its membership need something akin to an "outsourced IT department" and could/should SWAN fill that gap?

- Should SWAN provide more thought leadership and convening power to empower libraries to address the existential question of how to remain culturally relevant in an era of changing reader habits?
- Now that SWAN is approaching almost 100 member institutions, are there other economies of scale – besides the core economy of shared access to collections — that SWAN can achieve for its members?
- Given that the greatest common threat facing all its members would be a property tax freeze by the state legislature, should SWAN more aggressively engage in that arena?
- Should SWAN explore other revenue streams, such as corporate fundraising? Could SWAN resource member libraries to improve their own local fundraising?

To repeat, we do not enter this project with a bias that SWAN should ultimately pursue any of these options. But we do believe that if SWAN does not consider those options in a strategic planning process, it likely never will. And we also are confident that the process of considering and rejecting any or all of those options will helpfully inform its ultimate path.

As noted below in the Project Outline (section C), once a pathway has been selected, our planning process will equip SWAN to translate that choice into concrete and practical objectives via a Strategic Plan and a Tactical Plan.

Final note on project purpose: Strategic Planning *Analysis* versus *Facilitation*

In our previous work in the library consortium world (see below), we discovered that this world typically has engaged consultants who approached strategic planning in a *facilitation* mode versus *analysis* mode. It may be helpful to SWAN to understand the difference conceptually, and how CWR's approach is decisively in the *analysis* mode. The difference also explains why the cost of our proposal may exceed the cost of some consultants typically engaged in the library consortium world.

A consultant delivering strategic *facilitation* basically delivers to the client the answer to the question: "Here is what your stakeholders think" and then tees up decisions off of that circumscribed base of information. A consultant delivering *analysis* delivers to the client a much more robust set of answers that synthesizes a much broader base of information. This broader base of information includes:

- What is really going on with your internal stakeholders (not just what they think)
- What is happening in your external ecosystem
- What other thought leaders think about your situation
- What all of this means for you
- What are the big decisions you have to make

- What are the main options and pros/cons to each option
- Which option we recommend
- How you can get where you want to go

There are situations where a facilitation based approach is sufficient. Such situations include when clients are expressly looking to limit the range of exploration; when the internal stakeholders are small in number and homogenous in composition; when the external ecosystem issues are not important; or when the budget is limited. A facilitation based approach is much more affordable than an analysis based approach because the consultant generally only needs to conduct a limited number of discovery sessions (often via focus groups) to surface what a small number of stakeholders think on a relatively simple set of topics.

However, when the situation calls for exploring new options, when internal stakeholders are diverse, when the external ecosystem issues are critical and complex, and when an agency can afford a more robust process, then we believe an analysis based approach provides far superior results. The analysis based approach requires much more from the consultant: more discovery interviews (and done at a depth that requires individual interviews, not via focus groups), more synthesis of material, more creativity, and more insight.

We believe that this key moment in SWAN's history calls for such an approach, and have designed our proposal accordingly.

B. Qualifications of CWR

Consulting Within Reach is already deeply familiar with the world of SWAN. In 2016, we successfully completed a major strategic planning project for another similar consortium of suburban Chicago libraries, Cooperative Computer Services (CCS). Our work on that project embodied the analysis based approach outlined above. As a result of the strategic planning process, CCS gained new found clarity and unity that helped transform that consortium. We have provided sample work from that project and listed as a reference the former executive director of CCS.

One of the reasons we were able to deliver such transformative results for CCS is because we injected insights gained from our work for clients in adjacent fields. CWR has served a number of clients who also are in the business of delivering information to the public. We have provided strategic guidance to the Wikimedia Foundation, the entity that operates the most widely used information resource in the world, Wikipedia. It too operates in a consortium-like model, albeit at a massive scale. Another CWR strategic

planning client, the Center for Technology and Civic Life, has won national awards for providing technology tools to resource local election officials across the country. Our past work also has given us familiarity with the world of much smaller civic institutions that match the scale of many SWAN member libraries. These clients include several local museums and symphonies in the Bay Area.

We also grasp the particular dynamics of consortium type organizations. Examples of these types of clients include the California Housing Consortium (a statewide collective of affordable housing developers); the Breakthrough Collaborative (a national movement of education nonprofits); and California Campus Compact (a consortium of state universities).

For more examples that illustrate the breadth of CWR's expertise, see here for the longer list. The list includes other well-known clients such as the US State Department, Silicon Valley Community Foundation (the world's largest community foundation), two MacArthur Prize award winners, and other household names in the nonprofit world like the Boys and Girls Club. At the same time, the list includes many small agencies operating in very niche spaces.

The diverse range of clients reflects our value on responding to situations that spark something in us. Every project we have taken started with some personal resonance felt by a CWR team member. In the case of SWAN, this resonance is held by CWR's founder and CEO, Curtis Chang. Curtis grew up as an immigrant child in the suburbs of Chicago: the bookshelves and the librarians of the Skokie Public Library were an instrumental part of his education. This was why he took on the CCS project.

Because of this personal connection, Curtis will serve as the CWR consultant for this project for SWAN. Curtis has been recognized by a national award from the White House for social innovation.   His thought leadership in the field is represented in his regular column at the Stanford Social Innovation Review. He teaches strategic planning as Adjunct Professor at the School of International Service at American University in Washington D.C. See here for his full bio.

C. Project Outline

In order to guide SWAN, CWR proposes a project that is structured by the following deliverables:

1. Background Research
2. Discovery Interviews
3. Mission, Vision, and Identity Clarification

4. Assessment Report
5. Strategic Plan
6. Tactical Plan
7. Executive Coaching

1. Background Research

This deliverable seeks to provide information that will set up the discovery interviews (Deliverable 2) for maximum effectiveness. This research will refine the exact composition of the interview subjects, the particular topics to address in each interview, and other issues. This research will include examining internal documents, online materials, financials, and collateral. It is the responsibility of SWAN to supply these materials in one batch at the beginning of the project. In addition, CWR will conduct additional discussions with the ED in advance of the discovery interviews.

We anticipate this phase to take 1-2 weeks. Note that all time estimates provided here and below are heavily contingent on reasonable turnaround times by SWAN.

2. Discovery Interviews

This deliverable seeks to gain the perspectives of key internal and external stakeholders via 35 individual interviews, either in person or by phone. CWR believes strongly that individual interviews conducted with the promise of confidentiality yield far superior information compared to focus groups. Focus groups are best reserved for situations where a consultant is seeking to understand group interaction effects or for interviewing populations that are more comfortable talking in groups (i.e. teens).

The exact composition of these interview subjects is TBD but will likely include the following:

20 internal stakeholder interviews (plus one "town hall")

- 8 SWAN senior staff (in person)
- 7 SWAN board members (in person)
- 5 at large SWAN member library directors selected for representation of member type (phone)
- One "town hall" setting open to all members (in person)

15 external stakeholders (most of these will be by phone)

- RAILS ED
- CCS ED
- Chicago Public Library Director
- Representative from SirsiDynix
- Illinois Library Association leadership
- Other thought experts on political dynamics around the state property tax
- Other consortiums across the country such as Marmot (Colorado) and NOBLE (Massachusetts)
- Other thought leaders on trends and issues facing local public libraries

For the in person interviews, CWR will provide SWAN with a three day window to interview subjects (each lasting 45-60 minutes). It will be SWAN's responsibility to secure, schedule, and host these interviews in one location per day. The "town hall" meeting will be scheduled during this window as well. For the phone interviews, CWR will supply to SWAN several windows of date/times. It will be SWAN's responsibility to schedule the interviews accordingly.

The results of these and all subsequent interviews will be synthesized by CWR for the purpose of the CWR deliverables outlined below; they will not be transcribed or recorded. In order to obtain candor, no verbatim comments or other report of the interviews (outside of what is provided in the deliverables outlined below) will be provided.

Assuming efficient scheduling on the part of SWAN, we anticipate this phase to last 2-3 weeks.

3. Mission, Vision, and Identity Clarification

The discovery phase will surface high level questions that must be first resolved in the strategic planning process. These questions cover **Mission** (*What is the problem SWAN trying to solve?*), **Vision** (*What does success in the future look like?*), and **Identity** (*What are the unchanging attributes governing its choices?*). Clarity on these elements determines the overall answer to the question, "Where is SWAN trying to go?" It is during this phase that CWR especially will seek to help SWAN examine fundamentally new options.

The format of CWR's presentation on this phase will be a detailed slide deck with guided discussion with the ED and the Board. CWR will facilitate this discussion in person during a daylong session devoted to this process. Final decisions made on Mission, Vision, and Identity will of course be summarized in the final version of deck.

It is difficult to predict the exact timetable for this phase. In some cases, the issues are straightforward and can be resolved quickly. In a few cases, the issues are so deeply controversial and existential in nature that resolution requires months. If CWR in person presence is needed to facilitate further board discussions beyond the one day retreat, the budget for the project will be renegotiated accordingly.

In general, we budget 4-6 weeks for this process.

4. Assessment Report

The previous phase defines where SWAN is trying to go in the future. This Assessment Report phase outlines where SWAN currently is relative to that desired future. Note that the assessment concentrates on the organizational issues relevant to the desired future; it is not meant to examine all aspects of organizational functioning.

While it is not possible to anticipate at this point all the issues that will be covered, CWR will certainly analyze the following:

- What is the track record of SWAN in accomplishing its mission?
- Why has it succeeded or failed accordingly?
- What are its current capacities in terms of staff leadership, board performance, financial strength, member service, and ecosystem relationships?
- What are the key external opportunities and threats for its desired future?
- How flexible and nimble is the organization? How much organizational culture and leadership capacity for innovation exists?
- What are the key external perceptions of SWAN currently?

It is likely that the presentation of these findings will be bundled with the presentation of the Mission, Vision, and Identity material. As such, we anticipate this phase to run in parallel with the previous phase.

5. Strategic Plan

By this point, SWAN leadership will have agreed on its desired future (from the Mission, Vision, and Identity phase) and a picture of its current starting point (from the Assessment Report). The Strategic Plan defines the bridge between these two points.

As is the case with the other deliverables, the exact contents of this plan depend on the issues surfaced from previous phases. The plan will certainly include the following:

- What are the top goals for SWAN in the next five years?
- What is the high level plan to achieving these goals?
- What does this mean in terms of its programming? In its organizational structure? In how it interacts with its external ecosystem? In governance structure and practices?
- How must the organization change or evolve?
- What leadership practices of the ED and other staff will be critical?
- What will be the necessary partnerships for SWAN?
- What additional expertise is needed?
- What additional personnel are needed?
- What additional financial resources are needed?
- How will SWAN obtain what is needed?

Note that this deliverable is meant to be a high level *strategic* plan that outlines priorities, overall pathways, and key issues to address. It is not meant as an ongoing *tactical* plan with operational details, except for the initial year of the strategic plan (see next phase). The strategic plan is a road map to the future, but many operational issues can only be surfaced as SWAN starts the actual journey.

The format of the presentation will also be in a detailed slide deck. CWR is planning for this presentation to occur via a remote presentation to the ED and then with the entire board (via video conferencing if SWAN can accommodate on its end). If an in person presentation is deemed necessary, a change in the project budget will be negotiated.

We anticipate this phase to take 2-3 weeks.

6. Initial Tactical Plan Formulation

After the Strategic Plan has been approved, CWR will produce a Tactical Plan which will outline the key "to do's" for the organization in the next 3,6, 9, and 12 months. This document is intended to generate immediate momentum for progress on the overall Strategic Plan. The scope of the plan will cover only what is realistic for organizational bandwidth during this horizon.

We understand that the SWAN RFP described a two year tactical plan. In our experience, we believe it is inadvisable to attempt tactical planning beyond the shorter term horizon we have outlined. This is especially true for organizations that are

considering new directions. We have found that too much must be discovered along the way for realistic tactical planning beyond this shorter horizon.

The format of this deliverable is usually a Word or Excel document. The audience for this document is the SWAN ED. CWR will facilitate a phone discussion with the ED around this material.

We anticipate this phase to take 2-3 weeks.

7. Executive Coaching

Leading change is hard. In order to support the ED in the initial stages of change, CWR will provide five (5) one on one coaching sessions (over the phone) to help him properly navigate the issues that arise as he leads SWAN in the new strategic plan. Executive coaching is designed to be reactive to the ED's self-perceived needs at each session. The CWR coach will not prepare content or develop the agenda. Any additional CWR work occurring outside the coaching session requested by the ED will require a separate agreement.

Timeline

CWR will begin this project in late July and complete it by the end of October 2018, assuming SWAN's ability to fulfill its obligations.

D. Cost and Other Requirements

The cost of this project is $36,000. This fee encompasses all costs of the project, including labor, travel, lodging, supplies, etc. Of this total amount, roughly $4,000 is budgeted for the non-labor costs, with the remainder allocated to labor costs.

This project is structured on a deliverables basis (versus an hourly basis). As such, CWR will not provide reports on ongoing hourly expenditures. Because the project deliverables are highly integrated with each other, we are not providing a breakdown of cost by each deliverable.

Other Requirements

This project will surface issues and dynamics that will require meaningful attention on the part of staff and board members. SWAN should only pursue this project if that bandwidth exists. Staff and board members should expect that the process may at times surface latent tension; this dynamic should be viewed by all as healthy and necessary.

SWAN should also be prepared for follow up investment in implementation. As already stated, this project will create an accurate map for change – but the route still must be actually travelled for the map to have ultimate value.

In terms of project coordination, SWAN should also be prepared to provide the following as a prerequisite for the project:

- **ED's role as client**. We expect the ED to be the decisive representative of the client. Satisfaction with deliverables will be decided by him and negotiation of project adjustments will be conducted with him solely. We expect the ED to also be ultimately responsible for all of SWAN's logistical responsibilities, especially the recruitment and scheduling of interviews.

- **Board response times to deliverables.** We generally expect that after CWR submits a report that requires board response, the board will be able to meet minimally within a month of submittal – and ideally sooner.

E. References and Sample of Work

- Christopher Holly, Former Executive Director of Cooperative Computer Services (CCS), now Director of SaaS Innovation, EBSCO, cholly@ebsco.com, 312.513.8293
- Cayce Hill, Executive Director of Veggielution, cayceh@veggielution.org, 408.234.5390
- Alison Brunner, CEO of Law Foundation of Silicon Valley, alisonb@lawfoundation.org, 408.757.5506

The sample of work provided is from our strategic planning project with CCS. This sample is provided under a standard agreement with clients which includes the expectation that SWAN will destroy this copy after review, not forward it to any other party, and use the information for any other purposes than reviewing this proposal. We are assuming that SWAN will adhere to these expectations.

F. General agreement details

- Payment Schedule:

  20% is due upon signature as deposit

  20% due upon completion of Discovery Interviews

  20% is due upon completion of Mission, Vision, and Identity Clarification phase

  20% is due upon completion of Strategic Plan phase

  Remainder due upon completion of project (defined as delivery of Tactical Plan, before Executive Coaching begins)

- CWR is not liable for any financial losses incurred by client as a result of this project. CWR is not liable for any financial losses incurred as a result of this project. To the fullest extent permitted by law, client shall indemnify, defend and hold harmless CWR from and against any and all claims (including but not limited to third party, inter-party and intra-party claims), losses, liabilities, actions, causes of action, suits, judgments, orders, administrative proceedings, alternative dispute resolution proceedings, warranty claims, liens (including mechanics' liens and stop notices), fines, penalties, patent/trademark and copyright claims, workers' compensation and labor related claims, demands, obligations, losses, damages, demands, debts, costs, expenses (including, without limitation, investigative expenses, professional, expert and consultant expenses, repair costs, in-house legal fees, attorneys' fees, disbursements and court costs, the cost of appellate proceedings, settlement costs) in law or in equity, of every kind and nature whatsoever ("Claims")   to the extent they arise directly or indirectly out of: (1) client's breach of this Agreement; (2) any negligence, willful misconduct, acts, errors or omissions of client, or any of its officers, partners, members, directors, agents, or employees; and (3); any employment related claims by or between client and its employees.

- CWR is an independent contractor and is not an employee of client. CWR will promptly report and pay all federal, state and local taxes, fees and charges in any way connected to his/her performance of services under this Agreement. Client is not responsible or liable for reporting or paying, in whole or in part, such federal, state and local taxes, fees or charges. Client will not deduct any amount from payments to CWR for withholding, unemployment, social security, or other taxes for or on behalf of CWR as Client would in the case of an employee. CWR does not have and will not make any claim for sick leave, vacation pay, stock participation plans, retirement benefits, group health benefits, disability insurance benefits, worker's compensation benefits or employee benefits of any kind in any way related to this Agreement.

- Any CWR team member apart from the project manager (Curtis Chang) is to be considered a CWR subcontractor. Apart from onsite conversations and logistical emails/phone calls, all contact between the client and any CWR subcontractors are to be handled via the CWR project manager.

- CWR will have the right to describe this project (minus financial details) in its own marketing.

- CWR will have the right to share a copy of written reports from this project to future potential clients actively seeking CWR services, provided that recipients promise CWR not to forward the copy to anyone else and will destroy its copy within 14 days.

- Any dispute between the parties will first be submitted to a conflict mediation process with a mutually agreed mediator. Failing resolution, the dispute will be submitted to a mutually agreed upon and binding arbitration process.

AUTHORIZATION TO PROCEED

This plan is accepted and agreed to as described in this document and related materials mentioned herein.

4/3/18	
CWR Consultant Signature	Date

Client Signature	Date

Mission, Vision, and Identity Clarification
Organizational Assessment
Strategic Plan

CCS

Draft 2.0 February 2016

Revisions included from initial presentation to Long Range Planning Committee

CWR Consulting Within Reach
BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Review of overall project

I. Mission, Vision and Identity Clarification: *where are you trying to go*

II. Organizational Assessment: *where are you now*

III. Strategic Plan: *how you will get from here to there*

IV. Tactical Plan: *what do you do next*

I. Mission, Vision, and Identity Clarification

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BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Review of Terms

- *Mission*: What is the problem that you are trying to solve?

- *Vision*: What does successfully solving that problem look like?

- *Identity*: Who are you as you pursue that Mission and Vision?

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BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Mission and the Historical Moment

- An organization's mission is dependent on its "historical moment:" the set of challenges, changes, and opportunities it faces in the world. What problem you are trying to solve depends on your environment.

- There are profound differences between CCS's historical moment 40 years ago and today: culture of reading; technology and access; demographics; etc.

- The core problem of the original moment was **cost** (not relevance): "We know what should be built, the blueprint, and required tools: it's just that the price tag is too expensive for everyone to do it by themselves."

- The core problem of this new moment: **relevance** (in addition to cost): "The future is unclear, the available tools are changing at dizzying fashion, and there is no tried and true blueprint for everyone." *The old era is fading but the new is yet to be fully unveiled.*

- CCS's mission should reflect this accordingly. It has a new problem to solve: **a relevance problem, in addition to a cost problem.**

Clarifying Mission

- Current Mission (de facto version)

  o Provide patrons of member libraries access to a shared catalog

  o Provide library staff with cost efficient ILS management

- Add to Mission

  o Guide libraries in the adoption of technology necessary for continued relevance

  o Serve as the hub for libraries for the collaboration and learning necessary to unveil the future

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BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Clarifying Vision

- ## Current Vision

  - A stable, reliable, and user friendly experience for patrons to get library content they desire

- ## Add to Vision

  - Libraries are drawing from a broad array of cost effective technology to reinvent themselves in a host of creative ways

  - Discoveries are being shared across libraries, promoting innovation and efficiency.

Why Clarity of Vision Matters

- Vision represents successfully solving the problem

- Vision thus also determines metrics: what you measure to tell if you are getting closer to a solution.

- Imagine how CCS metrics would change:

  o Circulation of books vs. circulation of ideas

  o Uptime of system vs. time to market with new initiatives

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Identity

Current identity:

Software administrator and caretaker of data

Add to identity:

Catalyst of shared learning between libraries around technology /relevance

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Identity

Some points of clarification:

- CCS itself is a technology support and learning agency. It is not a library itself.

- As such, the immediate stakeholders of CCS as an **organization** are the library directors (and staff). Patron perspectives must shape important decisions around certain CCS products like the catalog (see more on this below); but library directors are the stakeholders of CCS organizational issues (i.e. budget, staffing, strategy, etc.).

- The CCS technology focus should be centered on issues related to patron relevance (versus any and all technology issues).

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Implications of Identity

- How you develop your current staff

- What kind of behavior gets rewarded

- What you promote to external audiences

- What additional skill sets are needed on the team

Consider what you imagine when you think of the ideal *software administrator* versus the ideal *catalyst of learning*

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II. Organizational Assessment

CWR **Consulting Within Reach**
BUILDING THE ORGANIZATION BEHIND YOUR MISSION

Key topics of assessment

1. "Relevance" issue

2. Funding constraints

3. Need for training

4. "What's out there?" uncertainty

5. New building and renovation trend

6. Patron-centric vs. Staff-centric tension

7. E-media and the catalog

8. Existing strengths

Assessment 1: The "relevance" issue

- Libraries know they need more "relevance" – but the field is unclear about the precise definition and especially the recipe.

- Each community will probably require different definitions and recipes.

- The field is thus in a state of searching for ideas: experimentation, innovation, testing, and learning are paramount – all in a decentralized fashion.

- The two constants in all the efforts: redesign of space and utilization of technology.

- Technology especially feels critical because multiplicity of options, rate of change, and lack of expertise/training among some librarians.

- One key implication: libraries who try to figure this out alone do so at great risk.

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Assessment 2: Funding constraints

Driven by:

- State fiscal condition

- Local property value declines

Implications for CCS:

- Some directors feel uncertain about long term future of RAILS (given dependence on state funding). They feel that CCS's role as a long term collaborative hub is critical.

- Libraries need to justify themselves: data can/should be helping this effort

- Pursuing cost efficiencies: both in CCS internal costs (so member contributions don't have to rise) and also delivering cost savings to member libraries

Assessment 3: Need for training

- Two kinds of training:

  o ILS core functions

  o Sharing of best practices as they relate to ILS

- Why training around ILS is critical:

  o Current competency levels in core functions are very uneven

  o Awareness of potential of system if best practices were followed is low

  o Staff turnover means there is knowledge leak

  o Staff turnover almost means need for effective onboarding in general – ILS training is a helpful framework for that onboarding

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Training Approaches

- Training / Consulting

    o Not only how to use, but also leveraging system to obtain desired results – e.g. report types, faceted searches

- Flexible location approach in training

    o Onsite (at Library) for when highly contextual issues facilitates the training process and getting CCS "out there" to learn those contextual issue

    o Central Location for specific functions where gathering of peers and shared learning across libraries facilitates the training process

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Assessment 4: "What's out there?"

- Strong desire among directors for CCS to play role of guide amidst technological uncertainty

- Important to clarify in what ways CCS can realistically play that role

- Distinguish between technology around:

  1. Resources (i.e. streaming media, e-books, e-zines)

  2. Operations (i.e. analytics, search, discoverability, reporting)

  3. Programmatic offerings (i.e. Maker Space, technology classes, etc.)

  4. Space redesign and utilization (i.e. connectivity, collaboration)

- CCS can plausibly play role of guide in first two areas, and possibly the third – less likely on the fourth issue

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Assessment 5: New building and renovation trend

- Majority of CCS members are somewhere in the process

- Dominates most directors' mental landscape of the near future

- Implications for CCS in the near future

  o Directors are in mode of making a case to the public and other decision makers. ILS data can and should help in this effort – but this is not happening currently.

  o Requests to directors for contribution of energy/time will be competing with pressing urgency of building related issues.

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Assessment 6: Patron-centric versus staff-centric

- A patron-centric perspective is espoused by everyone in CCS – and heartfelt by directors especially.

- However, there exists tension with the historical roots of CCS. CCS came into being around back end staff needs. It never started with a clear and shared definition of a desired patron experience as the driving goal of all CCS efforts.

- Moreover, some of the key drivers of CCS decision making are relatively removed at a day to day level from patron experience (i.e. directors and catalogers and IT types)

- Unless that desired patron experience is explicitly named and agreed to, there is the risk of an unintentional organizational drift towards staff-centric perspectives. CCS needs a "north star" of patron experience to prevent this drift.

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Example of the tension

Critical question: What is the quality of the current data?

- Existing dissonance between the catalogers and majority of directors

- Lack of statistical standards, metrics, and reporting processes

- Getting clear on apportioning responsibility for current state: the ILS system search capacity or the state of the data?

- Is the issue data *quality (as patrons experience it)* or data *consistency (as catalogers define it)*? There is an assumed strong correlation between the two – is that a valid assumption?

- Most importantly: what is the "North Star?" What are we aiming for?

The patron experience should be the ultimate judge.

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Example of a
Patron Experience "North Star"

- Search results match expectations (especially for e-media)

- Make patron experience seamless

    o Easily navigable catalog

    o Search to hold in 1 click

- Relevant resources

    o Collections that match community needs

    o Resource types used by community - "e", streaming

- Uniformity of experience

    o e.g. Should not have to search one place for e-books and another for physical books

    o How much should CCS libraries offer the same experience to patrons? Does the CCS brand convey something useful to patrons?

    o Experience of mobile and responsive design

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Assessment 7: E-books and media

Why this is an important issue:

- Key area of growth, evolution, and struggle for everyone

- If CCS doesn't take the lead in this, it risks becoming marginalized

- The field risks becoming fragmented as everyone pursues individual solutions

Current challenges:

- Cataloging and search

- CCS cannot edit the catalog entries supplied by licensers (which often are poorly categorized); SIRSI has promised this function but not delivered.

- Consortium licensing

Assessment 8: Existing strengths

In facing the issues listed above, CCS has some meaningful strengths already in place:

- Strong culture of collaboration among directors

- Expertise and leadership experience in directors

- Hunger for change and growth

- Trust in Chris and his initial track record of changes

- Leaner CCS in place with motivated staff

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III. Strategic Plan

May 19, 2018

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Guiding principles to "getting there from here"

- "Crawl, walk, run"

- Start with deliverables most urgently valued by your stakeholders

- Focus on the low hanging fruit – either within your existing capabilities or immediately adjacent

Strategic Priorities

In rough order of priority:

1. Shore up the current value of ILS experience

2. Formalize CCS posture of constantly seeking more efficiency, flexibility, and responsiveness

3. Increase quality and quantity of shared learning opportunities

4. Make the data useful to directors

5. Build capacity to answer the "What's out there?" question

6. Structural reorganization considerations

7. Develop a clear e-media strategy

8. Longer term options to evaluate (after above)

Priority 1: Shore up value of existing ILS

- Insure that recent improvements in stability of system continue – CCS cannot afford a repeat of Enterprise rollout disaster

- Address "data quality" issue: define what is the real issue between data consistency, software functions, patron expectations, etc. (see above)

- Be ready to empower Chris exerting more leadership into the cataloging process (with backing of directors). Note: the current dissonance between directors and CCS staff on state of data has to be resolved clearly.

- Establish a Patron Experience "North Star" and operationalize this into CCS business process (i.e. consider establishing standing patron focus groups). Opportunity of doing the user study with SWAN and going to SIRSI with unified message.

- Pursue more standardization across cataloging, circulation, etc.. Good data depends on it and most importantly, patron experience will likely benefit (especially given how much cross-library traffic there is regionally). Can CCS as a body come around this principle (and be willing to moderate past tendencies towards doing things differently)?

- Pick the low hanging fruit in search: BlueCloud Visibility

- Figure out a shared approach that better handles e-items

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1. Shore up value of existing ILS

The most important way to shore up value: **TRAINING**

- Uneven competence levels in ILS currently

- ILS training and basic staff onboarding overlap – ILS training provides a huge value to directors undergoing turnover

- Getting better "ground truth" to inform higher level decisions about ILS

- Mechanism for influence towards shared goals

- Keep Rebecca Malinowski (Member Services Manager) in close alignment with Chris and the directors

1. Shore up value of existing ILS

Whether to switch to a new ILS:

* The historical trajectory of the private equity trend and its impact on alternatives

* What we are hearing about Innovative

* CCS has current leverage within SIRSI

* Large opportunity costs in a change

* CCS is not set up to function as a software developer for the near term future

Our suggestion: go through a requirements process ("a soft RFP") to gain even more leverage and gain further insight – but do not invest a great deal of bandwidth on the possibility of a full blown switch.

Note: one key point of leverage may be the ability to edit e-media items for the catalog.

Priority 2: Formalize CCS posture

- CCS as the "IT Department of Libraries:" trend among IT to adopt posture of delivering cost efficiency, flexibility, and responsiveness on any infrastructure important to "the business." This posture must be formally embraced, and should not be assumed in the IT world.

- Difference between a water company vs. Amazon: a "utility provider" that is just reactively responsible for a minimum level of expected service vs. an innovator proactively seeking technological improvements for customers (even ones they didn't know they needed).

- Chris has been instinctively moving towards the posture of "Amazon." This instinct should become a formal mandate.

- Apply this posture first to the infrastructure that undergirds ILS (and not just the ILS product narrowly defined). Make sure you are "crawling" first and align expectations with members about prioritized issues.

Priority 3: Increase shared learning opportunities

- CCS should exert more leadership to drive learning at the working group level. Balance out current bottoms-up emphasis with some top-down priorities as well. Special priority should be given to make sure that a patron-centric perspective is setting the agenda at all working group levels.

- CCS also must more intentionally pursue shared learning at Director to Director level.

- Among directors, there must be dedicated time to this explicitly - don't just expect this to happen in the margins of time together (note example of Susan with Su during last board meeting)

- Seed the process by bringing in experts on relevant technology issues

- Topics related to building renovation and construction for better technology infrastructure and usage would be especially relevant

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3. Increase shared learning opportunities

- There has to be a trade off between shared learning and detail level of entire board's oversight/say. The entire board must delegate more authority to Exec Committee and to Chris. Every minute discussing a tactical CCS management issue is a minute that could have been spent on shared learning.

- At the same time, CCS dissemination of information has to be increased and refined (i.e. so that missing out on a discussion doesn't mean missing key information). Differentiate between attending meetings to give input on decisions versus "staying in the loop." Meetings are a horribly inefficient information dissemination mechanism.

- To combat fear that delegating authority equals being "out of the loop," everyone has to step up their game. There is an cultural overreliance on meetings for "staying in the loop." Everyone must grow reliance on other information dissemination mechanisms (i.e. read their CCS email and forward smartly to staff).

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Priority 4: Make data useful to directors

Key lesson from other industries: people get more committed to data quality and standardization when it is proven useful to them.

Make the data useful for:

- Making their case to boards and other stakeholders for funding

- Marketing to constituencies

- Resource allocation planning, esp. around acquisitions

4. Make data useful to directors

CCS will not be able to function as a custom order data analytics shop from the outset.

The key is to develop a standard and valued set of reports that CCS can produce in a cost efficient manner.

Examples: circulation statistics; other resource utilization; collection management; holds/fines

Priority 5: Build capacity to answer the "What's out there?" question

- Allocate some percentage of existing CCS staff bandwidth to explore trends, test new products, research best practices

- Sponsor seminars/talks from subject matter experts and thought leaders.

- CCS can both act as a thought leader (with its own staff) and facilitate exposure to other thought leaders (via sponsored events, seminars, special presentations, etc).

- Two levels of possible topics: directors and line level staff

- Economical way that CCS can get access to expertise: leverage power as aggregator of customer demand to glean learning from technology vendors

- Dissemination of learning already happening within CCS member libraries. Intentionally connect the most curious and adept staff across libraries, and reward their efforts with special opportunities.

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Priority 6: Structural reorganization

The most pressing need is to reallocate time of the general board from operational management about CCS internal issues to becoming a learning community.

Recommendations:

- Dedicate every other meeting solely to learning and protect this time. Operational discussions about CCS internal issues have a way of filling up available time.

- Break out decision making to happen at different appropriate levels (see next slide)

- Over time (in the next 12-24 months), experiment and explore moving to a more representative model (with appropriate checks and balances). Reduce the current redundancy of discussions.

- The experimentation should involve ongoing member feedback and discussion so that members feels comfortable with the pace of change.

Priority 6: Structural reorganization

It will be important to distinguish conceptually that different levels of issues can have different types of granted authority.

One possible starting framework for the conversation is the following:

- **ILS functionality**: changes here affect every library's immediate operations, and every library should have a strong voice on these matters. The voice may or may not have to occur at the director level for every topic, but decisions here should lean heavily towards member wide collaboration, broad input, and consensus.

- **CCS organizational strategy** (pertaining to CCS as an organizational entity, not the ILS): changes here should be discussed most intensely in an executive board context, with high level communication back to the entire membership.

- **CCS organizational policy**: changes here should be discussed and approved by the entire membership.

- **CCS internal operational matters**: delegated to Chris with high level approval from the executive board.

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6. Structural reorganization

- While there is some legal ambiguity in becoming a 501c (of some variant), the benefits probably outweigh the risks.

- The key benefit: freedom from FOIA constraints will empower the new mission of catalyzing learning. You will have more time for learning, and also more "privacy" for honest dialogue.

- Another benefit is future fundraising potential.

Priority 7: Develop a clear e-media strategy

- Default position is to let each library go their own way.

- Decide: continue the default or CCS takes the lead?

- Options for taking the lead:
  - Promote stronger standardization in the cataloging process (drive this in negotiations with Sirsi)

  - Improve discovery layer for e-media to promote better search results

  - Promote greater standardization of vendors (e.g. Overdrive, 3M, etc.)

  - Aggregate buying power

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Priority 8: Long term growth options

To be considered after the "crawl and walk" track record on the above has been established.

- Become in-house IT consultant on higher level issues

- Exert shared purchasing power, especially e-media

- Shared capacity: i.e. web hosting

- Develop own apps and solutions

Questions and Discussion

Strategy Item	Description of Strategy Item	Tactic	Month
		Jonathan's team to lay out an stability diagnosis and improvement plan	
		Process	
		Infrastructure	
		Other Technology	
1) Shore up the current value	Ensure that recent improvements in stability of system continue	Personnel	3
1) Shore up the current value	Ensure that recent improvements in stability of system continue	Integrate SIRSI efforts with this plan	3
1) Shore up the current value	Address "data quality" issue:	Compile a prioritized list of key issues with director input a) Start with smaller committee to create initial list (with priorities)	3
1) Shore up the current value	Address "data quality" issue:	Chris leads CCS team to propose solutions	3
1) Shore up the current value	Start initiative to promote greater consistency and alignment in cataloging process	Chris and Joel create a list of cataloging issues and proposed resolutions	3
1) Shore up the current value	Start initiative to promote greater consistency and alignment in cataloging process	Vet and prioritize list with directors	3
1) Shore up the current value	Start initiative to promote greater consistency and alignment in circulation process	Rebecca and Chris continue work on current circ documentation and then analyze.	6
1) Shore up the current value	Establish a Patron Experience "North Star" and operationalize this into CCS business process (i.e. consider establishing standing patron focus groups).	User study with SWAN and going to SIRSI with unified message. Separate all member meeting.	6
1) Shore up the current value	Pick the low hanging fruit in search: BlueCloud Visibility	DONE	3
1) Shore up the current value	Training	Leverage Rebecca's learnings for a training needs assessment 1) Large scale training needs 2) Small wins	3
1) Shore up the current value	Training	Determine top 2 priorities in each area	3
1) Shore up the current value	Training	Conduct Individual trainings (at libraries) for priority 1 in each area	3
1) Shore up the current value	Training	Conduct Large group training for priority 2 in each area	6
2) Formalize CCS posture	IT Issue Categorization	Chris and his team breaks down universe of possible IT issues into following categories: a) CCS is ready now to adopt the "Amazon" posture (proactively seeking greater efficiency and flexibility) b) CCS is not ready now to adopt this posture but could get there in 12-24 months c) CCS should not seek to take responsibility for these issues for the foreseeable future	3
2) Formalize CCS posture	IT Issue Categorization	For the "ready now" list, Chris prioritizes the items	6
2) Formalize CCS posture	IT Issue Categorization	Chris discusses results with the Executive Committee to get their input and approval.	6
2) Formalize CCS posture	IT Issue Categorization	Chris submits to the entire membership for sign off, with clarity on what this list means: "Hold me accountable to improving your life on these issues, but also do not tee up issues for me that are not on this list."	6
3) Increase shared learning	2016 Create 45 minute segments in every other meeting for shared learning	Streamline decisions by doing more online	3
3) Increase shared learning	Seed the process by bringing in experts on relevant technology issues	Identify 3 experts for the next 6 months worth of meetings (every other month)	6
3) Increase shared learning	Seed the process by bringing in experts on relevant technology issues	Topics related to building renovation and construction for better technology infrastructure and usage would be especially relevant	6
3) Increase shared learning	2017 Move shared learning to every meeting	By the end of 2016 - Identify 6 months of topics for 1H 2017	9
4) Make the data useful	Create prioritized list of potential reports	Immediately vet prioritized list with directors (Prioritize A's, B's, C's)	3
4) Make the data useful	Create prioritized list of potential reports	Create at least 2 reports from list	3
4) Make the data useful	Create report feedback / request approach	Regular method of identifying and prioritizing reports created	6
4) Make the data useful	Create report feedback / request approach	New types of reports generated quarterly	6
5) Answer the "What's out there?"	Define areas of exploration	Partner with each individual CCS staff to discern some topic in technology that is connected to the relevance issue and genuinely interests that staff member.Allocate 10% of their time to develop subject matter expertise over the next 6 months. Expect a presentation from them on what they have learned at the end of this period.	3

5) Answer the "What's out there?"	Define areas of exploration	Dedicate a directors meeting to a highly ranked topic. Chris constructs a list of possible topics of interest to directors and takes a quick ranked survey.	6
5) Answer the "What's out there?"	Pilot the "What's Out There" knowledge delivery process	Identify thought leaders (which can include technology vendors) to present on this topic. Make sure to do proper vetting and preparation to increase chance of success for this topic. Build in discussion/Q&A time. Get feedback from directors after the meeting and adjust accordingly. Seek to do 2-3 such sessions in the next 12 months.	3
5) Answer the "What's out there?"	Operationalize the knowledge delivery process	Start constructing an internal "all-stars" list of 10-20 individual staff at libraries that seem the most curious, ambitious, technologically adept. The long term goal is to assign them to a research project, but in the next 6-12 months, you are talent spotting.	6
5) Answer the "What's out there?"	Operationalize the knowledge delivery process	As part of talent spotting process, look for examples among this group where people have already done some good "What's out there?" research or even experiments. Allocate some portion of the directors meeting for some "show and tell" presentations.	9
6) Structural reorganization consider:	Begin cultural shift to learning community	Dedicate every other meeting solely to learning and protect this time. Operational discussions about CCS internal issues have a way of filling up available time.	3
6) Structural reorganization consider:	Begin cultural shift to learning community	Break out decision making to happen at different appropriate levels (see next slide)	3
6) Structural reorganization consider:	Begin cultural shift to learning community	Over time (in the next 12-24 months), experiment and explore moving to a more representative model (with appropriate checks and balances). Reduce the current redundancy of discussions. Let Su take leadership on this process as she is motivated	9
6) Structural reorganization consider:	Begin cultural shift to learning community	The experimentation should involve ongoing member feedback and discussion so that members feels comfortable with the pace of change	9
6) Structural reorganization consider:	Begin 501(c) exploration	Research any examples of other consortiums nationally that have organized themselves as 501c	9
6) Structural reorganization consider:	Begin 501(c) exploration	Get legal guidance on what OMA requirements would still apply to CCS as a 501c	12
6) Structural reorganization consider:	Examine whether to move on 501(c) process	Take a "wait and see" approach on progress of other changes in CCS governance. Those other changes may get you some meaningful improvement in efficiency without having to reorganize legally. Don't use up capital on this issue in the next 12 months and instead concentrate on lower hanging fruit.	12
7) Develop a clear e-media strategy	Promote stronger standardization in the cataloging process	CCS to propose standardization approach - (drive this in negotiations with Sirsi)	
7) Develop a clear e-media strategy	Improve discovery layer for e-media to promote better search results	Chris to work with Sirsi on discovery layer improvements / recommendations	3
7) Develop a clear e-media strategy	Promote greater standardization of vendors (e.g. Overdrive, 3M, etc.)	Task force to examine common approach to vendors	6
7) Develop a clear e-media strategy	Promote greater standardization of vendors (e.g. Overdrive, 3M, etc.)	Task force recommendations for approach	9

Discussion
Thu Apr 21 4pm PDT

Consulting Within Reach References

Elissa Spelman, Executive Director of Breakthrough Greater Boston

Cambridge, MA

I had the opportunity to work with Curtis on multiple occasions at Breakthrough and each time Curtis offered an incredibly thoughtful and effective process. Our structure and the specific challenges our consortium was facing were incredibly complex, with a long history, and players with very different perspectives and priorities. Curtis took that in stride and created a plan that welcomed all voices to the table while still making sure that tough conversations happened (when necessary), and important decisions were made.

Curtis' success is driven by many of his notable traits and skills – intelligence, great listening and interpersonal skills, a robust set of facilitation tactics, a deep understanding of organizational dynamics and nonprofit realities, ability to spur and lead challenging conversations, ability to gain trust quickly… and the list goes on.

I have worked with numerous consultants over the course of my career and Curtis stands out as being in my top 3 all time. Your consortium would be incredibly fortunate to have the chance to work with Curtis. Please let me know if you have any questions or want to jump on a call – I'm happy to provide more detail, anecdotes or answer specific questions.

Cayce Hill, Executive Director of Veggielution

San Jose, CA

I would recommend Consulting Within Reach enthusiastically and without reservation.

We have worked with CWR for strategic planning, program development, and Salesforce implementation over the past 3 years. I continue to meet with Curtis Chang once a month for executive coaching.

My favorite part about working with the CWR team, Curtis in particular, is that they push us to think beyond what is right in front of us. They ask tough questions and make it possible for us to think bigger even while working within the same parameters/resources of our small organization. We are better at planning ahead, preparing for conversations with major stakeholders, and getting a seat at the right tables because of our work with the CWR team.

I'm happy to elaborate further on a phone call later this week if that would be helpful.

Christopher Holly, Former CCS Executive Director

Arlington Heights, IL

I appreciated the high-touch nature of CWR. Via one-on-one, in person interviews and some group conference calls, they were very engaged with all of the key players: me as executive director, the Long Range Planning Team, and with the library directors. The savvy that they brought to the process made each meeting/interview/conversation a good use of everyone's time. Their own background research, outsider eye, and general knowledge of the technology and non-profit industries brought a focused and smart discussion with good ideas. I received nothing but positive feedback from the library directors. In fact, one director who said that she wasn't a fan of library consultants said that she was pleasantly surprised by what CWR brought to our planning process and that she would consider using them at her own library.

SWAN Financial Sustainability Plan

RAILS Guidelines

The plan should be a big picture road map that addresses how your LLSAP would support operations with no revenue or in-kind services from RAILS.

The road map should include examples based on the funding scenarios below, from the perspective of your organization's unique circumstances, over a period not to exceed five years. Include the potential consequences, such as loss of consortium members or fee increases. If your consortium has already modeled scenarios other than or in addition to the ones below, please submit those.

Submit your LLSAP Financial Sustainability Plan no later than June 30, 2018 to Anne Slaughter, RAILS Director of Technology Services, via email at anne.slaughter@railslibraries.info.

SWAN Plan

Current level of RAILS support

SWAN utilizes the LLSAP funding to reduce membership fees. The amount of funding is allocated equally to the public libraries in the consortium. The FY18 LLSAP support of $598,985 results in each public library receiving $6,582.25 reduction to SWAN membership fees.

SWAN has structured its services around offering options to its libraries without additional add-on pricing. Over its history, SWAN has built a suite of services that allow its libraries to participate using the services they elect, but while requiring a base level of standards and adherence to policy. "Pay for what you use" was the approach SWAN undertook from 1998 to 2015—an approach that required cost for licenses and detailed billing, in addition to annual membership costs. The more recent approach is to provide flexible, all-inclusive options for libraries, which allow for libraries to strategically build services and internal workflows without financial repercussion.

50% reduction of RAILS support

The LLSAP funding would be xx and the public library LLSAP grant reduction would be $3,291.13. The loss of support revenue would result in membership fee increases ranging from 3% to 19%.

In the event of 50% loss of funding, SWAN would need to undertake the following operating cost reductions:

- Consortia-wide participation in OCLC, the cost of which varies per library, ranging from $189 to $18,000, with an average cost of $2,260 per library.
- Consortia-wide participation in the catalog enhancement Novelist Select.
- Consortia-wide firewall annual maintenance, under the SonicWALL Global Maintenance Service umbrella.

Under this scenario, SWAN libraries would revert to local decision to continue participation in these services. SWAN personnel would be responsible for implementing and maintaining the services on a per library basis. Degradation of system security and state-wide resource sharing would be a result.

100% loss of RAILS support

The complete loss of RAILS support would result in membership fee increases ranging from 6% to 38%. This would most likely result in some of the most financially precarious libraries dropping out of the consortium. SWAN's membership fee formula utilizes the RAILS LLSAP financial support to assist libraries that would not be financially able to sustain consortia membership without this support. SWAN's membership fee structure shows each public library in SWAN the financial impact on SWAN membership fees should RAILS LLSAP support be completely lost. The highest percentage increases are on the libraries with the lower SWAN membership fees, which would range from $12,500 to $21,600 annually without RAILS LLSAP support.

SWAN libraries that could no longer participate in SWAN could seek out alternate integrated library system software that could allow local circulation, but would require licensing and support through an independent vendor.

In the event of complete loss of funding, SWAN would need to undertake the following operating cost reductions.

- Consortia-wide participation in OCLC, the cost of which varies per library, ranging from $189 to $18,000.
- Consortia-wide participation in the catalog enhancement Novelist Select.
- Consortia-wide firewall annual maintenance, under the SonicWALL Global Maintenance Service umbrella.
- Consortia-wide software platform for online subscription integration using EBSCO Discovery Service, EduServ OpenAthens.
- Renegotiation of SirsiDynix annual maintenance, or possible request for proposals for a new.

These services would revert to opt-in availability for SWAN member libraries. The negotiated group purchase discount would be lost for some of the above services, so direct cost to participating libraries could be higher than the $6,582.25 increase in SWAN membership fees.

Depending on the number of libraries leaving the consortium, some reduction in SWAN personnel would have to be considered. The need to maintain opt-in services does not necessarily simplify SWAN personnel needs, as the complexity of this arrangement increases.

Contingency Plans

Actual or contingency plans for reducing reliance on RAILS in-kind services. Below is a list of each category of in-kind services RAILS currently provides to LLSAPs. Please address each one your LLSAP currently uses.

Staffing (Consortium staffed by RAILS employees)
SWAN has independently supported employees since 2013. SWAN relies on RAILS as a contracted service provider in the following areas.

- Financial Services
- Support Site Hosting and Assistance
- Ticket System Hosting and Assistance

These services would transition to existing SWAN departments or be replaced by contracted services. Details on the possible replacement are provided below.

Use of RAILS facilities for consortium staff
SWAN relocated to an independent office in December 2016. The commercial lease expires November 30, 2024.

Use of RAILS vehicles
SWAN employees are not permitted to use RAILS vehicles, so no contingency plan is required for this service.

Financial Services
SWAN would issue a request for proposals for financial services to be provided by a contracted employee or company.

- Preparing monthly financials for a non-profit organization
- Preparing accounts payable and accounts receivables
- Bank reconciliation
- Overseeing SWAN bank account lock box and positive pay services
- Assisting with annual financial audits
- Preparing reports for annual budgeting

RAILS assigned a cost of $41,651 for these services in FY19. This amount will be recalculated by RAILS in FY20, and it would be deducted from the FY20 LLSAP grant funding provided to SWAN.

Datacenter
SWAN expects to transition its ILS servers to a cloud-based infrastructure-as-a-service in 2018. The equipment that would remain in RAILS Burr Ridge datacenter would be part of the automated phone notification service, called SirsiDynix Voice Automation (SVA).

Should it be incumbent upon SWAN to move SVA, there are several options.

> ### Move SVA to SWAN's Office at 800 Quail Ridge (1 – 6 weeks)
> The SWAN office is not designed as a redundant site for server hardware, so the downside would be if SWAN's office experienced significant power loss, SVA would go offline until power was restored.

> ### Request SirsiDynix to Provide Next Generation Phone Notification Solution (1 – 3 months)
> Many new customers that request a phone notification system are being provided with iTiva, which is a newer server arrangement. Ideally this service would run either as a hosted/software-as-a-service with SirsiDynix, or run as a virtual server in SWAN's cloud-based infrastructure.

> ### Contract with Unique Management Services (1 – 2 months)
> Unique will provide automated phone notification. This service is not as tightly integrated with Symphony ILS as SVA is, but several SirsiDynix library customers use Unique for automated phone calls.

RAILS provides the datacenter and support equipment for SVA at an FY19 annual cost of $9,553 to SWAN. This amount will be recalculated by RAILS in FY20, and it would be deducted from the FY20 LLSAP grant funding provided to SWAN.

LLSAP Support Website
SWAN will transition to a cloud-based infrastructure in 2018. If required, the SWAN support website and public website would be transitioned to the cloud infrastructure. It is also possible to have either site hosted and maintained by a company specializing in support websites.

RAILS provides website support at an FY19 annual cost of $1,663 to SWAN. This amount will be recalculated by RAILS in FY20, and it would be deducted from the FY20 LLSAP grant funding provided to SWAN.

LLSAP Ticket System
SWAN utilizes a ticket system supported by RAILS called OTRS. This is an open source software solution, and it could easily be transitioned to SWAN's cloud infrastructure. Should it be necessary, SWAN could issue a request for proposals for a ticket system and have it hosted by a 3rd party company.

RAILS provides ticketing system support at an FY19 annual cost of $807 to SWAN. This amount will be recalculated by RAILS in FY20, and it would be deducted from the FY20 LLSAP grant funding provided to SWAN.

Library Learning: L2 system
SWAN utilizes the RAILS supported Library Learning website not just for training events, but as a

centralized library staff user database. SWAN's support website and ticket system rely on the library staff user authentication application programming interface (API) within L2 to facilitate a single sign on.

Should L2 be lost as a platform, SWAN would need to seek out or create the following replacement:

- Central user database capable of storing library staff users and passwords, such as an LDAP based system such as OpenLDAP, Active Directory, or 389 Directory Server
- Calendar and event registration for continuing education and training system, such as Salesforce

L2 supports Chicago Public Library, Dominican University, Illinois Heartland Library System, Illinois State Library, PrairieCat, RAILS, RSA, SHARE, and SWAN. SWAN is not assessed any fee or cost for use of L2.

Meeting room use, including use of virtual meeting technology
SWAN is already using member library meeting spaces and is using its own virtual meeting software through Go To Training, and has acquired room microphones for this type of meeting.

SWAN uses the 125 Tower Drive facility for membership meetings and training. The RAILS laptop cart is useful for hands on lab training provided by SWAN Member Services and Bibliographic Services.

Meetings for 1-20 Attendees: SWAN Quail Ridge office

Meetings for 21-75 Attendees: Host at member library locations. Sites near the RAILS location include Westmont Public Library and Oak Brook Public Library.

Computer Lab Training: Hands-on training could be conducted at member library computer labs. We have recently utilized Frankfort Public Library and Eisenhower Public Library computer labs for training. The Moraine Valley Community College Business and Conference Center will lease two 32 seat computer labs and are available with advance registration.

Should it be necessary, SWAN could acquire laptops and a laptop cart for hands on training. The advantage would be to have a pre-configured computer dedicated to SWAN software, which does require special software client and secure connections that are not available on public library computer lab desktops. Moraine Valley Community College Business and Conference Center has indicated its computer labs can be installed with software should SWAN request it.

RAILS does not charge SWAN for meeting room use.

Outline activities in priority order and with approximate duration.
SWAN would complete a transition to no longer utilize RAILS contracted services in one fiscal year.

Under the scenario of 100% loss of RAILS support and services to SWAN, the areas outlined above would

transition within the same period of time, with varying duration.

Activities	Duration to Transition
Staffing (Consortium staffed by RAILS employees)	Not applicable: SWAN personnel are supported
Use of RAILS facilities for consortium staff	Already using alternate meeting locations and computer labs
Use of RAILS vehicles	Not applicable: SWAN staff do not use RAILS vehicles
Financial services	3 months
Datacenter	1 month
LLSAP website	1 day
LLSAP ticket system	1 day
CE and User authentication system, to replace Library Learning (L2) system	1 – 2 months, depending on advance notice for software purchase, configuration, and user data migration
Meeting room use, including use of virtual meeting technology	Already using alternate meeting locations and remote meeting software

April 2018	YTD Actual	FY18 Budget	83%
Revenues	1,974,827.47	2,520,921.00	78%
Expenses	2,278,002.39	2,806,050.00	81%
Excess of Revenues over (under) Expenses	(303,174.92)	(285,129.00)	

SWAN
Balance Sheet
As of 4/30/2018

	Balance End Of Month		Average Interest Rates & Interest Earned during April	
Assets				
Cash & cash equivalents				
Cash- MaxSafe	1,845,522.91		1.620%	$ 2,391.53
Cash- Hinsdale Bank Checking	706,013.35		0.000%	$ -
Total Cash & cash equivalents	2,551,536.26		Investment Income	$ 2,391.53
ProPay Funds				
ProPay Funds	98.10			
Total ProPay Funds	98.10			
Accounts receivables				
Accounts Receivable	165,132.50			
Total Accounts receivables	165,132.50			
Prepaid expenses				
Deposits	23,467.08			
Prepaid Expenses	95,559.08			
Total Prepaid expenses	119,026.16			
Capital assets, net				
Building And Improvements	6,895.00			
Equipment	36,500.50			
Computers	324,383.36			
Accumulated Depreciation	(271,468.09)			
Total Capital assets, net	96,310.77			
Total Assets	2,932,103.79			
Liabilities				
Accounts payable				
Accounts Payable	2,657.25			
Total Accounts payable	2,657.25			
Accrued Liabilities				
Accrued Liabilities	2.10			
Total Accrued Liabilities	2.10			
Payroll				
Salaries Payable	35,084.47			
PR Tax Withheld Payable	11,024.03			
PR Tax Expense Payable	3,728.13			
Total Payroll	49,836.63			
Other Postemployment Benefits				
Postemployment Benefits	2,869.00			
Total Other Postemployment Benefits	2,869.00			
Deferred revenue				
Deferred Revenue	566,129.73			
Deferred Revenue - MAGIC Fee Supplement Grant	280,947.00			
Total Deferred revenue	847,076.73			
Compensated absences				
Compensated Absences	57,340.04			
Total Compensated absences	57,340.04			
Facilities				
Rent Payable	52,648.41			
Total Facilities	52,648.41			
Total Liabilities	1,012,430.16			
Net Assets				
Beginning Net Assets				
Unrestricted	2,222,848.55			
Total Beginning Net Assets	2,222,848.55			
Current YTD Net Income	(303,174.92)			
Total Net Assets	1,919,673.63			
Total Liabilities and Net Assets	2,932,103.79			

		Current Month Actual	Current Month Budget	YTD Actual	YTD Budget	Total Budget	Percent of Annual Budget	General Ledger Line Item Detail
Revenue								
4050	**Other Grants**	520.00	17,888.00	99,770.00	178,880.00	214,659.00	46.47%	**RAILS New 19 LLSAP Grant**
4060	**Fees For Services And Materials**	139,788.84	139,789.00	1,397,888.37	1,397,890.00	1,779,720.00	78.54%	**SWAN Quarterly, Annual, and Semi-Annual Fees**
4061	**Internet & Enhanced Access Fees**	707.58	608.00	7,075.81	6,080.00	7,300.00	96.92%	**SWAN Annual Internet Access Fees**
4070	**Reimbursements**	4,000.00	0.00	11,570.00	0.00	0.00	0.00%	**SWANstravaganza Lunch, Sponsor Table Registration Fees, and Promotional Material Printing Reimbursement from New 19 Consortia**
4071	**Reimbursements - Lost Materials**	408.02	0.00	6,012.54	0.00	0.00	0.00%	**Reciprocal Borrowing and ILL Losses**
4072	**Reimbursements - Collection Agency Fees**	20.00	75.00	70.00	750.00	900.00	7.77%	**Reciprocal Borrowing and ILL Loss Collection Agency Fees**
4075	**Group Purchase Receipts**	0.00	475.00	3,414.15	4,750.00	5,700.00	59.89%	**Credit Card Swipes and Envisionware for Members**
4080	**Investment Income**	2,391.53	567.00	16,127.36	5,670.00	6,800.00	237.16%	**Interest**
4090	**Other Revenue**	41,954.00	42,153.00	419,540.00	421,534.00	505,842.00	82.93%	**RAILS Support to SWAN**
4091	**Lost Materials**	0.00	0.00	13,359.24	0.00	0.00	0.00%	**CPL Reciprocal Borrowing and ILL Losses from Prior Fiscal Years**
Total Revenue		189,789.97	201,555.00	1,974,827.47	2,015,554.00	2,520,921.00	78.34%	
Expenses								
5000	**Library Professionals**	23,952.62	26,746.00	257,341.90	294,206.00	347,700.00	74.01%	**Staff Salaries**
5010	**Other Professionals**	59,775.12	59,877.00	670,585.75	658,646.00	778,400.00	86.14%	**Staff Salaries**
5020	**Support Services**	19,417.09	22,492.00	208,019.78	247,412.00	292,400.00	71.14%	**Staff Salaries**
5030	**Social Security Taxes**	7,467.72	8,354.00	82,875.46	91,894.00	108,600.00	76.31%	**Social Security Taxes**
5040	**Unemployment Insurance**	0.00	0.00	1,269.56	0.00	0.00	0.00%	**Unemployment Benefits**
5050	**Worker's Compensation**	273.67	183.00	3,100.22	1,830.00	2,200.00	140.91%	**Worker's Compensation Insurance**
5060	**Retirement Benefits**	10,155.54	10,038.00	110,183.26	110,418.00	130,500.00	84.43%	**Retirement Benefits and Retirement Plan Fees**
5070	**Health, Dental, Life And Disability Insurance**	17,337.96	15,492.00	168,905.60	154,920.00	185,900.00	90.85%	**Health, Dental, Life & Disability Insurance**
5080	**Other Fringe Benefits**	0.00	208.00	0.00	2,080.00	2,500.00	0.00%	**Tuition Reimbursements**
5085	**Wellness Benefits**	158.25	425.00	1,271.69	4,250.00	5,100.00	24.93%	**Staff Wellness Reimbursements through Payroll**
5100	**Recruiting**	0.00	75.00	0.00	750.00	900.00	0.00%	**Background Checks and Job Postings**
5110	**Print Materials**	6,152.30	667.00	9,146.88	6,670.00	8,000.00	114.33%	**Signature Stamp for Treasurer, Calendars for Members, SWANstravaganza Sweatshirts and Buttons, and Branded Promotional Items for New 19 (partially offset by GL Account #4070)**
5130	**E-Resources**	0.00	42.00	389.00	420.00	500.00	77.80%	**ALA TechSource Subscription**

		Current Month Actual	Current Month Budget	YTD Actual	YTD Budget	Total Budget	Percent of Annual Budget	General Ledger Line Item Detail
5140	Rent/Lease	11,652.06	7,884.00	94,231.63	78,840.00	94,607.00	99.60%	Facility Lease (Including Tenant's Share of Real Estate Taxes, Operating Expenses, and Insurance)
5150	Utilities	425.64	1,150.00	5,154.51	11,500.00	13,800.00	37.35%	Gas and Electric
5160	Property Insurance	123.00	100.00	1,230.00	1,000.00	1,200.00	102.50%	Flood Insurance
5170	Repairs And Maintenance	0.00	17.00	772.39	170.00	200.00	386.19%	Key Fob Maintenance and Door Strike Replacement
5180	Custodial/Janitorial Service And Supplies	941.09	775.00	8,609.21	7,750.00	9,300.00	92.57%	Cleaning Services and Various Hardware, Cleaning Supplies, and Maintenance Supplies
5190	Other Buildings and Grounds	0.00	48.00	150.00	480.00	580.00	25.86%	Security Camera Surveillance Subscription
5250	In-State Travel	1,460.28	183.00	2,586.46	1,830.00	2,200.00	117.56%	In-State Travel
5260	Out-Of-State Travel	316.58	867.00	1,391.65	8,670.00	10,400.00	13.38%	Out-of-State Travel
5270	Registrations And Meeting, Other Fees	97.43	242.00	2,022.18	2,420.00	2,900.00	69.73%	Snacks, Supplies, and Lunches for Meetings and Staff Events
5280	Conferences And Continuing Education Meetings	410.00	1,167.00	19,327.89	11,670.00	14,000.00	138.05%	Sirsi Dynix Training, Staff Conference Registration, Swanstravaganza (partially offset by GL Account #4070 - $7,570), and Usability Study Expenses
5290	Public Relations	783.78	0.00	783.78	0.00	0.00	0.00%	Unbranded Promotional Items for New 19 and New Cataloging Libraries (partially offset by GL Account #4070)
5300	Liability Insurance	753.42	633.00	7,066.00	6,330.00	7,600.00	92.97%	General Liability, Crime, Cyber Crime, and D&O Insurance
5310	Computers, Software And Supplies	2,778.76	1,883.00	17,042.19	18,830.00	22,600.00	75.40%	Computer, Software, and Supplies under $5,000 Individual Cost as well as Subscriptions for Adobe Creative Cloud, Adobe Acrobat Pro, Axure Pro, LastPass, Domain Name Registrations, Microsoft Office 365, Panda Security, Asana Project Management, Amazon Web Services Usage, StatusCake System Monitoring, Graphic Editing Software, and Microsoft Azure
5320	General Office Supplies And Equipment	268.29	750.00	2,325.76	7,500.00	9,000.00	25.84%	Office Supplies and Equipment under $5,000 Individual Cost Including First Aid Kit Supplies and Coffee
5330	Postage	0.00	75.00	821.61	750.00	900.00	91.29%	Postage
5380	Telephone And Telecommunications	1,569.75	1,658.00	15,303.46	16,580.00	19,900.00	76.90%	Phone, Chat, and Internet
5390	Equipment Rental	438.40	225.00	3,462.12	2,250.00	2,700.00	128.22%	Copier Lease and Usage

		Current Month Actual	Current Month Budget	YTD Actual	YTD Budget	Total Budget	Percent of Annual Budget	General Ledger Line Item Detail
5400	Equipment Repair And Maintenance Agreements	28,291.78	28,100.00	278,105.41	281,000.00	373,565.00	74.44%	Sirsi Dynix Annual Maintenance, Platinum Services, Sirsi Dynix Blue Cloud ERM and Visibility Subscription, EBSCO Open Athens Subscription, VM Software License Costs, VEEAM Software License Costs, Dell Warranty, Lenovo Warranty, Sonicwall Maintenance, Smartnet Maintenance, NetGate Support, and Linux Software Maintenance
5410	Legal	0.00	150.00	2,840.00	1,500.00	1,800.00	157.77%	Legal Fees
5420	Accounting	0.00	442.00	7,900.00	4,420.00	5,300.00	149.05%	Audit Expenses
5430	Consulting	3,981.67	1,417.00	12,901.70	14,170.00	17,000.00	75.89%	Management Association and Usability Study Costs
5435	Payroll Service Fees	224.12	175.00	2,546.46	1,750.00	2,100.00	121.26%	Paylocity Payroll Service Fees
5440	Contractual Staff	200.00	200.00	2,000.00	2,000.00	2,400.00	83.33%	Answering Service Costs
5450	Information Service Costs	21,028.02	16,678.00	204,275.82	166,780.00	200,139.00	102.06%	Formsite Membership Costs, OCLC Fees, Authority Processing, RDA Toolkit, Syndetic Reviews, SSL Certificate Costs, Survey Monkey Subscription, MailChimp Subscription, and EBSCO Novelist Select and Discovery Subscriptions
5460	Contract Agremt W/ Systems, Member Libraries & Cooperatives	520.00	9,972.00	4,770.00	99,720.00	119,659.00	3.98%	RAILS New 19 LLSAP Grant Expenses
5480	Other Contractual Services	1,204.93	200.00	11,835.73	2,000.00	2,400.00	493.15%	Unique Management Placements and Monthly Notice Printing (FY18 Budget Contains an Error as it Only Shows One Month of Notice Printing Costs)
5485	Group Purchases	0.00	475.00	3,309.10	4,750.00	5,700.00	58.05%	Credit Card Swipe and Envisionware Group Purchases for Members
5490	Depreciation	2,847.29	0.00	47,098.56	0.00	0.00	0.00%	Monthly Depreciation Expense
5500	Professional Association Membership Dues	0.00	33.00	100.00	330.00	400.00	25.00%	Professional Memberships for SWAN and Staff
5510	Miscellaneous	(2.94)	83.00	4,947.64	830.00	1,000.00	494.76%	Mistaken Payments to be Refunded, Reciprocal Borrowing Adjustments from Prior Years, Vendor Payments and Refunds for/from Prior Fiscal Years, and Late Fees
5515	Miscellaneous - E-Commerce Fees	0.68	0.00	2.03	0.00	0.00	0.00%	eCommerce Test Payment Processing Fees
Total Expenses		225,004.30	220,181.00	2,278,002.39	2,329,316.00	2,806,050.00	81.18%	
Excess of Revenues over (under) Expenses		(35,214.33)	(18,626.00)	(303,174.92)	(313,762.00)	(285,129.00)		

Effective Date	Vendor Name	Transaction Description	Check Amount
4/2/2018	First Bankcard	April 2018 Credit Card Payment of Feb./March Balance	6,685.95
4/2/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:March 31, 2018 Payroll	4,948.62
4/2/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:March 31, 2018 Payroll	2,540.87
4/4/2018	Aaron Skog	Travel Reimbursemnt-3/1-3/28/18-Site Visits	126.44
4/4/2018	Alpha Graphics	Notifications Brochures for New19 Migration	2,531.50
4/4/2018	Brande Overbey	Travel Reimbursement - 3/27-3/28/18-Site Visits	34.60
4/4/2018	Brande Overbey	Travel Reimbursement-3/29/18-Site Visits	18.37
4/4/2018	Cintas #769	Mats for Doorway Entry 3/31/18	66.09
4/4/2018	Diane Nickolaou	Travel Reimbursement-Site Visits	112.27
4/4/2018	Wellness Insurance Network-WIN	Life Insurance for April 2018	183.92
4/4/2018	Nicor Gas	Gas Use 2/27-3/28/18	122.82
4/4/2018	SirsiDynix, Inc.	SD Subscriptions	520.00
4/4/2018	SirsiDynix, Inc.	SD Subscriptions	8,000.00
4/4/2018	The Hartford, Inc.	Business Owners' Insurance-Jan-March 2018	877.75
4/4/2018	The Hartford, Inc.	Business Owners' Insurance April-June 2018	840.75
4/4/2018	Wells Fargo Vendor Fin Serv	Copier Lease	219.20
4/5/2018	Paylocity Corporation	Net Wages: March 31, 2018 Payroll	35,006.82
4/5/2018	Paylocity Corporation	Payroll Taxes: March 31, 2018 Payroll	14,704.87
4/6/2018	Paylocity Corporation	Payroll Service Fees: March 31, 2018 Payroll	79.09
4/16/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:April 14, 2018 Payroll	4,948.62
4/16/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:April 14, 2018 Payroll	2,540.87
4/17/2018	Aaron Skog	Travel Reimbursemnt 4/10-4/13/18	54.50
4/17/2018	Brande Overbey	Travel Reimbursement 4/4-4/11/18	13.19
4/17/2018	BuildingStars	Cleaning Service for April 2018	598.00
4/17/2018	Comcast	Internet Service -April 14, 2018	1,250.00

Effective Date	Vendor Name	Transaction Description	Check Amount
4/17/2018	Dawn Tortorella	Travel Reimbursement 2/6-4/10	281.77
4/17/2018	Dawn Tortorella	Supplies for New 19	1,058.52
4/17/2018	Flying Fox Conservation Fund	SWANstravaganza Event-Presenter Sessions	600.00
4/17/2018	ICMA Retirement Corporation	Retirement Fees 4/1/18-6/30/18	250.00
4/17/2018	Limricc-Phip	Health Insurance for April 2018	22,965.90
4/17/2018	Management Association Of IL, Corp.	Training And Staff Survey	3,900.00
4/17/2018	Marcive Inc	Authority Processing-March 2018	409.62
4/17/2018	Quail Ridge Drive Investors, LLC	2017 CAM Reconciliation	3,231.75
4/17/2018	Quail Ridge Drive Investors, LLC	Facility Lease for May 2018	8,532.49
4/17/2018	Reliance Standard Life Insurance Co	LTD/STD for May 2018	834.70
4/17/2018	Unique Integrated Communications, Inc.	Answering Service	200.00
4/17/2018	Unique Management Services, Inc.	Placements 3/30/18	26.85
4/17/2018	Unique Management Services, Inc.	Notice Printing Service for March 2018	1,178.08
4/19/2018	Alsip-Merrionette Park Public Library	Reciprocal Borrowing-April 2018	128.00
4/19/2018	Beecher Community Library District	Reciprocal Borrowing-April 2018	59.00
4/19/2018	Berkeley Public Library	Reciprocal Borrowing-April 2018	35.00
4/19/2018	Bedford Park PLD	Reciprocal Borrowing-April 2018	20.85
4/19/2018	Broadview Public Library District	Reciprocal Borrowing-April 2018	72.00
4/19/2018	Bridgeview Public Library	Reciprocal Borrowing-April 2018	54.32
4/19/2018	Bellwood Public Library	Reciprocal Borrowing-April 2018	69.61
4/19/2018	Berwyn Public Library	Reciprocal Borrowing-April 2018	116.36
4/19/2018	Calumet City Public Library	Reciprocal Borrowing-April 2018	275.19
4/19/2018	Chicago Public Library	Reciprocal Borrowing-April 2018	176.99
4/19/2018	Chicago Heights Public Library	Reciprocal Borrowing-April 2018	93.00
4/19/2018	Cicero Public Library	Reciprocal Borrowing-April 2018	83.50
4/19/2018	Clarendon Hills Public Library	Reciprocal Borrowing-April 2018	24.01
4/19/2018	Chicago Ridge Public Library	Reciprocal Borrowing-April 2018	229.51
4/19/2018	Eisenhower Public Library District	Reciprocal Borrowing-April 2018	130.01

Effective Date	Vendor Name	Transaction Description	Check Amount
4/19/2018	Franklin Park PLD	Reciprocal Borrowing-April 2018	195.93
4/19/2018	Frankfort Public Library District	Reciprocal Borrowing-April 2018	6.51
4/19/2018	Grand Prairie Public Library	Reciprocal Borrowing-April 2018	25.20
4/19/2018	Hillside Public Library	Reciprocal Borrowing-April 2018	193.60
4/19/2018	Hinsdale Public Library	Reciprocal Borrowing-April 2018	50.44
4/19/2018	Hodgkins PLD	Reciprocal Borrowing-April 2018	81.00
4/19/2018	Indian Prairie Public Library District	Reciprocal Borrowing-April 2018	83.41
4/19/2018	Justice Public Library District	Reciprocal Borrowing-April 2018	122.28
4/19/2018	Lyons Public Library	Reciprocal Borrowing-April 2018	175.85
4/19/2018	Matteson Public Library	Reciprocal Borrowing-April 2018	178.20
4/19/2018	McCook Public Library District	Reciprocal Borrowing-April 2018	60.99
4/19/2018	Melrose Park Public Library	Reciprocal Borrowing-April 2018	18.00
4/19/2018	Nancy L McConathy Public Library District	Reciprocal Borrowing-April 2018	13.76
4/19/2018	Park Forest Public Library	Reciprocal Borrowing-April 2018	199.50
4/19/2018	Peotone Public Library	Reciprocal Borrowing-April 2018	15.00
4/19/2018	Prairie State College	Reciprocal Borrowing-April 2018	106.91
4/19/2018	Prairie Trails Public Library District	Reciprocal Borrowing-April 2018	217.00
4/19/2018	Richton Park Public Library District	Reciprocal Borrowing-April 2018	123.40
4/19/2018	River Grove Public Library District	Reciprocal Borrowing-April 2018	49.68
4/19/2018	Riverdale Public Library District	Reciprocal Borrowing-April 2018	42.20
4/19/2018	Riverside Public Library	Reciprocal Borrowing-April 2018	92.01
4/19/2018	South Holland Public Library	Reciprocal Borrowing-April 2018	60.89
4/19/2018	Steger-South Chicago Heights Public Library District	Reciprocal Borrowing-April 2018	54.00
4/19/2018	Summit Public Library District	Reciprocal Borrowing-April 2018	17.99
4/19/2018	Thornton Public Library	Reciprocal Borrowing-April 2018	30.00
4/19/2018	Tinley Park Public Library	Reciprocal Borrowing-April 2018	378.16
4/19/2018	Westchester Public Library	Reciprocal Borrowing-April 2018	119.50

Effective Date	Vendor Name	Transaction Description	Check Amount
4/19/2018	William Leonard Public Library	Reciprocal Borrowing-April 2018	25.00
4/19/2018	Paylocity Corporation	Net Wages: April 14, 2018 Payroll	35,207.28
4/19/2018	Paylocity Corporation	Payroll Taxes: April 14, 2018 Payroll	14,790.60
4/20/2018	Paylocity Corporation	Payroll Service Fees: April 14, 2018 Payroll	145.03
4/30/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:April 28, 2018 Payroll	4,956.92
4/30/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:April 28, 2018 Payroll	2,540.86
		Total 1003 - Cash- Hinsdale Bank Checking	192,439.24
Report Total			192,439.24

REGULAR MEETING
SWAN BOARD
Westmont, IL April 20, 2018
MINUTES

1. **Call to Order, Roll Call**

   Vice President Wittmann called the meeting to order at 9:33 a.m. The following Board members were present to establish a quorum.

   a. Ted Bodewes
   b. Doug Losey
   c. Tiffany Verzani
   d. Jamie Bukovac

   e. Stacy Wittmann
   f. Julie Milavec

2. **Introduction of Visitors/Public Comment**
   Aaron Skog, SWAN Executive Director
   Brande Overbey, SWAN Operations Manager
   Sharon Swanson, RAILS Staff Accountant
   Edith Craig, Director of St. Charles Public Library (arrived at 9:41 a.m.)

3. **ACTION ITEM**
   Acceptance of the April 20, 2018 SWAN Board Meeting Agenda

   Mr. Bodewes moved, seconded by Ms. Bukovac that it be

   RESOLVED, THAT THE SWAN BOARD ACCEPTS THE APRIL 20, 2018 SWAN BOARD MEETING AGENDA AS PRESENTED

   Motion carried by unanimous voice vote.

4. **ACTION ITEM**
   Approval of SWAN Finances for March

   Ms. Milavec moved, seconded by Mr. Losey that it be

   RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR MARCH 1 THROUGH MARCH 31, 2018 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR MARCH 2017 AS PRESENTED

   Motion carried by roll call vote with the following results:
   Ayes: Ms. Verzani, Mr. Losey, Ms. Wittmann, Mr. Bodewes, Ms. Bukovac, Ms. Milavec.

5. **ACTION ITEM**
   Acceptance of the March 16, 2018 SWAN Board Meeting Minutes

Ms. Milavec moved, seconded by Mr. Losey, that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE MARCH 16, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED

Motion carried by unanimous voice vote.

REPORTS

a. **Board President Report**
   None.

b. **Executive Director Report**
   Skog shared the impetus for creating his SWAN operations map in this month's report, and walked the Board through the document. Wittmann suggested we break this map down further to make it more easily understood for new directors; Verzani suggested we also create a similar map showing the interconnectedness of SWAN staff operations. Skog also noted that he has a meeting with Green Hills on April 24th; depending upon if Green Hills decides that they'd like to apply to join the consortium, he anticipates possibly bringing it to a membership vote at the September Quarterly meeting.

c. **Operations Report**
   Skog reviewed this report as presented, and discussed the library visits that were held in the previous weeks at the New19 libraries. Bukovac shared some communication issues that the membership has been experiencing on issues such as bounce backs and ordering ILL items from the New19. She feels that big picture issues are communicated well, but communication about the smaller details sometimes fall through the cracks for the membership. For example, changes they should make, best practices, tips and pointers would be helpful to share more frequently. Craig shared that what has worked well with communication for New 19 is that they have had "point people," so that the smaller details do not have to go to everyone on SWANcom every time.

d. **Treasurer Report**
   None.

e. **Board Calendar**
   Reviewed as presented.

6. **ACTION ITEM**
   Review and Approve Auditor Contract for FY2018-FY2022

Mr. Bodewes moved, seconded by Ms. Milavec, that it be

RESOLVED, THAT THE SWAN BOARD APPROVES FIVE YEAR CONTRACT FOR AUDIT SERVICES WITH LAUTERBACH AND AMEN AS PRESENTED

Motion carried by roll call vote with the following results:

Ayes: Ms. Verzani, Mr. Losey, Ms. Wittmann, Mr. Bodewes, Ms. Bukovac, Ms. Milavec.

7. **ACTION ITEM**
Review and Approve Actuarial Contract for FY2018-FY2022

Ms. Milavec moved, seconded by Ms. Verzani, that it be

> RESOLVED, THAT THE SWAN BOARD APPROVES THE CONTRACT FOR ACTUARIAL
> VALUATION SERVICES WITH MENARD CONSULTING AS PRESENTED

Motion carried by roll call vote with the following results:
Ayes: Ms. Verzani, Mr. Losey, Ms. Wittmann, Mr. Bodewes, Ms. Bukovac, Ms. Milavec.

8. **DISCUSSION ITEM**
(Added per Bukovac request) Strategic Planning Pricing

After today's Board Meeting, a Strategic Planning Committee meeting will be held and Bukovac, a member of the Committee, asked the Board their thoughts regarding pricing and budget. Is this a budget line that we could go over budget on for the fiscal year if we felt that the facilitator would offer the best services to SWAN? The Board was open to considering all consultants, regardless of price, to ensure that we choose the best option out of our 12 respondents.

9. **Next Board Meeting**
The next SWAN Board Meeting will be held on May 18, 2018 at SWAN Quail Ridge at 9:30 a.m.

ADJOURNMENT

There being no further business before the Board, Vice President Wittmann called to adjourn the meeting.

Motion carried and the meeting at adjourned at 10:23 a.m.

Minutes Prepared by Brande Overbey

Respectfully Submitted,

_____
Tiffany Verzani
Board Secretary

SWAN BOARD MEETING MINUTES
800 Quail Ridge Drive, Westmont IL 60559
April 20, 2018 - Time 12:00 p.m.
Conference Room
630.326.7022

1. Call to Order, Roll Call

2. Introduction of Visitors/Public Comment

3. **Discussion Item – Strategic Planning RFP Responses Received**
   Skog asked the group to determine how best to review these documents and come to our decision.

   The Committee ruled out certain RFPs due to missing components of the plan as requested in the RFP: Bailey Leadership did not provide a sample. Libraries Thrive did not provide a sample, and their proposal was inadequate. VIANOVA did not provide a sample by the stated deadline. Trek did not provide a sample, a detailed workplan or budget, and did not meet the minimum qualifications of the RFP.

   A discussion was held as to what the purpose for the Plan will be – to take our organization "down to the foundation" and redefine SWAN, or to develop goals and outcomes for the next few years (more surface level)? The Committee felt it was important to really dig into all issues we are facing and to have a very robust planning process.

   One by One Comparison –
   Sarah Keister Armstrong: The Committee felt that this document was tailored toward us well, though the experience and references were primarily library rather than consortial. Mission, vision and values were not noted for the process.

   Center for Guilt-Free Success: The tone of proposal did not feel like a good fit for the organization. The Committee felt that the bio was more promotional than background driven. They felt that the materials presented and the sample plan felt somewhat dated and surface level.

   Consulting Within Reach: The Committee felt that much of the breakdown was very detailed, in-depth, and that CWR's qualifications were very impressive. They appreciated that the mission, vision and identity were included and liked the identity piece. They also liked the non-traditional approach to discovery/focus groups. This group did their homework and also had two calls with SWAN leadership to discover more about what we'd be looking for in this plan. Bukovac had a few questions about the plan to get clarification on regarding their process, which the Committee weighed in on. One clarifying question is: what is SWAN staff's role in preparing the actual proposal once all of the research has been done: Skog shared that he has seen the facilitator from CWR Curtis Chang present in the past (for CCS's Strategic Plan) and that Curtis was a very engaging speaker that kept everyone active in the discussion. He'd be very comfortable having Curtis present at SWAN meetings if this organization is chosen.

CTY: They did not provide details as to the process used and the wording was very vague; it felt like there were components missing. There was no real relevant library/consortial experience for this group either. The sample was good, but the proposal did not seem to support or provide relevant detail demonstrating how they got to this sort of plan.

Dennis Jennings: Skog and Bukovac shared their experience working with this facilitator for SWAN's last planning process, which was overall very good and effective. Bukovac felt that their method does an effective job of uncovering the information necessary. She also felt that the retreat process helps with team building and very actively gets the SWAN staff involved in the process. Skog did note that at the end, much of the work on writing the actual plan would fall upon the staff to complete once the data is uncovered. Clarification would be needed on the deliverables and who is writing the final plan – Jennings or the SWAN staff?

Eric Craymer: This response was thorough and well-researched. There were some concerns around the timeline, though that is flexible. The planning session was not clearly outlined, and specific actions not clear. Skog felt that the facilitation within the RAILS Overlay process, which he was a part of, was not ideal.

Kimberly Bolan and Associates: The Committee felt that this plan would be ideal for a library, but may not be able to adequately capture the complexity of a consortium. The sample plans were impressive, and the RFP response captured all required criteria. Bukovac liked the aspirational discussions component.

Amanda Standerfer: The Committee felt that utilizing web meetings (Zoom) wasn't the preferred method for meeting format. Standerfer did note comparable experience with PrairieCat and other local libraries.

Overview discussion-
The Committee reviewed in further depth their top choices, on a comparison basis. A novel approach to this process with a very thoughtful plan was evident from Consulting Within Reach's proposal. Milavec felt that CWR's proposal had the questions that SWAN should be asking to get us to where we want to go. Additionally, this group had worked with multiple types of consortia and that depth of experience was impressive.

The Committee felt that, for others not involved in SWAN's previous planning process, Jennings' proposal was not as clear as it was for those who were.

The Committee further broke down CWR's proposal and discussed elements such as relationships with other groups, perceptions of SWAN, and timeline for meetings and feedback. SWAN membership participation and external calls were also discussed. The Board thought that 10 calls to externals and 5 more calls for directors would be preferred, for example. Calls to other consortia outside of Illinois was also a popular idea.

Next steps were discussed. Calling references for CWR will be done by Skog, to gather further information and more justification for our decision and recommendation to the Board. Bukovac asked for us to also obtain a reference from one of the consortia listed on CWR's proposal, since these would be most like SWAN. This information will be presented at the May Board Meeting.

4. Adjournment

SWAN Executive Director Report

May 18, 2018

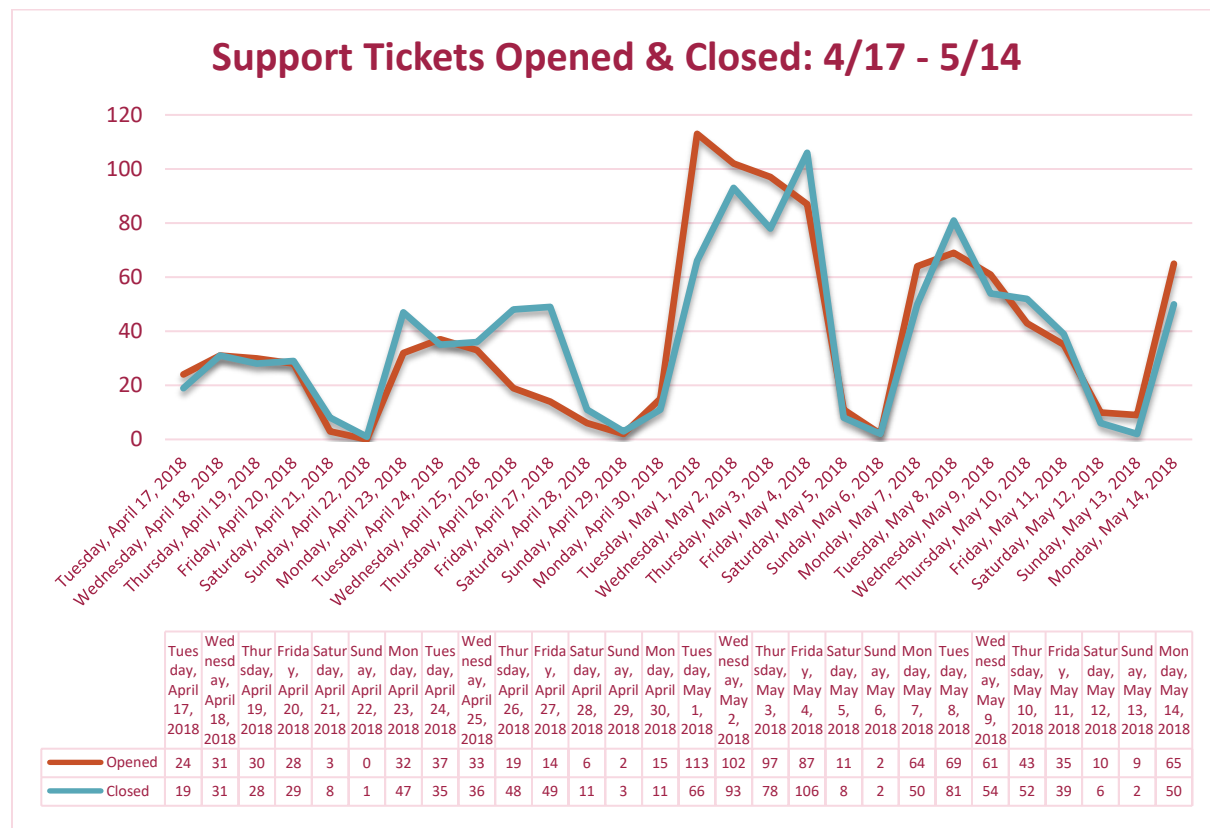## Review of New 19 Go-Live & Remaining Issues

The project of adding 19 libraries while simultaneously supporting 78 libraries proved to be extremely challenging. The split nature of this project meant at various points major work was underway, consuming lots of SWAN staff time with the 19 new libraries, and all the while we continued to have the annual advisory group meetings, upgrades, and providing new features after research and testing.

During go-live week, we logged issues on this Support site post:
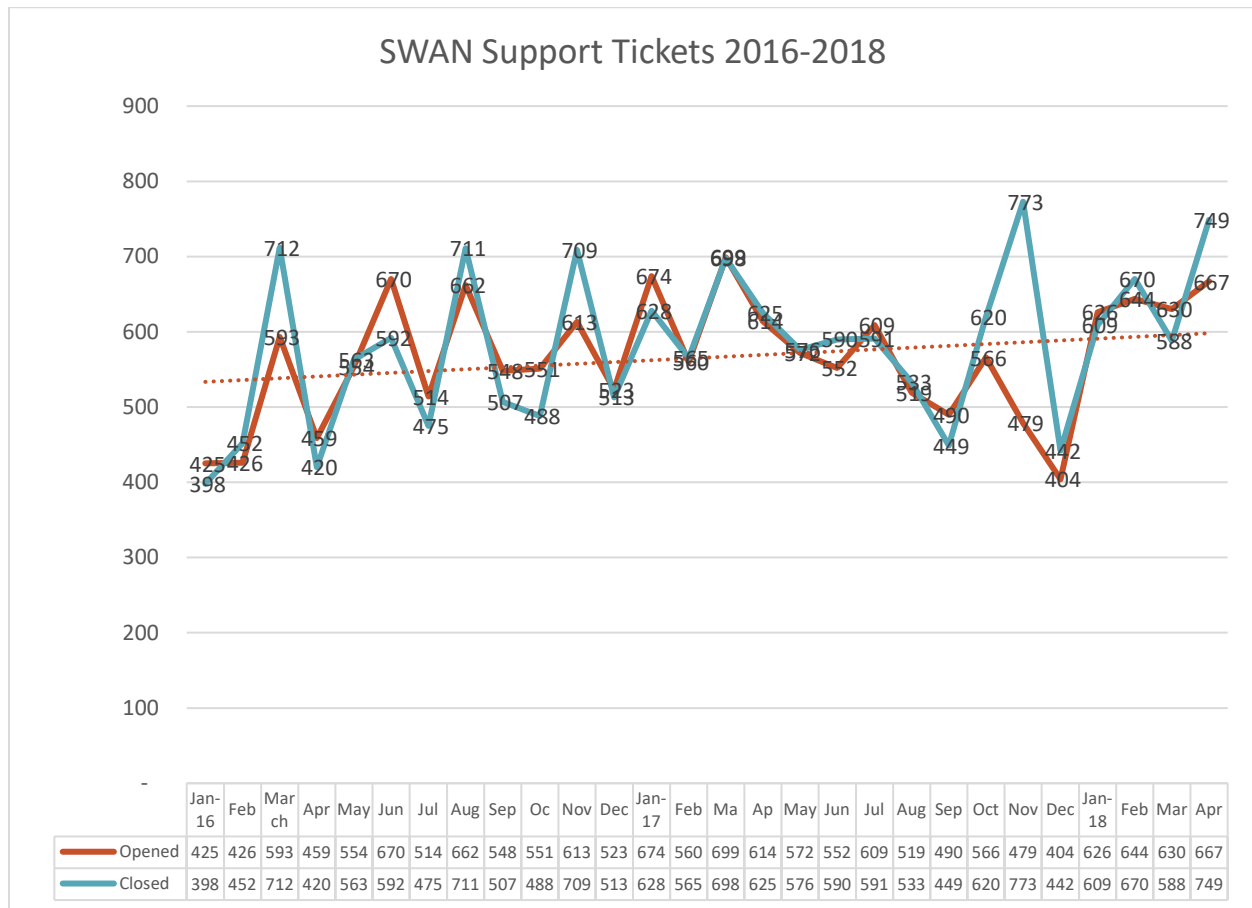https://support.swanlibraries.net/news/2018-05-08/go-live-updates-and-issues-log

Support Tickets During Go-Live Week

The period leading up to go-live for the 19 libraries (starting April 30) shows a huge spike. As of May 14th, the total number of tickets opened in May is 768. This puts SWAN on pace with the April 2015 total of 1,473 OTRS tickets opened during SWAN's ILS migration.

Support Tickets Opened & Closed: 4/17 - 5/14

	Tuesday, April 17, 2018	Wednesday, April 18, 2018	Thursday, April 19, 2018	Friday, April 20, 2018	Saturday, April 21, 2018	Sunday, April 22, 2018	Monday, April 23, 2018	Tuesday, April 24, 2018	Wednesday, April 25, 2018	Thursday, April 26, 2018	Friday, April 27, 2018	Saturday, April 28, 2018	Sunday, April 29, 2018	Monday, April 30, 2018	Tuesday, May 1, 2018	Wednesday, May 2, 2018	Thursday, May 3, 2018	Friday, May 4, 2018	Saturday, May 5, 2018	Sunday, May 6, 2018	Monday, May 7, 2018	Tuesday, May 8, 2018	Wednesday, May 9, 2018	Thursday, May 10, 2018	Friday, May 11, 2018	Saturday, May 12, 2018	Sunday, May 13, 2018	Monday, May 14, 2018
Opened	24	31	30	28	3	0	32	37	33	19	14	6	2	15	113	102	97	87	11	2	64	69	61	43	35	10	9	65
Closed	19	31	28	29	8	1	47	35	36	48	49	11	3	11	66	93	78	106	8	2	50	81	54	52	39	6	2	50

Monthly
The trendline is showing since 2016 the tickets opened have increased on average from 525 to 600. This chart does not have May 2018 data, which will reflect a large one-time increase.

SWAN Support Tickets 2016-2018

	Jan-16	Feb	March	Apr	May	Jun	Jul	Aug	Sep	Oc	Nov	Dec	Jan-17	Feb	Ma	Ap	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-18	Feb	Mar	Apr
Opened	425	426	593	459	554	670	514	662	548	551	613	523	674	560	699	614	572	552	609	519	490	566	479	404	626	644	630	667
Closed	398	452	712	420	563	592	475	711	507	488	709	513	628	565	698	625	576	590	591	533	449	620	773	442	609	670	588	749

June Quarterly

Strategic Plan
The Board should provide an update on the process to date, including the number of proposals received and what the committee recommended.

Upcoming Projects (timelines not final)
- Bibliographic database deduplication (May)
- Authority database update with MARCIVE (June)
- OCLC reclamation of SWAN 97 library holdings (August)
- Patron Database Clean-up NCOA w/UMS (August)
- Cloud Infrastructure-as-a-Service with Azure (June – Oct)
- Annual User Event "SWANstravaganza" (August 17)
- BLUEcloud Analytics statistical reports, moving away from Symphony Reports (June – Sept)
- Green Hills Public Library membership approval (September Quarterly)
- Symphony 3.5.3 upgrade (October)
- Support site revamp (June - December)

New Features Implemented for SWAN

These features were added over the period of the New 19 project. Many of these are new features as a direct result of adding these libraries to SWAN.

Feature	Status
Map It	Saint Charles Public Library uses a service that integrates with Enterprise for collection location. SirsiDynix is a reseller for this product. https://catalog.swanlibraries.net/client/en_US/scd
De-Newing Item Types	LINC used a Symphony API script that we converted to a Symphony Report that can be scheduled for use. This feature has some caveats, but it is working and eventually will be made available for libraries to have SWAN schedule.
Patron Library Card Automatic Renewal	This Symphony Report can be scheduled by SWAN staff to run for libraries on a schedule.
Patron Canceling Holds	Member Services provided documentation for allowing patrons to cancel available holds in Enterprise. Previously patrons could only cancel unfilled holds and staff had to cancel available holds. This feature allows patrons to get materials moved to the next patron more quickly when they no longer wish to pick up the item.
Reciprocal Borrowers (including CPL) placing holds	This was outlined to the SWAN membership at the Sept and Dec Quarterly meetings.
Bounced Email Notification	SWAN IT is in the final stages of setting up a way for libraries to better manage patron email notifications that bounce.
Enterprise 5.0 Themes & Profile Customizations	SWAN User Experience Manager Tara Wood is taking customization requests for the new Enterprise theme for all SWAN libraries.
Offline Patron Lookup	SWAN IT created a webpage that will allow library staff to look up patrons in SWAN. This tool was developed for use during offline circulation periods or could be offered to non-SWAN libraries such as CPL to look up SWAN patrons that visit as a reciprocal borrower.
WorkFlows Circulation Display changes	Adjusted the Symphony interface to help library staff see patron information at a glance.

Days Closed Wizard	SWAN libraries can now set the library schedule for the year using Symphony, rather than send these requests to SWAN staff.
Symphony User Groups	The feature was shared with all libraries, along with an instructional video
Patron Notification Brochure	The idea for the brochure pre-dated the New 19, but we used the addition of the libraries to put the promotional material into production. SWAN has printed 10,000 brochures to give to libraries.

Member Library Inquiries: Update for SWAN Board

Green Hills Public Library District (Palos Hills)
Joseph Miller and I met with Jane Jenkins on April 24. I will be presenting to the Green Hills board of trustees on Monday, May 21st.

Bartlett Public Library District
I sent a quotation letter on Thursday, March 29. No update since last month.

Glenside Public Library District (Serving Glendale Heights & Glen Ellyn countryside)
I sent a quotation letter on Thursday, March 29. No update since last month.

North Suburban Library District (within NIC consortium)
NSLD and NIC continue to discuss joining PrairieCat. A second meeting between PrairieCat and NIC was held last month. No update since last month.

Library Visits

No library visits since last month. These will resume once the New 19 settle in.

SWAN Operations Report: May 18, 2018

Board Financial Report (Sharon Swanson)

As of April 30, SWAN had received $282,003.75 (71%) of the total invoiced fourth quarter SWAN fees of $398,333.00 within less than one month of billing. SWAN internet access fees were billed out in mid-January, and, as of April 30, SWAN had received payment from all but Phoenix Public Library and Homewood-Flossmoor H.S. District. The libraries with outstanding prior period quarterly SWAN fees include:

- Harvey – Owing $20,639.25 in total, which includes fees for all four quarters of fiscal year 2018, four reciprocal borrowing billings, and a credit card swipe purchase.
- Calumet Park – Owing $7,915.50 in total, which includes the fourth quarter as well as a portion of the first quarter, the entire second quarter, the entire third quarter, and three reciprocal borrowing billings.
- Brookfield Zoo – Owing $2,179.50 in total, which includes the fourth quarter as well as three quarters of reciprocal borrowing billings.

After much discussion between Chicago Public Library (CPL) and SWAN, the invoices for past and current reciprocal borrowing and ILL losses totaling $20,304.42 were generated and sent to CPL in January for their review and payment. The amount payable to CPL for reciprocal borrowing and ILL losses totaling $5,157.90, per the reports generated by CPL, was recorded within miscellaneous expenses to segregate this amount from current year expenses. SWAN's payment was generated and received by CPL within the month of February, and we are just beginning to receive and answer CPL's questions as they review the invoice detail and work towards issuing payment.

The interest rate continues to rise on the SWAN money market account. Between March and April, the rate increased from 1.31% to 1.62%.

During the month of April, SWAN received $280,947 from Multitype Automation Group in Cooperation (MAGIC) to apply as credits against seven of its former members' quarterly SWAN fees over the first twenty quarters of their SWAN memberships. This amount was recorded in a separate deferred revenue account for tracking purposes. Should any of the libraries that have been awarded these funds leave the SWAN consortium before all funds are applied; the funds allocated for the member library revert to SWAN.

Several SWAN promotional materials have been purchased during the month of April for the New 19 libraries. The expenses relating to these purchases have been recorded in both Print Materials and Public Relations, depending on the nature of the materials purchased. These expenses are being partially offset by the Reimbursement revenue account, as both MAGIC and LINC are contributing $4,000 each to SWAN to help to defray printing costs. The revenue from LINC will be recorded in May, as LINC requested to be invoiced after their fiscal year end.

Per SWAN's lease, the landlord performed their 2017 annual common area maintenance (CAM) reconciliation, taking into account everything that SWAN has paid for the year and all expenses that have been incurred by the landlord. After some discussion, the landlord determined that SWAN owed an additional $3,231.75 for calendar year 2017 CAMs.

SWAN Administration

Assistant Director (Dawne Tortorella)

Migration activities, including planning, research, and problem-solving, have consumed the staff during the past month. Management is trying to balance the amount of overtime staff have contributed during this project, continued problem resolution for New 19 libraries, and getting to the new normal of our 97-member consortium.

The major outstanding issues from migration include:
- Resolution of data load bibliographic records [Call Number issues, restoring ILL items (~85) which were not transferred in data load]
- Resolution of holds which were migrated with override, resulting in some items circulating incorrectly and properly being updated (~250)
- Bills generated on 4/28-4/29 during data load which were duplicate bills for some LINC/MAGIC patrons (~450)
- EDI Processing Time – reduced processing time from 20+ minutes for Book X12 reports to approximately 3-4 minutes (effective 5/14)
- Clarifying change in process/practice for new members
- Reconciling permissions and access list for new member logins based on library requests

Reviewing the numbers in relation to the total data migrated, these issues represent a low number of transactions, but are disruptive when encountered. As such, these are a priority for resolution.

Moving past phase 1 of migration, we are entering the phase of de-duplication, authority reconciliation, and OCLC holdings reclamation. This work will start this week and continue through the summer. Our work plan includes coordinating catalog rebuilds to occur on holidays to minimize impact to members.

Operations Manager (Brande Overbey)

Recruitment continues for the open Electronic Resources Consultant position. We've received a variety of applications for this position and will be evaluating these applicants and moving forward with next steps in mid-May. Depending upon interviews, we could anticipate seeing someone start in this role around the beginning of FY19.

After last month's vote for our new auditor and actuary, we've proceeded with securing services. Our FY2017 actuarial valuation is now complete, and we will be having our initial auditor meeting on May 23rd to begin that process.

SWANstravaganza 2018 planning continues, with our keynote speaker and all of our breakout session speakers and vendors now locked in. We've developed our logo, theme and design, and are now planning our incidentals. We will be meeting the week of May 21 and posting the registration form for attendees thereafter. We are very excited for this year's event!

Project Manager (Joseph Miller)
May 1 came and went! Except for a few cases of days-long hiccups (wouldn't that be *awful*?) there was "nothing fatal" in the final data extract and load. There is some cleanup to contend with by SWAN staff—most cleanup should be completed by Memorial Day, when we will complete a rebuild/reindexing to complete the bibliographic deduplication. Once deduplication is behind us, we will complete a short migration review process.

Heading into summer, we have a number of projects headed by the Bibliographic Services team to clean up our larger catalog. These include authorities processing by MARCIVE and a full OCLC database reclamation. Details about both processes will be shared soon. Additionally, we are nearing the final stretch of our annual SWANx planning and will be opening registration soon (if it is not already open). This year's event will take place on Friday, August 17th at Moraine Valley Community College and will feature a wide variety of content by SWAN member library staff and outside experts.

Larger projects in the pipe include a support site overhaul, further usability testing, analysis and synthesis of Symphony reports, and SWAN's server infrastructure migration to Azure. The latter will be our primary focus moving forward, as our current server environment is now beyond the recommended five-year service life.

SWAN IT Services (Steven Schlewitt)
The IT team's priorities for April/May were aligned with the rest of the departments with all attention focused on the New 19 migration. Leading up to the migration, the IT team continued calls to libraries to coordinate WorkFlows upgrades and facilitate Offline troubleshooting questions. The team also continued their follow-up with many 3rd party vendors to ensure preparedness for the migration.

During the migration, SWAN IT wore several hats to ensure support of internal SWAN staff by assisting with various issues, while also supporting libraries in their use of Offline and the technical inquiries relating to available services. The IT team was largely responsible for overseeing the database rebuild process by ensuing reports were shifted/suspended/scheduled accordingly, services were enabled/disabled as needed, and reports were scanned for errors. IT also coordinated the processing of Offline files to conclude the migration and followed-up on SIP and Web Services-integrated vendor inquiries throughout go-live week. The team also assisted in a handful of configuration tasks which included reviewing or scheduling reports and migrating New 19 libraries to the SWAN Bookmyne instance.

During go-live week, chasing down several unresponsive vendors became a significant focus for the team as a handful of tickets relating to patron services provided by those vendors began to trickle in.

Ultimately these vendors did follow-up with the IT team and performed the steps originally mandated to migrate the New 19 libraries, but not without considerable oversight from the IT team.

In the coming weeks, IT plans to resume work on troubleshooting and configuring the Symphony RHEL7 instance as relating to the infrastructure upgrade/Azure migration project. This is currently slated as the next major undertaking for the team.

WorkFlows/Symphony
- April 29th and 30th, 34 hours, planned – Symphony database rebuild following completion of New 19 data load
- May 9th, 1 hour, unplanned – Server load average spike from runaway Web Services process, constituting system restart

Enterprise OPAC
- April 26th, 30 minutes, unplanned – Enterprise SaaS service outage
- May 8th, 20 minutes, unplanned (after-hours) – Enterprise SaaS service outage

SWAN Bibliographic Services (Scott Brandwein)

Leading up to and following Go-Live, Bibliographic Services' primary concern was ensuring that new and existing SWAN libraries could continue cataloging operations as unimpeded as possible. This included troubleshooting reports and bibliographic import operations, initializing item discard and denewing automation procedures, and ensuring the quality of the data load, which is still ongoing.

Bibliographic and Authority data from former-LINC and -MAGIC libraries loaded with a few hiccups that are still being smoothed out by the Bibliographic Services team. Issues with call numbers took priority, and we are still combing through bibliographic load error reports to gradually load any records that could not come in. This requires diagnosing the error, solving it, and then manually loading the record, so it can be a time-consuming process.

Normal cataloging operations have continued throughout this process, with the team focusing on copy cataloging rather than original to load as many records as possible before deduplication. Statistics for March and April reflect this change in tactics. After deduplication takes place in the coming weeks, the team will largely shift gears to resolving possible duplicates that the automated process identified but could not verify. This will extend into the remainder of the year.

Have also completed the profile for next month's MARCIVE bibliographic and authority processing, which – aside from deduplication cleanup – is the final step in the migration process. We have suspended regular MARCIVE processing until then.

Cataloging Counts: SWAN Bibliographic Services
Counts do not include six cataloging libraries. Original cataloging counts are new records created for SWAN and added to the OCLC WorldCat database. Copy cataloging counts are records downloaded from OCLC and added to SWAN's bibliographic database.

For March, there were 352 upgrades of minimal level records in OCLC to full records.

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Orig 2016	25	38	20	44	30	17	50	78	62	58	97	84	**603**
Copy 2016	1,506	1,648	1,908	2,022	1,030	1,326	1,337	2,484	2,487	2,565	3,336	2,309	**23,958**
Orig 2017	96	132	169	131	133	209	266	184	96	195	93	112	**1,816**
Copy 2017	3,133	3,616	3,203	3,576	3,456	2,954	3,848	4,856	3,031	3,135	3,392	4,054	**42,254**
Orig 2018	122	89	147	70									
Copy 2018	3,896	3,348	5,157	4,614									

SWAN Member Services (Kate Boyle)

Support tickets are a priority of Member Services in addressing member needs, problems, and special concerns. The SWAN membership submitted 1060 support tickets over the last 30 days. Of the tickets created during that time only 121 are still open (89% successfully closed).

The Circulation Advisory Committee will meet on Wednesday, May 16th. Topics of discussion include: the migration, additional Circ rule for ILL_Book, patron cleanup (National Change of Address), Bounced Emails, Addresses tab in WorkFlows, and other topics.

Summary of pre-migration training sessions completed in Feb. – April (641 total registrants):

Date	Title	Number of registrants	Host library
2/13	Acquisitions	21	Batavia PL
2/14	Quarterly Billing/Debt Collection	28	Westmont PL
2/15	Enterprise	32	Oak Brook PL
2/20	SWAN Support	40	Batavia PL
2/22	SWAN Serials	32	Batavia PL
2/27	SWAN ILL	39	Carol Stream PL
2/28	Circ 101	39	Woodridge PL
3/1	Circ 102	30	Woodridge PL
3/2	Circ 101+	15	Bensenville PL
3/6	Enterprise	37	Bloomingdale PL
3/8	Quarterly Billing/Debt Collection	19	Batavia PL
3/13	Quarterly Billing/Debt Collection	18	Carol Stream PL
3/14	Circ 101	40	St Charles PL
3/15	Acquisitions	8	Bensenville PL
3/22	SWAN Support	15	Bensenville PL
3/27	Acquisitions	7	Messenger PL
3/28	Circ 102	45	St. Charles PL
3/29	SWAN ILL	15	West Chicago PL
4/3	Circ 101	34	Messenger PL
4/5	SWAN Support	16	Carol Stream PL

4/10	SWAN ILL	24	Batavia PL
4/11	Circ 102	30	Messenger PL
4/12	Enterprise	38	Batavia PL
4/17	Circ 101	19	Batavia PL

Post-migration training session include several drop-in lab sessions to assist our newest libraries in scheduling BCA reports. These lab sessions have been very well received. We will also be including some of these topics at SWANstravaganza and scheduling more workshops throughout the membership in the coming months.

The past month activities of Member Services included:

- All Member Services staff working on SWAN library tickets
- Lauren Levaggi: developing graphics/logo for SWANstravaganza and working on the SWAN Support Website content revamp
- Helen Pinder: working on Collection HQ reports, Quarterly billings, identifying reports for new19 member libraries, and coordinating implementation of Collections reports with UMS
- Dave Pacin: configuring Symphony local property files, logins, receipts, and spine labels
- Samantha Dietel: Pre-migration and post-migration tickets
- Vickie Totton: Pre-migration and post-migration tickets
- Crystal Vela: Pre-migration and post-migration tickets

SWAN User Experience (Tara Wood)

Enterprise

The New 19 Enterprise profiles are live, and feature the new customization features available to current SWAN libraries, including pre-filtered search links, Evanced events feeds, and landing page hours. DUX members have the opportunity to request customizations and test-drive the request form before we open it up to all members in the next SWANpond newsletter.

In addition, we've been working to clean up our Enterprise instance from old profiles and search targets so it is easier to manage and maintain.

OpenAthens and Articles Search

The new 19 libraries have most of their Athenized links, but not all. We're continuing to work with Ebsco and Open Athens to complete this work.

UX Strategy

Tara has been working on defining a UX strategy that will inform the redesign of our support site, Enterprise customization and management, and other design decisions at SWAN. This is currently in draft form, but will be available soon for feedback.

DUX Strategic Planning

At the next Discovery & UX Group meeting, we will discuss strategic planning for the group, especially around user research and assessment efforts for Enterprise. At this meeting we will also welcome some new members, so it is a perfect time to talk about where we want the group to go next!

DuPage County

Helping hands

Community rallies around weight-loss contestants
— Health & Fitness

Daily Herald

Young Sox won't be pushed around

Rozner: What was Verlander's problem?
— Sports

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Nearly 8 million more items

19 libraries in Kane, DuPage counties join cooperative with 78 other libraries

By Susan Sarkauskas
ssarkauskas@dailyherald.com

Bookworms at 19 public, private and school libraries in Kane and DuPage counties are going to be able to *really* lengthen their reading lists come May 1.

That's when they'll have access to a minimum of 7,924,458 more items

as their libraries join 78 others in a much-larger suburban library consortium. All told, patrons in participating libraries will have 9.84 million things to choose from.

Librarians are almost giddy with anticipation about the merger of their two consortia with a group called SWAN.

"We will be providing a much higher level of service, at the same or maybe less cost," Batavia Library Director George Scheetz said.

Who's involved

Illinois library consortia are fond

The main room of the Kaneville Public Library houses the adult and teen collections. On May 1, the library will be part of a larger consortium that will give its patrons access to many more materials.

SUSAN SARKAUSKAS/ssarkauskas@dailyherald.com

Libraries: Merger will cause some disruption over the next 2 weeks

of acronyms, at least in part because their full names don't roll right off the tongue. SWAN, based in Westmont, stands for System Wide Automated Network; LINC is the Library Integrated Network Consortium, based in St. Charles; and MAGIC is Multitype Automation Group in Cooperation, based in Geneva.

In the groups, members pool efforts in purchasing and cataloging materials; centralizing software services; information technology support and training; consulting and tutorials; managing circulation accounts; and programming, Important, to be sure, but wonky.

With the coming change, what patrons really will notice is the availability of more stuff from more places, including specialized libraries such as those of Brookfield Zoo and Morton Arboretum (now in SWAN) or the Theosophical

Josiah Fleming of Sugar Grove says he "can't wait to see" all the items he soon will have access to, as the Sugar Grove Library will become part of a larger consortium May 1.

Society and the National University of Health Sciences (now in MAGIC.)

"I'm kind of looking forward to a bunch of different options," said Josiah Fleming of Sugar Grove, a 21-year-old college student. "I can't wait to

see it."

Fleming, who has moved eight times, said one of the first things he looks for in town is a library. He was thrilled when he found the Sugar Grove Library was just a three-minute walk from his house. He uses the library computers to take online classes from Liberty University, and having access to more materials is important to him.

Benefits

It's an especially good deal for the roughly 1,300 residents of the Kaneville Library District in Kane County. The library, which has about 24,000 items, operates on a budget of about $80,000 a year.

"It will increase the number of items available exponentially," Director Carla Limbaugh said.

Nearby Sugar Grove Library expects it will still borrow more materials from other libraries than it sends out, Director Shannon Halikias

said.

"We do not really have the resources to be a standalone library," Halikias said. An inability to increase its operating property taxes has crimped the library's ability to add materials over the past decade. It is lacking in nonfiction and reference materials, Halikias said, which are important to local school and community-college students.

"A (consortium) catalog is a door to the world of knowledge," she said of the expanded offerings.

But bigger libraries, such as Batavia's, sometimes also borrow more than they send, Scheetz said. A SWAN report from 2016 said its libraries with higher average circulation borrowed, on average, 68 percent more materials than they lent.

The merger was proposed in July 2015 and member libraries voted on it in 2017.

Implementation

The merger will cause some

disruption over the next two weeks as the go-live date approaches.

To make it easier, the libraries are not adding new materials to their catalogs from April 18 to May 1.

During the week of April 28, you can check out materials, but the activity won't be immediately reflected in your online accounts. Librarians also are asking people to *not* return books that week (fines will be forgiven).

Some patrons may have to change their library account passwords. Officials also suggest you add .swanlibraries.net to your list of allowed email senders to receive account notifications. Those who use the Shoutbomb app to receive alerts about pickups and overdue books will have to pick another way to receive alerts.

The libraries have had a little fun promoting the merger. Glen Ellyn advertised it as "Spreading Our Wings With SWAN." A big inflated swan

is making the rounds of the libraries involved, with photos showing up on Twitter. The St. Charles Public Library tied it to the roof of a van for the St. Patrick's Day Parade. Batavia gave out bookmarks.
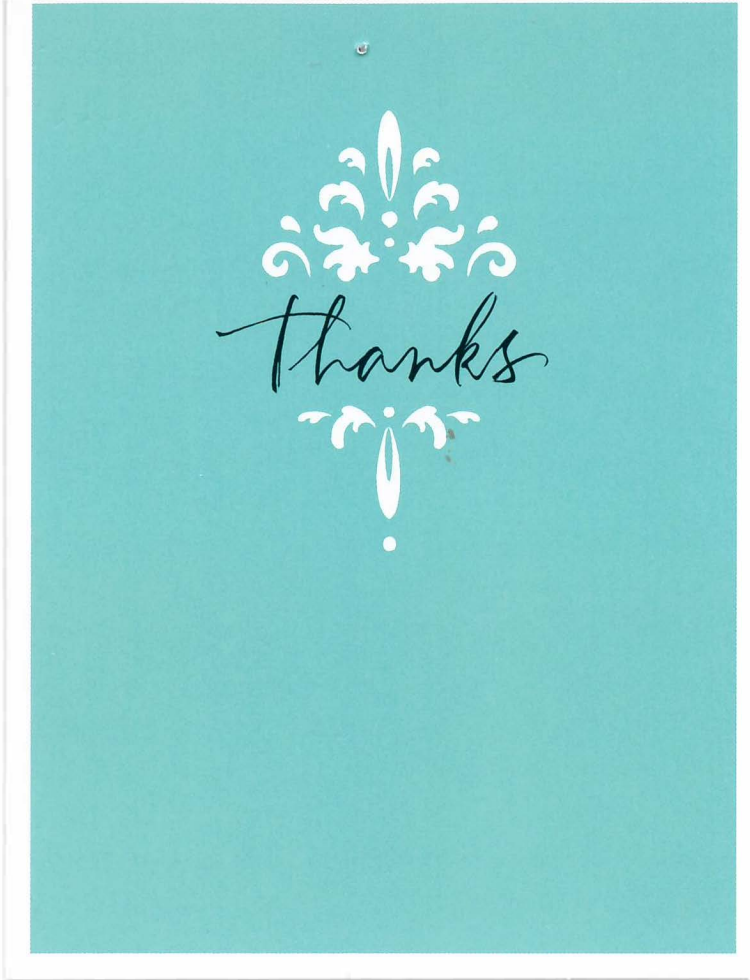
"We want to let people know something good is coming," Scheetz said.

Just a little note to say...

DAWNE -

BEST OF LUCK AS YOU MIGRATE
TO SWAN! "THE NEW 19"

BEST OF ALL!
CAROLDAWE

Dear Swan Team,

Thank you so much for
your hard work + dedication
to the migration project.
It was so exciting to
see everyone together
as a family - patrons,
collections, libraries - when
we went live yesterday!
We appreciate all you do!
Wood Dale PLD

all of my
managers commented
how in the BIG PICTURE
things went really well
yesterday!
Kudos!
Yvonne

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THANK YOU FOR ALL YOUR
HELP. FROM THE STAFF AT
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Best wishes for
a smooth cutover!
Thanks for all your
patience -

Debbie Wabe

Thanks
So Much

5/7/18

To Aaron & the Amazing
SWAN staff.

You have a wonderful way
of going out of your way
to be wonderful.

Thank you for all your
help in a successful
transition to SWAN.
We appreciate everything
you've done for us.

Staff at
Itasca Library.

SWAN Board Budget Timeline

SWAN Board members should review the timeline for the creation of the FY19 budget and the FY19 contract extension with RAILS. I have also included preliminary steps for RAILS FY20 LLSAP grants and a "LLSAP Financial Sustainability Plan" required by RAILS. The Financial Sustainability Plan is a new concept from RAILS, and details regarding it will be forthcoming from Anne Slaughter at RAILS.

DATE	MEETING TYPE	ACTION ITEMS
September 9/12/2017 [Tuesday]	**Aaron & RAILS**	Hold meetings with RSA, PrairieCat, and SWAN to discuss FY19 contracts, FY20 support process development, and in-kind services
September 9/15/2017 [Friday]	**Regular SWAN Board Meeting**	SWAN policies review. Review budget process timetable with SWAN Board.
October 10/16/2017 [Monday]	**RAILS Board Consortia Committee Meeting**	Open meeting at RAILS Burr Ridge. Consortial Model Working Group recommendations will be presented. Questions regarding the RAILS Overlay and Fulfillment Project will be answered.
October 10/17/2017 [Tuesday]	**Committee of the Whole at Oak Lawn Public Library**	Presentation and discussion on SWAN Fees Committee recommendation.
October 10/20/2017 [Friday]	**Regular Board Meeting**	Aaron begins work on FY19 budget, brings questions to SWAN Board if needed.
		RAILS shares FY19 contract extension agreements with PrairieCat, RSA, SWAN
November 11/17/2017 [Friday]	**Regular SWAN Board Meeting**	Board accepts FY16 audit.

DATE	MEETING TYPE	ACTION ITEMS
		Aaron to bring FY19 Budget Goals, Approach; Board discuss FY19 Fee Formula feedback and determines next steps.
		Set Board approves meeting dates for 2018 calendar.
		Feedback on RAILS-SWAN contract extension agreements due to RAILS.
November TBD	**Finance Committee/ Personnel Committee Joint [if needed]**	Aaron Skog and Treasurer review Budget; SWAN potential policies are reviewed. Yearly Employee Handbook review based on employment law requirements/recommendations.
December 12/7/2017 [Thursday]	**Quarterly**	Announce FY18 Budget Process
December 12/15/2017 [Friday]	**Regular SWAN Board Meeting**	Review of Budget Draft.
		RAILS provides guidelines for "financial sustainability plan" to PrairieCat, RSA, SWAN. SWAN Board decision on appointed committee to complete plan, or use regular SWAN Board meetings.
January 1/19/2018 [Friday]	**Regular SWAN Board Meeting**	Review and recommend draft of SWAN Budget for Membership presentation. Set COW date for February for membership review.

DATE	MEETING TYPE	ACTION ITEMS
January 1/22/2018 [Monday]	**RAILS Board Consortia Committee Meeting**	Consortia Committee meeting – review of draft application form, process, timeline, support factors, and award criteria
January 1/23/2018 [Tuesday]	**SWANcom**	Aaron Skog/Board announcement of draft budget to membership. Set February COW date and possible location of meeting.
February 2/6/2018 [Tuesday]	**Membership Meeting**	Membership meeting for budget discussion.
February 2/16/2018 [Friday]	**Regular SWAN Board Meeting**	Incorporate changes, suggestions to SWAN budget
March 3/1/2018 [Thursday]	**Quarterly**	Roll call vote to approve SWAN budget. Announce Board election process.
March 3/16/2018 [Friday]	**Regular SWAN Board Meeting**	LLSAP boards FY19 contract extension approval.
April 4/20/2018 [Friday]	**Regular SWAN Board Meeting**	RAILS provides FY20 consortial support grant applications to consortia.
May 5/18/2018 [Friday:]	**Regular SWAN Board Meeting**	SWAN Board reviews SWAN's draft of "LLSAP financial sustainability plan" required by RAILS.

DATE	MEETING TYPE	ACTION ITEMS
June 6/22/2018 [Friday]	**Regular SWAN Board Meeting**	LLSAP financial sustainability plans due to RAILS June 30, 2018. SWAN Board reviews and approves plan.
July 1, 2018	**Regular SWAN Board Meeting**	SWAN FY19 Budget goes into effect. Contract extension with RAILS goes into effect. Letter of intent due for RAILS LLSAP FY2020 grant
August 1, 2018		RAILS LLSAP FY2020 Grant Application due
October 2018		RAILS responds with award letter and grant agreement
January 2019		Signed grant agreements due to RAILS

FY2020 RAILS LLSAP Support Grant Process and Application

Local Library System Automation Programs (LLSAPs) receive direct and/or indirect support from RAILS. Beginning in FY2020, RAILS support will be distributed through an annual grant award process. This document provides information on applying for RAILS support through in-kind services or direct financial support.

LLSAP Definition and Eligibility

LLSAP is a term used statewide and rooted in historical relationships between the regional library systems and consortia. 23 Ill. Adm. Code 3030 states: "Local Library System Automation Program means an integrated library system open to membership by full library system members of all types developed by or receiving financial or in kind support from a library system." To foster resource sharing and make a library management system affordable for any interested member library, RAILS' goal is to support shared catalog consortia in its service area. To enrich existing relationships while promoting collaborative ventures with new partners, the RAILS Board has approved this definition of LLSAPs:

Local Library System Automation Programs are shared library management systems that are supported by RAILS and that are open to membership by all types and sizes of RAILS member libraries. All LLSAPs affiliated with RAILS:

1. *Support members whose primary service point is within the RAILS service area (Although non-RAILS members may belong to an LLSAP, they will not be included in allocation of RAILS support.)*
2. *Operate in a reciprocal contractual partnership with RAILS*
3. *Are supported by RAILS through in-kind and/or financial support*
4. *Maintain policies that broaden resource sharing throughout RAILS' service area*
5. *Foster cooperation to support RAILS' mission and to make library management systems affordable for every interested member library in RAILS, regardless of type or size*
6. *Work together to ensure the ability of all LLSAPs to meet the needs of their members, to increase the use of shared online catalogs by RAILS members, and to develop services that will further resource sharing throughout RAILS by providing staff, technical expertise, and assistance when needed*

Regional library systems have traditionally directly supported the operations of LLSAPs that were established by those regional library systems, while other consortia in the RAILS service area have been entirely self-funded. Along with current LLSAPs, independent consortia in the RAILS service area are welcome to apply for this grant, thus becoming RAILS LLSAPs, according to the criteria, timeline, and procedures outlined below. Eligibility requirements are rooted in the LLSAP definition, and include:

1. Newly formed consortia will not be eligible unless RAILS agrees a new consortium is in the best interests of the communities served.
2. The consortium must demonstrate commitment to resource sharing within and beyond the consortium in a multitype library environment.
3. The consortium must be open to growing its membership.

How to Apply

Guidelines and deadlines for each application component are detailed below.

1. Submit a brief letter of your consortium's intent to apply for this grant via email to Anne Slaughter, RAILS Director of Technology Services (anne.slaughter@railslibraries.info).
2. Complete the attached application form.
3. Assemble required documentation.
4. Submit application package via email to Anne Slaughter, RAILS Director of Technology Services (anne.slaughter@railslibraries.info). Single PDF file is preferred (plus Excel spreadsheet for data, if relevant).

Timeline

Final timing of some steps may be subject to change based on approval of RAILS' application for its funding via the Illinois State Library Area and Per Capita (APC) grant and progress on the state budget. Funding is contingent on the availability of state funding.

July 1, 2018	Letter of intent due to RAILS
August 1, 2018	Application package due to RAILS
August–September 2018	RAILS reviews grant applications and determines awards
October 2018	RAILS responds with award letter and grant agreement
January 2019	Signed grant agreements due to RAILS
July 1, 2019	FY2020 grant payments and in-kind services begin
January 31, 2020 July 31, 2020	Semiannual reports due to RAILS

Questions?

Direct questions, letters of intent, application materials, and other communications to Anne Slaughter, RAILS Director of Technology Services (anne.slaughter@railslibraries.info).

RAILS LLSAP Support Grant Application Form

Intent of Application

Use checkboxes to indicate what type of support your consortium wishes to receive from RAILS. All LLSAPs receive core services.

Core services only

Financial support only

Financial support plus selected optional in-kind services as listed below

Consortium Information

Consortium name

Primary contact

RAILS' primary contact for the application, award, and reporting process; generally the Executive Director or equivalent.

Name

Email address

Phone

Address

Other contact (optional)

An additional individual, if applicable, such as the Board President, who is in a position of leadership in the consortium and would also serve as a representative throughout the process.

Name

Email address

Phone

Address

Organization type

Legal designation such as intergovernmental instrumentality, not-for-profit, etc.

Consortium history and description

Describe the consortium in general, including services provided, staffing, date formed, and other historical information. If some or all of the information above exists on the consortium's website, you may provide links instead of or in addition to a narrative on this form. (1000 words or less)

Technology assessment

Describe the current state of the technology used to provide the consortium's services to its members, including description, age, & condition of hardware and network environment, any upgrade or migration plans, etc. (1000 words or less)

Support Grant Allocation Metrics

If applying for core services only, this section may be left blank.

Each fiscal year, RAILS budgets a set amount for support grants to LLSAPs, defined as financial support and/or in-kind services, and allocates that grant funding according to a formula. LLSAPs that receive in-kind services where budgeted expenses are higher than the amount of their grant award pay the balance in fees to RAILS. LLSAPs that do not receive in-kind services, or the budgeted expenses for their in-kind services do not exceed the amount of their award, receive quarterly payments from RAILS. RAILS does not place restrictions on how LLSAPs use financial support received from RAILS.

Review the formula and instructions, and complete the form below so RAILS can determine your consortium's grant funding allocation.

LLSAP Support Grant Formula

Metrics	*Allocation method and/or weighting*
Key Value: Support is distributed equitably, with an emphasis on feasible participation for libraries of all types, sizes, and funding levels	
Number of member libraries (agencies)	Flat amount. Three year average.
Number of public circulating libraries with LLSAP annual fee as 3% or greater of library's total annual operating budget	30% of total allocation, distributed according to total per LLSAP. If OCLC fees are not included in LLSAP membership, include them in the calculation for this item. Three year average.
Number of nonpublic circulating libraries with collection budgets under $10,000	30% of total allocation, distributed according to total per LLSAP. Three year average.
Key Value: Resource sharing activities	
Total annual interlibrary loan and reciprocal borrowing transactions	30% of total allocation, distributed per LLSAP. Three year average.
Key Value: Bibliographic quality	
Cataloging standards are documented and reviewed at least annually	2.5% of total allocation, divided by number of LLSAPs qualifying for the allocation. Per LLSAP: Y=funds allocated, N=funds not allocated.
Centralized cataloging services offered (staff FTE)	2.5% of total allocation, divided by total FTE across LLSAPs. Distribute according to cataloging staff FTE per LLSAP.
Key Value: User-centered services are prioritized	
Steps have been taken to analyze and/or improve the user experience of the web catalog, including usability studies, member workgroup devoted to UX, etc.	2.5% of total allocation, divided by number of LLSAPs qualifying for the allocation. Per LLSAP: Y=funds allocated, N=funds not allocated.
Steps have been taken toward reducing or simplifying, in general: • Circulation policies • Holds policies • Item types	2.5% of total allocation, divided by number of LLSAPs qualifying for the allocation. Per LLSAP: Y=funds allocated, N=funds not allocated.

Consortium Data

Where applicable, provide three complete fiscal years of data. RAILS' fiscal year is defined as July 1–June 30. Provide data for this period when possible, or use your consortium's fiscal year period.

Member Data

Please use the provided spreadsheet template to provide the following information for each member library agency:

- Library name
- Library type (public, school, academic, special)
- Membership level, if relevant
- Annual membership fees per member library agency
- For nonpublic libraries only: annual collection budget for past three fiscal years

Do your annual membership fees include OCLC membership?   Yes   No

Membership Totals
Do not include Union List members

	Public	School	Academic	Special
FY2016				
FY2017				
FY2018				

Resource Sharing Activities

	Total Interlibrary Loan	Total Reciprocal Borrowing
FY2016		
FY2017		
FY2018		

Bibliographic Quality

Cataloging standards are documented and reviewed at least annually. Please detail:

     Yes   No

Centralized cataloging services are offered by consortium staff. Staff FTE dedicated to cataloging:

     Yes   No

User-centered services are prioritized

Steps have been taken to analyze and/or improve the user experience of the web catalog, including usability studies, member workgroup devoted to UX, etc. Please detail:

Yes   No

Steps have been taken toward reducing or simplifying, in general: circulation policies, holds policies, item types, etc.

Please detail:

Yes   No

Documentation

RAILS would like to review any key governance, financial, planning, and other documents your consortium may have, such as those listed below. Include all relevant documents, if your consortium has them, as attachments to your application packet. Use the space below as needed for any comments or explanations.

- Budget from most recent fiscal year
- Bylaws and/or other governance documents
- Policies
- Strategic plan

Compliance with criteria

Use the spaces provided to complete the following information, and/or attach any supporting documents.

Merger or consolidation
(if relevant; complete only if your consortium has never received RAILS support)

Several RAILS consortia have investigated and decided that merging with each other is in the best interests of the communities served. If your consortium has undertaken such an investigation, please describe the investigation and the outcome.

New consortia
(complete only if this grant application is being submitted by a newly formed or forming consortium)

Newly formed consortia are not eligible for RAILS support unless RAILS agrees a new consortium is in the best interests of the communities served. If this is a newly formed or forming consortium, explain why this is in the best interests of the communities served.

Resource sharing

Describe your consortium's commitment to resource sharing, including a description of resource sharing activities, relevant statistics, etc. Include any related policies, documented practices, board decisions, etc.

Growth

Describe your consortium's commitment to membership growth, including procedures for soliciting, approving, and adding new members; membership criteria and requirements.

Services from RAILS

Core Services
All LLSAPs receive the following services from RAILS. No expenses will be deducted from cash support.

Meeting Rooms

1. RAILS shall provide use of meeting rooms at RAILS facilities to LLSAP, subject to availability and the general guidelines posted at https://www.railslibraries.info/about/room-guidelines. Access for advance scheduling will be provided via L2.

Communication and Collaboration

1. Coordination of opportunities for communication and collaboration among LLSAPs

2. Conference calling account

Grants for New Members

1. When funds are available, and subject to the application and award decision process, prospective new LLSAP members are eligible to apply for grant funding from RAILS covering the startup costs of membership. Funds are generally awarded directly to libraries, but in the case of a group migration, funding may be applied for by and awarded to the LLSAP.

Bibliographic Services

1. Contingent upon the development of a new service or arrangement with the Illinois State Library to replace OSMOSIS from The MARC of Quality, RAILS shall pay for the periodic batchloading of holdings information to a bibliographic utility.

Optional Services
Please use the checkboxes to indicate any optional RAILS services your consortium would like to receive. Cost-recovery expenses, calculated per service based on actual RAILS budgeted expenses, will be deducted as in-kind support from any cash support your consortium is allocated. Use of services is not required.

Datacenter Services

1. RAILS shall provide to LLSAP:
   a. Designated rack space in the datacenter for any equipment critical to operate ILS services to LLSAP members. LLSAP shall provide and maintain an updated equipment list to RAILS IT;
   b. Electricity to the rack, backed up by an uninterruptible power supply (UPS) and building generator;
   c. Network connection and sufficient bandwidth to operate ILS services to LLSAP members;

d. HVAC in the data center, with room temperature and humidity optimized for computing equipment; and

e. 24-hour physical access to the datacenter and server rack for authorized LLSAP staff for the purposes of LLSAP service operations. No outside vendor is allowed in the datacenter unescorted. Escorts are defined as a RAILS IT staff member or representative approved by the RAILS IT department (such as authorized LLSAP staff). In the event that an authorized LLSAP staff member is not able to escort an outside vendor, RAILS datacenter security and access procedures apply, including:

   i. Access to the datacenter during normal business hours (8:30 am–5:00 pm, Mon-Fri) will be granted with at least 2 hours prior notice. Access requests need to be acknowledged by RAILS IT and the 2-hour notice period starts after acknowledgment.

   ii. Appointments for access to the datacenter during nonbusiness hours must be made and acknowledged by RAILS IT staff at least 4 hours prior to access being needed. Emergency situations, as deemed by RAILS IT, will be handled on a case by case basis.

2. LLSAP shall be solely responsible for:

a. All system administration of LLSAP equipment; RAILS will not provide any system administration support of the LLSAP equipment except for ensuring the proper operation of electricity, network connection, and HVAC for optimization of the LLSAP equipment;

b. All aspects of installation and removal of LLSAP equipment, and costs of repair and restoration of the datacenter for any damage arising from the installation, maintenance, repair and removal of the LLSAP equipment;

c. All costs and expenses related to the provision of LLSAP services or any other services beyond the RAILS services specified in this agreement.

Delivery Services to LLSAP Facility

1. RAILS shall provide delivery service five days per week to LLSAP headquarters if not located in a RAILS member library, within an approximately two-hour window to be determined by RAILS. LLSAP must provide access for delivery staff, including a key and alarm code access, etc., if delivery times are outside of LLSAP's normal business hours.

Financial Services

1. RAILS shall provide accounting services (billing, accounts payable, accounts receivable, reports, and financial statements) following the RAILS chart of accounts. The accounting services include, but are not limited to, the following:

a. Billing LLSAP member libraries for fees, purchases, credits, and services provided by LLSAP to its member libraries.

b. Financial reconciliations and the provision of financial information for insurance renewals or other business purposes.

c. Audit support; providing the chosen auditor with requested documents and reports. Review of financial statements and any auditor proposed adjustments.

d. Supply information and assistance as needed for preparation of LLSAP draft and final budgets.

e. Provide banking assistance to include lock box establishment and administration.

Help Desk Ticket System Services

1. RAILS shall provide ticket system hosting, installation, build, and configuration; including updates (done at least every whole revision of the software), and Library Learning (L2) integration for member access and import of library building profiles.

2. RAILS shall provide additional ongoing ticket system support services, including development and maintenance of limited custom features, not to exceed 15 hours per year.

Legacy Services

The services below are not available as new services. Some consortia will continue to receive these services in accordance with pre-existing agreements with RAILS and guided by their Financial Sustainability Plan. If your consortium currently receives any of these services, please select the services you wish to continue receiving from RAILS in FY2020.

Use of RAILS facilities for consortium staff. (Please describe your facility needs, including the number of staff, and whether you require meeting room space, training lab, and videoconference.)

Consortium staffed by RAILS employees

Use of RAILS vehicles (Consortium must provide insurance if its staff are not RAILS employees.)

Website

ILS Phone Notification Dialer Co-location

Agreement to LLSAP requirements

Use the checkbox to indicate your agreement to the LLSAP requirements. These requirements will be included in the RAILS LLSAP support grant agreement.

1. Work with RAILS and other LLSAPs to:
   a. Ensure the ability of all LLSAPs to meet the needs of their members.
   b. Increase the prevalence of automation and the use of shared bibliographic catalogs by RAILS members by actively participating in marketing and other efforts.
   c. Develop services that will further resource sharing throughout RAILS by providing staff, technical expertise, and assistance when needed and working toward standardization whenever possible.
   d. Develop streamlined, cost-effective procedures and services.
2. Provide feedback on and participate in LLSAP strategic and long-range planning with RAILS.
3. Provide feedback on RAILS decision making on issues that affect the LLSAPs.
4. Promote RAILS events and communications.
5. Comply with all RAILS and Illinois State Library reporting requirements resulting from its designation as a Local Library System Automation Program, such as semiannual grant reports and information for the Illinois State Library annual system report (included as an appendix to this document for reference).
6. Actively participate in collaborative projects among consortia and/or with RAILS.
7. Be willing to cooperate in providing technical support that enables member library participation in eRead Illinois, Find More Illinois, Explore More Illinois, and/or other RAILS projects and group purchases that require ILS interoperability.
8. Be open to new members, and work to keep membership affordable.
9. Support members whose primary service point is within the RAILS service area (Although non-RAILS members may belong to an LLSAP, they will not be included in allocation of RAILS support).
10. Govern itself in accordance with its bylaws.
11. Develop service policies and provide operational guidance.
12. Arrange and pay for the annual audit of funds held in LLSAP's bank accounts.
13. Arrange and pay for insurance for LLSAP-owned property and digital records, and for LLSAP officers.
14. Pay for ILS and related third-party vendor costs, including but not limited to maintenance, hardware, software, subscriptions, and ILS consulting.
15. Work toward expanding access to digital content, including, but not limited to ebooks, while working within licensing and other relevant technical limitations.

Board/governance meeting schedule

Use the space below for, or include an attachment of, a list of all scheduled meetings or typical timing and frequency of meetings. This will assist in planning our availability to attend meetings to answer questions as desired, and sequence any necessary board approvals.

Authorized Signatures

Primary contact

Name

Title

Signature

Date

Other contact (if applicable)

Name

Title

Signature

Date

Appendix: LLSAP Annual Report to the Illinois State Library Template Sample

Adapted from Appendix F of the zILLANE Study. Provided as a sample of annual statewide reporting requirements. Actual report templates will be forwarded, along with deadlines and any other accompanying information, when received from the Illinois State Library.

4. LLSAP Annual Report

4.1 This document is an Adaptation of Appendix F of the zILLANE Study.

Instructions

For FY2016, the format of this report is in two sections: **Section 1** is data for the entire RLS (Regional Library System), and **Section 2** is data for each individual LLSAP. We have maintained the same table and numbering scheme to allow the matching of data from preceding years.

Only one Section 1 needs to be submitted for the entire RLS.

Multiple Section 2 reports should be submitted, one for each individual LLSAP. (Individual LLSAP is defined as a separate system-supported automation group that used a separate integrated library system product for FY2016.)

Section 1

[omitted]

Section 2

Multiple Section 2 reports need to be submitted, 1 for each LLSAP.

Tables 1, 2, B, C, D, F, I, J, K, L, M, N
Please note that we need to try to use common units across LLSAPs for comparison purposes. In counting the libraries in your LLSAP, please list both the agency and the buildings. For example a school district might be counted as an agency once but may have numerous buildings or campuses that are libraries.

Some categories of information will not apply to you, but for those that do, please provide requested information.

Tables 1 and 2 – specific instructions
    Please use the following tables to report each individual LLSAP's costs (Table 1) and revenues (Table 2) for the last two fiscal years.

    If you have other categories and/or line items to report, please add those to the tables. You can provide explanatory notes either in the tables or following the tables.

There may be categories and/or line items in the form for which you do not record costs or revenues. Please put a N/A in the FY2016 columns for those items.

Table 1: Individual LLSAP Operating Expenses

Expenditures	Expense Item	FY2016
Personnel		
	Library Professionals	
	Other Professionals	
	Support Services	
	Social Security Taxes (FICA)	
	Unemployment Insurance	
	Workers' Compensation	
	Retirement Benefits	
	Health, Dental, and Life Insurance	
	Temporary Help	
	Recruiting	
TOTAL		
Library Materials		
	Print Materials	
	Nonprint Materials	
	E-Resources	
TOTAL		
Buildings & Grounds		
	Rent	
	Utilities	
	Property Insurance	
	Repairs & Maintenance	
	Janitorial Services & Supplies	
	Other	
TOTAL		
Vehicle Expense		
	Gas & Oil	
	Repairs & Maintenance	
	Vehicle Insurance	
	Vehicle Leasing & Rent	
TOTAL		
Travel & CE for Staff & Board		
	In-State Travel	
	Out-of-State Travel	
	Registration & Other Fees	
TOTAL		

Continuing Education & Meetings / Others		
Public Relations		
Liability Insurance		
Supplies, Postage & Printing		
	Computer Supplies	
	General Office Supplies & Equipment	
	Internal Printing/Photocopying	
	Postage	
	Library Supplies	
	Other	
TOTAL		
Telephone & Telecomm		**FY2016**
	Local/Long Distance – Voice	
	Telecomm – Data & Fax	
TOTAL		
Equipment Rental, Repair & Maintenance		
	Equipment Rental	
	Equipment Repair & Maintenance	
	Maintenance Agreement	
	Computer Hardware Insurance	
TOTAL		
Professional Services		
	Legal	
	Accounting	
	Consulting	
	Contractual Staff	
TOTAL		
Contractual Services		
	Information Services (bibliographic databases, online subscriptions, etc.)	
	Contractual Agreements	
	Outside Printing	
TOTAL		

Interlibrary Loan Charges		
TOTAL OPERATING EXPENSES		

Table 2
LLSAP Annual Revenues

Revenues	Revenue Item	FY2016
State Grants		
Federal Grants		
Other Grants		
LLSAP Participation / Service Fees		
	Annual Participation Fees (from all categories of participants)	
	One-Time Startup Fees	
	Other (please describe)	
Interest Income		
Other Revenue		
TOTAL REVENUE		

Tables B-O: LLSAP Supplemental Information

B. LLSAP Participation Information – Full Fee-Paying Participant	FY 2016
B1 Number of all public libraries (agencies)	
B2 Number of all public libraries (buildings)	
B3 Number of all academic libraries (agencies)	
B4 Number of all academic libraries (buildings)	
B5 Number of all school libraries (agencies)	
B6 Number of all school libraries (buildings)	
B7 Number of all special libraries (agencies)	
B8 Number of all special libraries (buildings)	
B9 Number of all other types	
Total Full Fee-Paying Participants	

C. LLSAP Participation Information – Partial Fee-Paying Participant	FY 2016
C1 Number of all public libraries (agencies)	

C2 Number of all public libraries (buildings)	
C3 Number of all academic libraries (agencies)	
C4 Number of all academic libraries (buildings)	
C5 Number of all school libraries (agencies)	
C6 Number of all school libraries (buildings)	
C7 Number of all special libraries (agencies)	
C8 Number of all special libraries (buildings)	
C9 Number of all other types	
Total Partial Fee-Paying Participants	

D. LLSAP Participation Information – Holdings Only Represented	FY 2016
D1 Number of all public libraries (agencies)	
D2 Number of all public libraries (buildings)	
D3 Number of all academic libraries (agencies)	
D4 Number of all academic libraries (buildings)	
D5 Number of all school libraries (agencies)	
D6 Number of all school libraries (buildings)	
D7 Number of all special libraries (agencies)	
D8 Number of all special libraries (buildings)	
D9 Number of all other types	
Total Holdings Only Represented	

F. Participants	FY 2016
F1 Participants as of June 30, 2016	

I. Bibliographic Record Information	FY 2016
I1 Total number of bibliographic records in database	
I2 Total number of item records in database	
I3 Total number of patrons listed in patron database	

J. LLSAP Use by All Participants	FY 2016
J1 Total search transactions in past 12 months (FY2016)	
J2 Total circulation transactions in past 12 months (FY2016)	
J3 Total interlibrary loan transactions in FY2016	
J4 Total reciprocal borrowing transactions in FY2016	

K. Cost and Revenue Information	FY 2016
K1 Annual Total Fees Received From Full Members	
K2 Annual Total Fees Received From Partial Members	
K3 Annual Fees/Support Received From RLS	
K4 FTEs Charged to LLSAP Operating Expenses	
K5 FTEs Supporting LLSAP but Not Charged to LLSAP operating costs	
K6 Annual Total Cost of Operating the LLSAP	

L. Cost Components of Operating the LLSAP	FY2016

M. Cost Components to Participate in the LLSAP—Startup	FY2016

N. Cost Components to Participate in the LLSAP—Ongoing	FY2016

'My fear is we're going to close the doors,' Harvey library director says

The Harvey Public Library Board discusses cuts to staff and operating hours at a special meeting on May 3, 2018. (Zak Koeske / Daily Southtown)

By **Zak Koeske**
Daily Southtown

MAY 7, 2018, 6:10 PM

J ust three years after the Harvey Public Library District issued $6 million in bonds to pay for a facility expansion, the library can no longer keep up with its bills.

A steep decline in property tax revenues combined with substantial debt service on its 2015 bond issue has rapidly wiped out the district's surplus and necessitated laying off one-third of its staff and significantly reducing operating hours, library director Sandra Flowers said.

"My fear is we're going to close the doors like Riverdale," she said last week, referring to the Riverdale Public Library, which temporarily shuttered earlier this year for lack of operating funds.

The Harvey library's fund balance, which was more than $1 million in 2013, is now in the red, Flowers said.

The library is late on virtually all of its bills — from payroll taxes to bond payments to utilities and waste services — and has only $113,530 on hand to get through August, when the next installment of tax revenues arrive, she said.

"I've been making do by not paying some of these bills in order to be able to sustain, pay the most important things that I have to pay, and to move us along," Flowers said. "So that's what I've been doing — robbing Peter to pay Paul."

The library board met last week for the third time in a month to discuss the impending cuts, but have yet to finalize them.

Flowers presented a plan Thursday to layoff or cut the pay of 14 of the library's 17 employees, and reduce operating hours from 52 per week down to 32.

Her proposal would eliminate six full-time employees, three of whom are managers, and reduce the pay of eight other staffers — seven of whom are part-time — by as much as 50 percent.

The fact that Flowers' own pay, which she reported as being $88,870, would not be touched under her plan, rankled some board members.

"I do not see any cuts with your name on it," Trustee Jerlene Harris said to Flowers during Thursday's special meeting. "You need to consider that your salary, your package needs to be cut. It's hefty, it can take the place of at least 2 1/2 (part-time) workers."

"My salary is hefty," Flowers replied, "but my job is also hefty."

She expounded on her reasoning later, saying, "I do everything here. No one's work compares to what I do here as the director."

Flowers said she'd delayed paying herself multiple times this year in order to ensure all of her employees were paid first, and said in spite of that, she still was unable to pay anyone in February.

The trustees and Flowers squared off for most of the meeting, with board members accusing Flowers of failing to keep them abreast of the library's increasingly dire financial state and Flowers accusing board members of failing to take action when the writing was on the wall.

"When you guys asked me, why am I running payroll through general funds, I explained to you then that we were low on funds," Flowers told them. "When the accounts was read out, it was so low that (one) trustee said, 'That's all we have?' And nothing was said after that.

"I've been very transparent. I've given you reports, but we chose to talk about comic books. I mean, I don't know what to say."

While the library operates separately from the city, it relies on Harvey taxpayers to fund its operations.

As such, Flowers blamed the library's desperate state on the city's inability to collect taxes from residents, rather than on anyone associated with the library.

"We got behind because people are not paying their taxes, we're not collecting," she said. "This is the whole town's problem and it's spilling over into the library."

According to a recent city court filing, tax collection in Harvey is at an "all-time low," of approximately 58 percent.

"Just a couple years ago, I asked for raises for everyone," Flowers said. "It just seems like the taxes just fell off the cliff for some reason. I don't know what happened."

A recent audit shows the library's property tax revenues were nearly halved between 2016 and 2017, dropping from around $2 million to $1 million in a single year.

The reduction in revenues, which is due to a combination of decreased collections and of collections being diverted for bond payments, resulted in the library spending nearly twice what it brought in last year, the audit shows.

While Trustee Mauzkie Ervin agrees that low collection rates have contributed to the library's woes, he blames its larger financial problems on the board's decision to issue $6 million in bonds in late 2014 to expand the library's footprint.

"It was a really bad idea. We couldn't afford it," he said. "Everybody likes nice things, everybody likes pretty things, but you know, if you can't afford it you need to just make with what you have."

With debt service on the bond expected to eat up around $642,000 each year for the next 16 years, Ervin said he believes the library's future is in serious jeopardy.

"We're having trouble now making payroll and just keeping regular staff in the library," he said. "Part two comes when we're not able to make all the bond payments.

"If (the tax collection rate) does not go up, there's going to be some problems (in 2019). There's going to be some serious problems."

The library board is scheduled to meet again Thursday night to discuss the implementation of cuts and just how deep they might run.

"It's a shame," Ervin said of the looming cuts. "I'm not glad that it happened…but I knew what was coming down the pike."
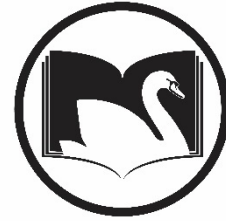
zkoeske@tribpub.com

Twitter @ZakKoeske

Date: **May 18, 2018**
To: **SWAN Board**
From: **Aaron Skog, Executive Director**
Re: **Delinquency of Harvey Public Library**

_____

The SWAN Bylaws refer to the delinquency of membership fee payments in Article IX, Section 5:

> FINANCIAL ARREARAGES. In the event that a Member Library fails to timely pay its billing statement from SWAN, or fails to pay within seventy (70) days after written demand any interest or penalty imposed hereunder, the Board may suspend the active membership status of such Member Library and thereby deny SWAN systems, services and support to such Member Library, until such payment is made in full. If such Member Library fails to make full payment within ninety (90) days after such termination of services, the Board may take such other action as is necessary or appropriate, including litigation against such Member Library and termination of its agreement with SWAN.

Harvey Public Library District now owes SWAN $20,639.25 in total, which includes all four quarters of FY2018, four reciprocal borrowing billings, and a credit card swipe purchase. We have not yet received any communication from Harvey regarding their delinquency or bill repayment, after numerous attempts by both SWAN staff and RAILS accounting staff to reach them.

Based upon the Bylaws, I recommend taking the following action regarding the delinquency of Harvey Public Library District's membership fees. A letter of delinquency should be formally issued to Harvey, noting that their SWAN services will be suspended in seventy (70) days, unless contact is made and a repayment plan is arranged with SWAN leadership. It is hoped that a mutually agreeable solution can be found and that this suspension of services is only temporary.

Should Harvey Public Library District consider terminating the agreement with SWAN, the bylaws specify they be "fully obligated for all payments and other duties owed by such Member Library" (Article X SECTION 1).

PART I

3   Exceeds Expectations: Director has gone beyond what you would expect.
2   Meets Expectations: Director meets all or most of what you expect.
1   Does Not Meet Expectations: Director is not working at a level acceptable to you.
0   No Information: You have not had an opportunity to observe these behaviors.

Category 1: Organizational Leadership

	3	**Exceeds Expectations**	**Competency Description**
	2	**Meets Expectations**	• Understands and implements the mission of the organization.
	1	**Does Not Meet Expectations**	• Works as an advocate for the organization before RAILS, Illinois State Library, SWAN members, and the general public.
	0	**No Information**	• Stays current with new ideas and trends among libraries.
			• Effective decision maker: gathers input, makes timely decisions and communicates results.
			• Proactive problem solver.
			• Articulates a guiding vision.
Behavioral Evidence:			

Category 2: Business and Financial Management

	3	**Exceeds Expectations**	**Competency Description**
	2	**Meets Expectations**	• Keeps informed about financial needs of the organization.
	1	**Does Not Meet Expectations**	• Understands and supervises the financial accounting programs for the organization.
	0	**No Information**	• Ensures that organization funds are spent appropriately, always in the best interest of those we serve.
			• Provides the board accurate, understandable information about the financial status of the organization through regular financial reports.
			• Makes well-supported budgeting recommendations to the board.
			• Assists the board in keeping the organization financially sound.
			• Explores and proposes to the board new potential sources of finance for programs and services.
			• Plans and organizes work effectively.
			• Ensures that all governmental and legal requirements of the organization are met.
Behavioral Evidence:			

Category 3: Customer Service

			Competency Description
	3	Exceeds Expectations	• Understands the needs of the SWAN membership and seeks to fill those needs with the organization's programs and community services.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
			• Gains respect and support of other persons and organizations who come in contact with our organization.
			• Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.
Behavioral Evidence:			

Category 4: Relationship with the Board

			Competency Description
	3	Exceeds Expectations	• Keeps board members informed about issues, needs and operation of the SWAN organization.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
			• Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis.
			• Interprets the intent of and executes board policy.
			• Seeks and accepts from the board and constructive criticism of work.
			• Supports board policy and actions to staff, customers and the public.
			• Understands his/her role in administration of board policy.
Behavioral Evidence:			

Category 5: Personal Characteristics that Impact Job Performance

			Competency Description
	3	Exceeds Expectations	• Maintains high standards of ethics, honesty and integrity in personal and professional relationships.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
			• Works well with individuals and groups.
			• Exercises good judgment in arriving at decisions.
			• Maintains poise and emotional stability in the full range of professional activities.
			• Writes clearly and concisely.
			• Responds well when faced with unexpected/disturbing situations.
			• Remains open to ideas, suggestions and criticism from the board.
			• Admits mistakes.
			• Intellectually curious.
Behavioral Evidence:			

Category 6: Personnel/Management and Development

	3	Exceeds Expectations	Competency Description
	2	Meets Expectations	• Justifies the need for staff development funds, actively campaigns for them and accounts for their use.
	1	Does Not Meet Expectations	
	0	No Information	• Analyzes staff functioning periodically with the object of creating the greatest efficiencies.
			• Emphasizes equal opportunity employment and affirmative action hiring practices.
			• Delegates authority and efficiently organizes the work of personnel.
			• Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation.
			• Addresses performance issues and takes actions necessary to correct problems, both with staff and him/herself.

Behavioral Evidence:

Category 7: Innovation/Improvement

	3	Exceeds Expectations	Competency Description
	2	Meets Expectations	• Seeks out and promotes change that will better serve patrons and members.
	1	Does Not Meet Expectations	
	0	No Information	• Constantly pushes to improve efficiency & effectiveness.
			• Demonstrates concern about quality and getting better results.
			• Functions well in fast-paced, changing environment.
			• Anticipates change and develops appropriate coping strategies.
			• Actively works on personal development; seeks out feedback on how to improve.
			• Responds effectively and proactively to organizational changes.
			• Accomplishes responsibilities with superior outcomes.
			• Demonstrates resolve and urgency to get things done.
			• Commits to reach timely and successful closure on work.
			• Strong work ethic; does whatever it takes to get the job done.
			• Drives to excel in all matters.
			• Participates in conferences and training.
			• Stays abreast of current trends and makes recommendations to the board.

Behavioral Evidence:

Category 8: Planning and Problem Solving

			Competency Description
	3	**Exceeds Expectations**	**Competency Description**
	2	**Meets Expectations**	• Works with SWAN Board to establish strategic goals that enable the organization to better serve the community and anticipate future needs.
	1	**Does Not Meet Expectations**	
	0	**No Information**	
			• Supports a vision that keeps the organization current and knowledgeable in technology, programming and services.
			• Establishes clear long and short term objectives that are attainable and promote betterment of the organization.
Behavioral Evidence:			

Category 9: Interpersonal Effectiveness

			Competency Description
	3	**Exceeds Expectations**	**Competency Description**
	2	**Meets Expectations**	• Establishes rapport and maintains productive relationships with subordinates, board, members and community.
	1	**Does Not Meet Expectations**	
	0	**No Information**	• Handles differences openly, candidly and constructively with the best interests of the organization in mind.
			• Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged.
			• Willingly accepts responsibility for actions and eagerly gives credit to staff.
			• Creates strong, collaborative work groups focused on attaining superior results.
			• Encourages a culture of open communication.
Behavioral Evidence:			

PART II

Describe 3-5 areas where performance is particularly effective:

1.

2.

3.

4.

5.

Describe 3-5 areas where performance could be more effective:

1.

2.

3.

4.

5.

SWAN Administrators' Quarterly Meeting
RAILS Burr Ridge ~ 125 Tower Drive, Burr Ridge IL 60427
June 7, 2018 9:30 A.M.

1. Call to Order and Welcome

2. Public Comment

3. Introduction of New Library Directors

4. Approval of the March Quarterly Meeting Minutes – Action Item

5. SWAN Board Election Results 2018 – Information Item

6. Strategic Planning Process – Discussion Item

7. Revise FY19 Budget – Action Item

   THE FY19 BUDGET LINE #5430 "CONSULTING" BE REVISED FROM $18,500 TO $44,500.

   SWAN Library roll call vote performed by Tiffany Verzani, SWAN Board Secretary

   Article IX Section 6 Voting: The following items require membership vote to pass:
   Budget & Revisions (In-person affirmative vote of 2/3 of all members present is required)

8. Projects for June - August – Information Item

9. Announcements and Questions

10. Next meetings

    Friday, June 15th (next Board Meeting)

    Thursday, September 6th (next Quarterly Meeting)

DRAFT AGENDA
BOARD PACKET

Meeting Information

- Member Comment after each agenda item
- The Quarterly Meeting will be live-streamed via GoToMeeting:
  Please register for SWAN Quarterly on Thursday, June 7, 2018 9:30 AM - 12:00 PM CST at:

  LINK TBD

  After registering you will receive a confirmation email containing information about joining the training.

MAGIC Library Sustainability Plan and Support

November 17, 2017 (Table updated April 25, 2018)

The MAGIC Futures Task Force was convened to examine the future of MAGIC. Their work resulted in the recommendation to join SWAN. Included in their work was discussion and deliberation on how to support MAGIC members and help establish solid footing and long-term viability based on LLSAP membership fees. Some of the MAGIC libraries face large fee increases moving to SWAN.

As recommended by the MAGIC Future Task Force, approved in principle by the MAGIC Board, and moving to a formal vote on December 20, 2017, the MAGIC Board authorizes distribution of final cash reserves to offset membership fee increases for those members.

MAGIC will distribute 5-years of offset membership fees, using the MAGIC FY18 and SWAN FY19 fees as baseline, from MAGIC cash reserves to a grant fund to be administered by SWAN. This program is being developed as a grant which requires use of these funds solely for membership offset. If a MAGIC member leaves SWAN prior to the 5-year grant distribution, those funds will revert to SWAN reserves.

Quarterly billing to these member libraries will include the quarterly credit based on the 5-year grant, offsetting their quarterly payment due for the duration of the grant.

Dawne Tortorella, MAGIC LLSAP Manager, Yvonne Bergendorf, MAGIC Board President, Dan Berg, Sikich, and Sharon Swanson, RAILS Accountant, are meeting to review the process and timing of distribution. The group welcomes a representative from SWAN to join the working group.

As membership fees are determined for FY19, the following calculation illustrates the funds allocated to the grant and the quarterly distribution to these member libraries, based on SWAN FY19 fee estimates as of October 2017 [this will be adjusted as fees are finalized].

LIBRARY	Total Library Costs w/MAGIC	SWAN Fees FY19 Formula	Annual Change	SWAN FY19 Qrtly Payment	5 year MAGIC grant to offset	Qtry Grant Award
Bensenville Community Public Library District	$18,488	$24,059	$5,571	$6,015	$27,857	$1,393
Bensenville Elementary School District #2	$14,416	$17,500	$3,084	$4,375	$15,420	$771
Carol Stream Public Library	$60,666	$42,977	-$17,689	$10,744		
Kaneville Public Library District	$1,275	$10,576	$9,301	$2,644	$46,506	$2,325
Messenger Public Library of North Aurora	$32,885	$25,454	-$7,431	$6,364		
National University of Health Sciences	$2,121	$14,333	$12,212	$3,583	$61,062	$3,053
Oak Brook Public Library	$21,905	$19,683	-$2,222	$4,921		
Sugar Grove Public Library District *	$16,078	$21,996	$5,918	$5,499	$6,905	FY19 $1,381
Theosophical Society in America	$1,971	$12,500	$10,529	$3,125	$52,645	$2,632
Town and Country Public Library District	$18,904	$24,341	$5,427	$6,085	$27,183	$1,359
Wood Dale Public Library District	$23,239	$31,913	$8,674	$7,978	$43,370	$2,169
	$211,948	$245,332		$61,333	$280,947	FY19/FY20 $15,083/$13,702

** Sugar Grove Public Library District FY20 Estimated Membership Fees includes a bond payment, resulting in reduced membership fees of $15,541. This is reflected in 5-year payment offset to account for 5 quarterly payments of increased fees FY18(May-June) and FY19.