SWAN Administrators' Quarterly Meeting
RAILS Burr Ridge ~ 125 Tower Drive, Burr Ridge IL 60427
September 6, 2018 9:30 A.M.

1. Call to Order and Welcome

2. Public Comment

3. Introduction of New Library Directors

4. Approval of the June Quarterly Meeting Minutes – Action Item (exhibit pgs. 2-4)

5. Strategic Planning Process – Information Item

6. Update on Electronic Participation for Membership Meetings – Information Item

7. SWAN Reports on Projects & Operations – Information Item (exhibit pgs. 5-28)

8. BLUEcloud Mobile app – Information Item (exhibit pgs. 29-33)

9. OCLC Reclamation & Additional SWAN-OCLC Projects – Information Item

10. Green Hills Public Library District Application to Join SWAN – Discussion Item (exhibit pgs. 34-36)

11. SWAN Joining Fee – Discussion Item (exhibit pgs. 37-39)

12. Announcements and Questions

13. Next meetings

    Friday, September 21st (next Board Meeting)

    Thursday, December 6th (next Quarterly Meeting)

Meeting Information

Member Comment after each agenda item

The Quarterly Meeting will be live-streamed via GoToMeeting:

Please register for SWAN Quarterly on Thursday, September 6th, 2018 9:30 AM - 12:00 PM CST at:

https://global.gotomeeting.com/join/180817397

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

SWAN Administrators' Quarterly Meeting
RAILS Burr Ridge
125 Tower Dr.
Burr Ridge, IL 60527
June 7, 2018 9:30 A.M.

Call to Order and Welcome
Vice President Wittmann called the meeting to order at 9:32 a.m. Losey, Wittmann, Bodewes, Verzani, Bukovac and Milavec were present to establish a quorum.

Introduction of New Library Directors and Visitors – Public Comment –
Pat Nevins, staff member representing Harvey. Mary Kay Stiff of River Forest, sitting in for Deb Sheehan today. Tammy Sheedy, interim director of Berwyn PL.

Action Item: Approval of the March Quarterly Meeting Minutes
Ted Bodewes moved to approve the March Quarterly meeting minutes, seconded by Doug Losey. Motion carried by unanimous voice vote.

Information Item: SWAN Election Results 2018
Wittmann announced that of the three candidates running, she and Milavec ultimately won to retain their seats on the SWAN Board for three additional years. She thanked Natalie Bazan, director of North Riverside, for running for this year's election as well.

Discussion Item: Strategic Planning Process
Skog utilized a Power Point to explain the Strategic Planning process to date, and how the recommended facilitator was chosen out of the twelve organizations that submitted their RFP. Bukovac, who served on the Strategic Planning Committee, shared that the Board's goal was to find a facilitator who would help us to really "dig deeper" in this process, not just provide a surface analysis. The Board was very impressed by CWR's proposal and felt that they were the company who would be able to do so best. CWR's impressive background in working with a variety of consortia and other library organizations, working to bring them together and meet their needs, made it clear that this was the stand out proposal. Bodewes echoed these sentiments; Milavec noted that some proposals were within the budget and some went over, but as the Committee made a detailed evaluation of all proposals, it was obvious that the level of analysis, support and unique approach that we want from our consultant made CWR's plan worth the additional cost. Verzani also added that she felt that this is an opportunity for SWAN to make strong strides in the right direction, that we can all be involved in, and take back to their own libraries. Kathy Berggren from Matteson shared that recently she checked pricing for strategic planning

and this is not out of line at all, especially considering the size of the SWAN consortium. Steve Bero from La Grange was working in CCS during their Strategic Planning process with CWR, and also emphasized that the process and product itself were very robust, and that he really enjoyed the 1 on 1 discussion he had with the consultant as well. The timeline would be to begin the process in July with the goal of wrapping it up in November, for a December Quarterly Meeting presentation.

Action Item: Revise FY19 Budget
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

> *SWAN Bylaws, 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)

Tiffany Verzani moved to approve the amendment to the FY19 budget, line #5430 "Consulting" be revised from $18,500 to $44,500, seconded by Ted Bodewes.

SWAN Board Secretary Tiffany Verzani performed a roll-call vote on approving the budget and fees document; the motion passed with an affirmative of at least 2/3 of all members attending.

Motion carried by roll call vote with the following results:
30 IN FAVOR, 0 NAY, 67 ABSENT, 0 ABSTAIN.

Information Item: Migration Final Recap
Skog recapped this process, which was concluded with the final migration on May 1st of this year. Skog thanked and congratulated the SWAN staff and the membership/new19 on their flexibility and hard work on this process. He shared some remaining issues that SWAN is hard at work clearing up as a part of the post-migration process, which will also be posted in his Power Point report.

Information Item: Projects for June through August
Skog shared the project plans for the upcoming months, which is also available in his Power Point presentation for review. Milavec shared that her staff is very concerned about the move to Blue Cloud Analytics reporting, including the issues they have had with replicating the reports for circulation from previous months. Skog noted that individually library

consulting will be the plan during the switch-over, to ensure that each library has what they need reporting-wise. We don't want to cut off Symphony reports until we are sure that BCA is really solid.

Information Item: SWANstravaganza Annual Conference Update
SWAN staff members Brande Overbey and Lauren Levaggi presented a Power Point on the planning process, event details, and registration for this year's conference.

Discussion Item: Member Suggestion for Electronic Participation
Kathy Berggren from Matteson PL requested this topic to be added to the agenda and is hopeful that we can bring SWAN into accordance with ILA, RAILS and other organizations currently using VTEL. With the large amount of space that SWAN now covers (St. Charles all the way down to Beecher), it makes it difficult for some libraries to attend meetings in person for both cost and convenience. She also asked about the requirement for a quorum to vote on membership topics. The most convenient solution as she sees it is to allow VTEL location voting in addition to "in person" voting at the RAILS Burr Ridge location where we typically hold our membership meetings. Berggren noted that we would just need to get on the schedule of the VTEL areas. Skog shared how this service is currently utilized by RAILS. The potential for online voting was also questioned; the legality of that would need to be examined. Other audience members expressed support for this idea, as the New Lenox location is more convenient for staff. Online comments included having meetings at different times or locations. Wittmann and Milavec felt that perhaps a poll could be taken; if this will get more membership participation it is definitely worth being investigated.

Announcements and Questions
We will investigate the VTEL and online voting idea, polling to see who would be interested, and discuss further at the Board level. Updates will be available at the next Quarterly meeting if not sooner. Steve Bero begins his renovation project for La Grange next Monday, which should run through September/October. There will also be a new director coming to La Grange, Charity Gallardo, who will be starting August 8th. She comes to them from the Rockford Public Library. Milavec just finished redoing the lighting in the children's room at Downers Grove.

Adjournment at **11:07 a.m**.

SWAN Executive Director Report: Q3 2018

Strategic Plan 2019-2023

Discovery Interviews

Curtis Chang and Dan Jung from Consulting Within Reach spent four days on site conducting one-on-one interviews with SWAN Board members and SWAN staff. Two membership meetings were held at Tinley Park Public Library and Oak Brook Public Library. SWAN Board and SWAN staff were interviewed in person at SWAN's headquarters, or at the two library locations for the membership meetings.

The 12 library directors were scheduled for phone interviews with Consulting Within Reach, and the 8 external interviewees have confirmed their scheduled interview times. Phone interviews with library directors and the other individuals we selected took place August 9, 13, 16, 20, and 23rd.

Next Steps & Preliminary Timeline

Below is a summary of the steps outlined in the Proposal of Work from Consulting Within Reach (to review the CRW proposal, refer to the May 18, 2018 SWAN Board packet)

Plan Step	Responsible	Date
Mission, Vision, and Identity Clarification: where SWAN is trying to go in the future	CWR presentation to SWAN Board in person	September 21, 2018 SWAN Board meeting
Assessment Report: where SWAN is relative to the desired future	CWR presentation to SWAN Board in person	On same date as the Mission, Vision meeting
Strategic Plan: requires SWAN leadership agreement on desired future	CWR presentation to SWAN Board remotely	October 19, 2018 SWAN Board meeting
Initial Tactical Plan: 1-year tactical plan created by CWR & SWAN ED	Executive Director presentation to SWAN Board	November 16, 2018 SWAN Board meeting
Presentation of all phases	SWAN Board & Executive Director	December 6, 2018 SWAN Quarterly Membership meeting

OCLC Update

FY19 Cost Increase

SWAN's FY19 annual subscription for OCLC is now $231,420. I have shared with the SWAN Board that SWAN could be doing more with OCLC, and with Dawne Tortorella's background with OCLC, we started efforts after the New 19 project to improve SWAN's use of OCLC service. Here is an overview of activity related to OCLC as of August.

Meeting & Sharing Concerns

Dawne and I held a meeting with OCLC Vice President for Library Services Bruce Crocco and Library Services Consultant Don Litner. The purpose of this meeting was to discuss the reclamation project that is now underway. We also wanted to use the opportunity to discuss ways that SWAN and OCLC can work together to improve services to our member libraries. When we described SWAN's working relationship with SirsiDynix, which includes scheduled monthly consulting calls, Bruce offered to provide SWAN an OCLC consultant to assist us with some of the goals we have.

Goal 1: Reclamation of SWAN OCLC Holdings

This is a one-time project that will update all 97 SWAN library's collection holdings in OCLC. RAILS approached the Secretary of State's Office for a grant named "RAILS LLSAP Catalog Clean Up Project." The fantastic news is that SWAN will be reimbursed $10,000 for the cost of the project through the grant!

Goal 2: The MARC of Quality (TMQ) & Discontinuing of OSMOSIS

The process for updating SWAN library's holdings in OCLC for many years has been funded by state grant managed by SLS/MLS/RAILS. The company TMQ is a small two-person operation, which utilized a process named OSMOSIS. TMQ will be ending their involvement with Illinois consortia and retiring. Dawne and Scott Brandwein are working with TMQ and OCLC to develop a new process for SWAN. The reclamation provides us an opportunity to begin with a fresh slate and educate ourselves on WorldCat's online tools. We will move beyond 3rd party involvement and OSMOSIS. Solutions we implement will be shared with our Illinois consortia partners so that we can continue to benefit from the holdings represented in OCLC. RAILS is sponsoring a retreat in November for consortia and we will be discussing progress and solutions with our colleagues at that time.

Goal 3: WorldCat Discovery, WorldShare ILL, Knowledge Base, & Analytics

All SWAN libraries are OCLC members, and this membership includes access to WorldCat Discovery and WorldShare ILL functions. We have now been assigned an OCLC consultant to assist with updating various configuration in OCLC for SWAN libraries, and to work with us to build regional and Illinois consortia scopes within WorldCat Discovery. Recent success includes configuring SWAN's OpenAthens authentication configured in WorldCat Discovery and WorldShare ILL for patron-initiated requests. This was implemented at St Charles Public Library and Bloomingdale Public Library and is now in production at both libraries. SWAN staff are providing the configuration support to extend this to the entire SWAN membership by the end of the calendar year.

We are also interested in OCLC's WorldCat Knowledge Base. This service would expand upon SWAN's growing capabilities integrating library electronic resources. Additionally, WorldShare has data analytic tools that will provide usage reports of library and patron use of OCLC services.

Future of OCLC Group Services Contract

The Illinois State Library negotiated contract ends June 30, 2019. I will monitor the progress of the State Library on a new state-wide contract and provide the SWAN Board updates.

FY18 Budget: Preliminary & Unaudited

The good news is the while FY18 was a planned deficit budget, the amount spent from reserves was lower than had been budgeted by $26,829. I have reviewed the FY18 general ledger with RAILS Accountant Sharon Swanson, making sure expenses were classified in appropriate budget lines.

SWAN Budget Summary

SWAN Budget	FY18 Budget (Approved Mar 2, 2017)	FY18 Actual (Preliminary & Unaudited)	FY19 Budget (Approved Mar 1, 2018)
	1,779,720	1,775,864	2,526,516
Fees for Services And Materials - Membership Fees			
Other Revenue - RAILS	505,842	503,448	598,985
Total Revenue	**2,520,921**	**2,601,904**	**3,172,201**
Total Expenses	**2,806,050**	**2,860,204**	**3,172,201**
	(285,129)	**(258,300)**	**0**
Excess of revenues over (under) estimated expenses			
	July 1, 2017 - June 30, 2018	July 1, 2017 - June 30, 2019	July 1, 2018 - June 30, 2019

FY20 Budget Preparation: July 1, 2019 – June 30, 2020

I have begun some initial work on SWAN's next budget and membership fees. The "tactical plan" we create in support of the new strategic plan will have some impact on budget, so at this stage what that will look like will not be understood until November. While we wait for this work to be completed, I would like to highlight areas of SWAN's budget that will be important to the FY20 budget.

RAILS LLSAP FY20 Grant

SWAN funding in FY19 was $598,985. We will have the FY20 funding amount reported to us by October 1, 2018. It is unclear what the funding amount will look like, but there are now 6 consortia in RAILS that could possibly receive funding, 3 of which have never been eligible prior to FY20. CCS, Pinnacle, PrairieCat, Rock River, SWAN, and RSA are all eligible to apply for the LLSAP funding grant.

OCLC Expenses

The FY19 OCLC expense is $231,420.11 which included the 19 new libraries and a 5% increase. The Illinois State Library negotiated contract ends June 30, 2019. Based on past experience, the OCLC cost for FY20 will not be known until after SWAN has approved its budget in March 2019.

SirsiDynix Expenses

We are now in the fourth year of the five-year agreement, with the annual maintenance expected to be at $406,127. The FY20 budget will include the fifth year and then two months outside of the agreement (year 5 begins May 1, 2019 and ends April 30, 2020). The current agreement included no maintenance increases for the five-year period. The maintenance escalation will most certainly be an important element of negotiating an extended agreement. I recommend SWAN negotiate an extension. The strategic plan will aide us in deciding how long to extend the agreement.

BLUEcloud Mobile

I recommend we build into the FY20 budget the licensing for the SirsiDynix mobile app. I began conversations with our sales representative on pricing and various configuration options in March.

Reserves

SWAN's FY21 budget will need to include replacement of SWAN staff laptops. The approach we took with the FY17 budget was to utilize deficit spending and make up the purchases for staff equipment (and office furniture, equipment, etc.) from SWAN's reserves. If this approach is agreeable to the SWAN Board, we should indicate the expense on the reserves worksheet.

Green Hills Public Library District

Green Hills Public Library District approached SWAN in June 2016 about possible membership. The priority at that time was to complete the approval and addition of the 19 libraries from LINC and MAGIC consortium, and to place Green Hills in the queue for membership consideration.

The SWAN Board agenda for August 10, 2018 included a written recommendation and action item to move forward in September with membership approval. A team of SWAN staff met with Green Hills staff on August 14th to outline the steps required for membership, and to build a preliminary timetable.

I have included a written recommendation to the SWAN membership to admit Green Hills Public Library District for full membership in SWAN. The SWAN membership would be presented this

recommendation, and we would open up electronic voting after the September 7, 2018 SWAN Quarterly meeting. However, this request for membership requires SWAN set a joining fee for Green Hills.

Fees for Joining SWAN

The SWAN Board recommends SWAN establish a joining fee based on 25% of the library's estimated SWAN membership fee. The purpose of this Joining Fee would be a pre-paid contribution to SWAN reserves. This 25% joining fee would apply to all future prospective libraries.

SWAN Bylaws require 2/3 approval of a Joining Fee by the membership, which will be conducted via electronic vote for library directors prior to the vote for Green Hills Public Library admission to SWAN.

New Hire

We are very pleased to announce that we have extended an offer for Michael Szarmach, MAGIC's Support Specialist, to formally join the SWAN team after his year-long "working interview" with us throughout the migration. Michael joined SWAN as a Member Services Support Specialist (same role as Dave Pacin). We will re-evaluate additional staffing needs later in the fiscal year, but due to the loss of the Library Relations Specialist and the two as yet unfilled part-time Consultant positions, this does not have any adverse impact on the staffing budget line.

The Library Relations Specialist position will not be filled in this next year but remain on the organization chart. The existing responsibilities of this position have been absorbed by members of SWAN administration. Monthly newsletter duties and library visits will be coordinated among Dawne, Joseph, and myself. The planning and coordination of the annual SWANx event was led by Brande , Joseph, and Lauren, as well as the membership planning committee. Website design is managed by Tara, and special graphic needs are being developed by Lauren.

SWAN Employee Organization Chart: Succession, Cross Training, Membership Support

To better understand why I decided to hire an additional Member Services Support Specialist, I will need to provide some background on the staffing plan.
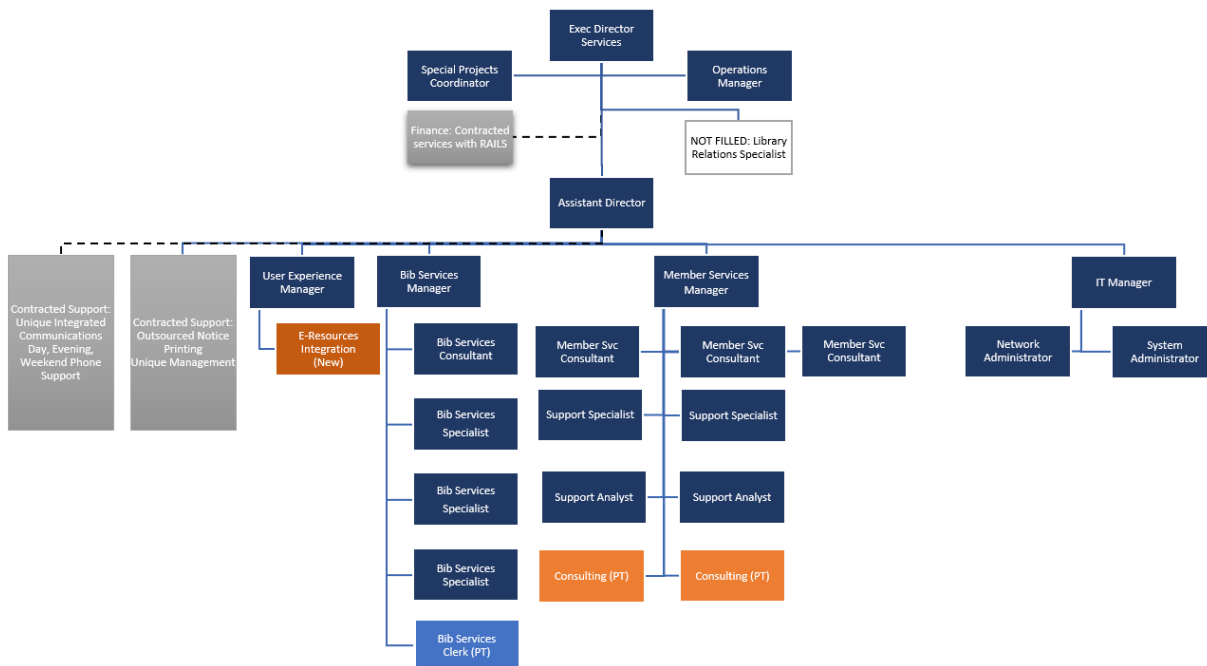
Beginning in 2016, I have worked to assess our staffing plan from a membership support priority. We have modified existing positions, created new positions, and created a new department. I have approached the staffing plan to ensure managers within SWAN should have smaller teams reporting to them with increased supervision. This was particularly important after we adopted the work-from-home policy.

SWAN is grouped into five departments for staffing.

| Administration	Bibliographic Services	IT Services	Member Services	User Experience

• Budget & Membership Fees
• Governance & SWAN Board
• Special Projects
  • Migration
  • New Libraries
  • Coordinating Pilot Projects
• PR , Marketing, Library Relations
	• Support & Consulting
	• Statistical Reports
	• Training & in–service days
	• Bib database maintenance
	• Upgrading brief "pre-cat" records to full OCLC MARC
	• Synchronizing SWAN library holdings within OCLC
		• Network Support
		• Server Support
		• Backup of Data
		  • 3rd Party Integration
		  • RFID
		  • Self-checks
		• SIP2 Connections
		• SWANtech
			• Support & Consulting
			• Statistical Reports
			• Training & in–service days
			• Patron notification- overdues, bills, etc.
			• Delinquent Patrons - collections
			• Crediting & Debiting Libraries for RB & ILL
				• Catalog support
				• Support website
				• Patron website
				• Integration with eBooks, online search with EDS
				• Mobile app
				• Staff client improvements through User Interface

Each of these departments has gone through a cycle of reassessing the positions in each department. When position rewrites are significant, the position description is sent to Management Association for placement in SWAN's paygrade chart (created in 2012). Any new positions are determined for their exempt/non-exempt status using Management Association.

Member Services Department	Created in 2011, positions written in 2012, Member Services Consultant positions revised in 2016
IT Services Department	Created in 2012, new positions created in 2014, 2015
Bibliographic Services Department	Positions reviewed, rewritten by new dept manager in 2014 and regraded
Administration Department	Positions reviewed, rewritten in 2016; Special Projects Coordinator rewritten and graded to Project Manager in 2017
User Experience Department	Dept created in 2017, Manager position created in 2017, Electronic Resources Consultant position in 2018

Within this approach, I have worked to ensure succession is a key component. There are three basic areas to approach succession planning:

- Documentation
- Staffing with successors
- Training, specifically cross-training

For instance, SWAN Administration now has the Assistant Director position to ensure cross-training and succession for the Executive Director.
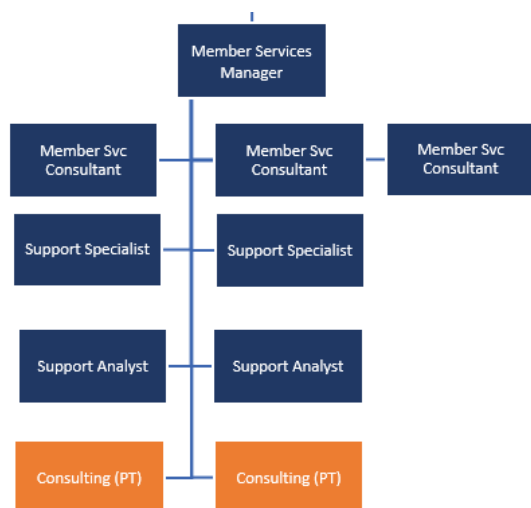
In the area of Member Services, it is important that staff cross train each other on various functions, such as Symphony Acquisitions. In the past, some important knowledge resided with a single person on staff, which lead to coverage gaps with SWAN libraries if this person was on vacation or absent.

The Member Services Support Specialist position has only had a single individual in that position. Dave Pacin will now work side-by-side with Michael Szarmach.

Member Services Consultants (Crystal Vela, Sam Dietel, Vickie Totton)

The Consultants handle the daily processing questions that arrive from our membership ranging across a wide spectrum of processing questions often requiring situational analysis. The training workshops on acquisitions, circulation, processing ILL, debt collection, SWAN's centralized billing, managing serial records, BLUEcloud Analytics, MobileCirc, and many other software solutions we provide are all conducted by the Member Services Consultants. All system administration functions in the areas of circulation parameters, the hold configuration matrix, and patron notification is under this team. Training documentation on SWAN's use of Symphony software and the suite of SirsiDynix solutions are another team focus. The Consultants are responsible for the four of the nine membership advisory/user groups we provide: acquisitions, circulation, and serials.

In addition, adding libraries to SWAN requires an in-depth review of data and mapping of circulation/holds configuration against SWAN's setup by this team.

**Member Services Support Specialists (Dave Pacin, Michael Szarmach)**
These positions manage many of the intricate aspects of Symphony, such as creation of all user accounts, site properties and access lists which control functional access within the system, receipt/label/spine printing, and "properties" of Symphony. The management of all the BLUEcloud Central configuration, which will grow considerably over this next year as SirsiDynix focuses on development of its new staff client, fall under this position. These positions also utilize software tools such as Symphony API to get into underlying ILS functions and enhance the capabilities of the standard Symphony ILS. The positions require specific data and programming aptitude to modify data based on Symphony data structures and tools. The Support Specialists provide membership support in the ticketing system, and will also conduct membership training on various topics.

Support Analysts (Lauren Levaggi, Helen Pinder)
These positions provide membership support coverage for the later afternoon and evening. The centralized billing is managed by the Support Analysts. These staff respond to submitted support tickets, and have a role in creation of documentation and training videos on the SWAN YouTube channel.

Functional Overlap

SWAN department responsibilities overlap in many areas. The diagram below was created by Dawne Tortorella as part of her holistic assessment of SWAN's responsibilities. The recently completed SWAN employee survey identified staff concerns with department silos. Dawne and I will build upon the New 19 project to ensure further cross-department coordination and collaboration.
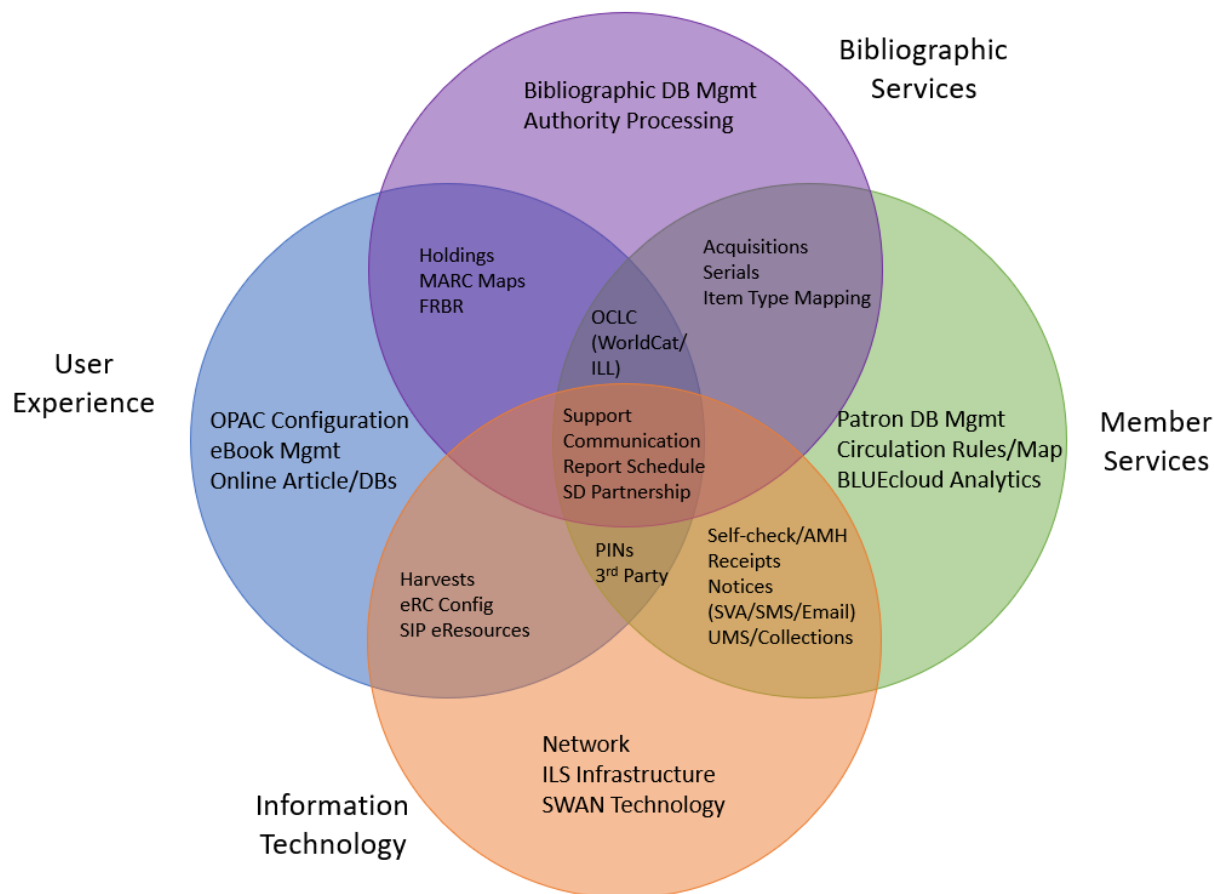
As you can see from this diagram, some areas of SWAN support require coordination within our defined departments. To better ensure member library support, we have already taken steps to ensure we are using small teams of staff to work on upcoming projects, such as the revamp of the SWAN support website. SWAN IT staff now attend the Circulation Advisory meeting, as we identified the need to clarify use of SIP within the self-check and automated material handler (AMH) environment typically used by library circulation staff. Bibliographic Services team members attend both Acquisitions and Serials meetings as this data affects our shared catalog.
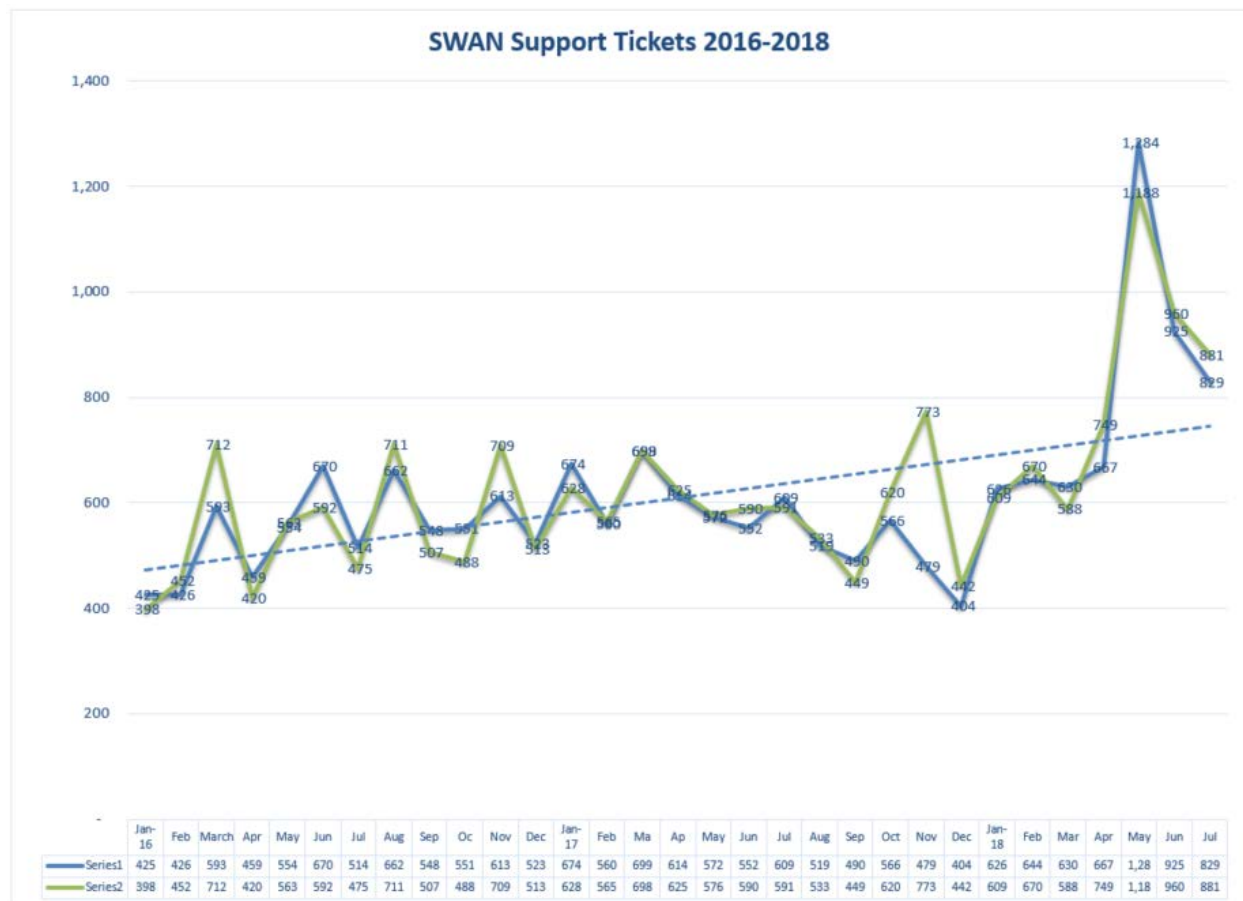
Our teams have begun the processing of forming joint User group meetings such as the recent Cataloging Advisory and Serials Users Group meeting. Where we sense overlap in expertise and responsibility, we also recognize those functions overlap in our member libraries. Feedback from members has been positive in this combined communication and problem solving/discussion model. We look forward to more synergy in groups such as DUX and Cataloging as we develop our 2019 meeting schedule.

SWAN Quarterly Operations Report: Q3 2018

SWAN Administration

Assistant Director (Dawne Tortorella)

We continue to track support tickets to assess post-migration impact on our support structure. The downward trend in support tickets submitted post-migration is a welcome development. We hope to continue this trend through pro-active site visits, training events, and updated documentation - all priorities through the end of the calendar year.

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	May	Jun	Jul
Series1	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	1,28	925	829
Series2	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	1,18	960	881

This has been an especially difficult period for SWAN staff with the loss of Kate Boyle. Kate was a leader, mentor, friend, and family-member to her SWAN colleagues. Staff appreciate the outpouring of support from our members.

Post-migration we are working on improving system efficiencies. This will require a set of continuous steps including consolidating report runs, review of system harvests and maintenance, and clarifying shared practice. Several efforts in these areas are underway and highlighted in the sections below.

We have reached a stage of stability after the May 1st migration and the catalog deduplication. While support tickets continue at an elevated clip, many of these are due to new procedures and processes for the new members, replacement of reporting through BLUEcloud Analytics, coordination with 3rd party vendors, and e-resource authentication via OpenAthens instead of EZproxy.

Efforts by all staff, member libraries, and our vendor partners continue to be instrumental in the success of this migration – it is due to these collective efforts and commitment. Thank you everyone! And special thanks to Joseph Miller for managing all the moving pieces and communication of this complex project matrix.

Post-migration, SWAN staff will be working with the membership to identify areas for improvement and efficiency. Coordination and reliance on feedback and leadership from our advisory and user groups is critical in our effort toward continuous progress.

Next priorities post-migration includes:
- Reviewing Symphony report windows to free up morning processing time for cataloging and acquisition work (consideration of consolidating notices)
- Quality review and authority control work related to bibliographic database, including practice for serials enumeration and chronology)
- Working with SirsiDynix on consistency of delivered reports via scheduling in BLUEcloud Analytics
- Upgrading SWAN's server infrastructure, moving to Microsoft Azure infrastructure-as-a-service platform
- Revising SWAN's support site and content

As outlined below, we also have renewed priority on several critical projects.


Operations Manager (Brande Overbey)

Recruitment

We are very excited to officially have our new e-Resources Consultant in place, reporting to Tara Wood on the User Experience (UX) team. Robin Hofstetter joined us starting in a limited part-time capacity on August 1st, working remotely on a few projects, and moved to full time status on Monday, August 27th. Robin previously served as e-Resources and Metadata Librarian for University of Illinois at Chicago, where she also was an Assistant Professor. She is incredibly passionate about and talented with managing online tools, databases, and resources, as well as cataloging and authority control. She has also served as Head of Tech for Roosevelt University, and has public library experience in serials, acquisitions, cataloging, and technology at the Public Library of Cincinnati. She has her MLIS degree from Kent State University. We very much look forward to what creative and innovative ideas she'll be bringing to our UX team.

SWANx18 Recap

We now have 69 survey responses so far on the SWANx18 event. Below is a summary.

- Largely, the venue for the event was viewed as Excellent or Good:
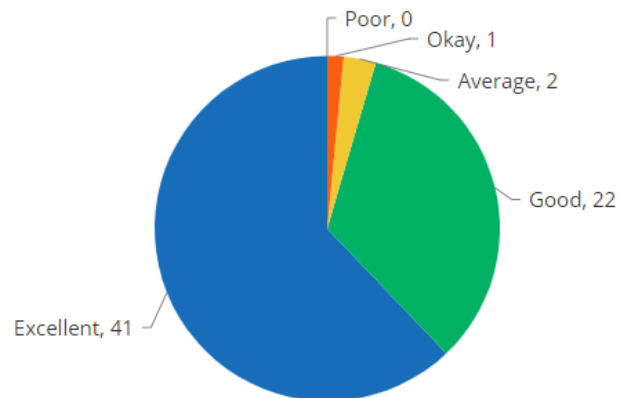
- Some concerns remain about seating, but this is <u>much</u> improved from last year. We might cap this event at 350 in coming years, though Moraine Valley Community College Business and Conference Center states 480 as the maximum capacity.
- Food was still generally well-received. Considering this is usually a subject of some contention, our feedback is very positive in general.
- Keynote and breakout sessions were rated as Excellent or Good at a rate of 89.8% and 90.6%, respectively.
- The registration process was rated at 95.1% Excellent or Good this year! Opening registration 3 months before the event remains the most popular option, and having complete info available before posting, including all breakout sessions, is still strongly preferred.
- The recommended sessions for next year and the additional comments to provide will be a gold mine for ideas for next year's planning.
- The only largely negative or 'meh' feedback we received is on the vendors themselves. Attendees felt that they were not engaging and didn't offer much swag. They did however enjoy the vendor bingo game and prizes.
- Another suggested improvement was the lunch line and breaking it down into two lines earlier on, so it wasn't so daunting.

All in all, I think we made some improvements over last year's event.

Project Manager (Joseph Miller)

Project management continues to drive several major projects. These include Green Hills research and planning for future SWAN consideration, SWAN Support Website upgrade, performance and tuning associated with daily reports/processing, system infrastructure, and OCLC Reclamation/group catalog configuration.

We conducted usability interviews with several SWAN member library staff in preparation for the SWAN support site redesign project. The official project kickoff meeting took place July 10th and we have set the redesigned site's launch date for December 4, 2018. Along the way, SWAN staff (in conjunction with Brian Smith of RAILS) will be completing a full content weeding process, followed by a content refresh in which we update and/or rewrite important documentation to new web publishing standards tailored to the new site. We expect to have an alpha build of the redesigned site by the end of September and a beta link shared with SWAN member libraries for testing (and hopefully some "oohs" and "aaahs") by the last week of November. The backend development of the SWAN support site will be done primarily through Brian Smith, as per our support site agreement with RAILS. We will be conducting usability testing with SWAN member library staff soon and will provide an update on the project at the September quarterly meeting.

SWAN IT continues to assess and improve the state of the Azure cloud infrastructure, working with SirsiDynix personnel to speed up nightly maintenance processes and report run-times. We have scheduled the first step in the cloud migration—the Symphony 3.5.3 upgrade of our test system—for August 30th. The upgrade of SWAN's Symphony production ILS will take place this fall. An announcement will be made once an upgrade date is confirmed with SirsiDynix. Additionally, we will be upgrading our server operating system as soon as possible. IT staff are in the final stages of testing both the new Symphony version and the new OS—once we are comfortable with the maintenance and nightly report times and system configurations, we will schedule the upgrades. Once both upgrades are complete, we will schedule the final migration to the cloud. .

Additionally, SWAN staff are evaluating SirsiDynix's BLUEcloud Mobile app for a potential SWAN-wide rollout. Again, more details will be provided as we have them.

SWAN IT Services (Steven Schlewitt)

The IT team primary focuses have been on support, vendor integrations, new hire onboarding, and continued work on the Red Hat 7 operating system platform for SWAN's future server upgrade and migration. This summer, the team observed an uptick in library requests for integrations, which included the setup of Quipu, Springshare, and Kanopy services for several libraries. Additionally, with MobileCirc back online, the team has been scheduling library visits to follow-up on outstanding device activations requests. The team also continued to assist in the ongoing report optimization project, which allowed for some further fine-tuning of overnight processing. These adjustments to the overnight maintenance schedule will hopefully provide additional breathing room to the Sunday report schedule.

Migration to Azure Infrastructure-as-a-Service

On the Red Hat 7 operating system upgrade and Azure front, the SWAN IT team hit road blocks in performance testing and fine tuning of the new operating system environment and have reached out to SirsiDynix for further insight. Through this collaboration, several new prospects for tuning the environment have recently come to light, and the project is now ready to move forward.

Following the completion of the New 19 migration, the IT team has been met with several new challenges due to higher volumes of daily users on the Symphony server and tighter report schedules. While the Symphony server previously held a considerable buffer for system performance, we're now closer to the server's capacity during peak hours, which can result in some intermittent slowness and report schedule delays. That being the case, the IT team has been investigating some options for immediate increases to system performance, including more frequent clearing of temp files, increased provisioning of server CPU, and collaboration with SirsiDynix engineers to expand database resource limits.

The Azure migration has now become even more important to the future sustainability of the SWAN server infrastructure, as the increased performance flexibility created by Azure would almost certainly help to accommodate SWAN's growth and support of services in the future.

MobileCirc

Somewhat related to system performance was the discovery of a bug with MobileCirc, where MobileCirc device logins at peak hours could result in high server load averages and slowness throughout the libraries. Due to the severity of this bug, SWAN IT suspended MobileCirc logins for further investigation on June 4th and resolved the issue on June 25th after working with SirsiDynix on options to troubleshoot the matter.

System Downtime

SWAN's Enterprise 5.0 is experiencing a known software bug that we are tracking in SirsiDynix Support Central. SirsiDynix software-as-a-service team is monitoring our hosted Enterprise and has implemented some scheduled service restarts on a daily basis in an effort to keep our catalog stable. SWAN installed an Enterprise 5.0.0.6 software patch on August 21st and has been monitoring our system for improved stability.

WorkFlows/Symphony

- June 19th, 1 hour, unplanned – RAILS/SWAN datacenter network outageJuly 4th, 22 hours, planned (holiday hours) – Scheduled database rebuild to accommodate MARCIVE record updates
- August 28th, 25 minutes, planned – Scheduled RAILS datacenter network equipment upgrade

Enterprise OPAC

- June 22nd, 20 minutes, unplanned (after-hours) – Delay in daily scheduled Enterprise restart
- July 7th, 22 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 10th, 7 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 10th, 10 minutes, unplanned (after-hours) – Tomcat memory issues on hosted server
- July 11th, 14 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 11th, 10 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 11th, 10 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 12th, 3 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 12th, 20 minutes, unplanned (library hours) – Tomcat memory issues on hosted server
- July 14th, 45 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- July 22nd, 5 minutes, unplanned – Tomcat service memory issues on SaaS hosted server
- July 24th, 10 minutes, unplanned – Tomcat service memory issues on SaaS hosted server
- July 26th, 15 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- July 26th, 10 minutes, unplanned– Tomcat service memory issues on SaaS hosted server
- July 29th, 50 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- July 29th, 15 minutes, unplanned – Tomcat service memory issues on SaaS hosted server
- August 5th, 30 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- August 7th, 75 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- August 15th, 10 minutes, unplanned – Tomcat service memory issues on SaaS hosted server
- August 17th, 7 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- August 18th, 40 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- August 21st, 4 minutes, planned (after-hours) – Enterprise 5.0.0.6 upgrade
-
- August 21st, 2 minutes, unplanned – Tomcat service memory issues on SaaS hosted server
- August 25th, 10 minutes, unplanned (after-hours) – Tomcat service memory issues on SaaS hosted server
- August 30th, 15 minutes, unplanned – Tomcat service memory issues on SaaS hosted server

Performance Tuning

SWAN IT worked extensively with SirsiDynix this month on issues and projects. Continuing the investigation of server performance following the New 19 migration, the IT team coordinated several changes to the Symphony server, working with SirsiDynix engineers to increase hard limit attributes that influence performance of user and item database interactions. Following these changes and an increase

in overall server CPU, some benefits are already being witnessed during peak hours. Additionally, IT worked with SirsiDynix engineers to clear an unused patron database table that relates to the eLibrary OPAC, a legacy SirsiDynix OPAC product that has never been used by SWAN, but is installed as a part of all Symphony servers. This table created an excess of cached data on each patron record, which contributed to slowness when access records and seemed largely responsible for the login issues we had with MobileCirc. Following the purge of this table, MobileCirc login issues were immediately resolved and access was unsuspended for the membership.

The IT team also continued coordination of the Red Hat 7 Operating System upgrade, as relating to the Azure migration, by generating additional comparison metrics and working with SirsiDynix to set up a final test environment that would closely mirror our actual experience in the RAILS datacenter following the Red Hat 7 upgrade. Pending the results of this final test, the IT team is looking at a mid-October OS upgrade of the Symphony server (incorporating the Symphony Bridge service), followed by possibly November for the full-scale Azure server migration. These general dates are very much dependent upon continued success in performance testing, however, and the IT team will send ample notice to the membership once hard dates have been determined.

Finally, the team worked with Bib Services staff to coordinate a Symphony database rebuild for the 4th of July holiday with hopes to minimize membership impact. While some searching anomalies were encountered and resolved shortly after the rebuild, the process went smoothly otherwise, completing in less than 24 hours.

SWAN Bibliographic Services (Scott Brandwein)

Following the addition of the 19 libraries, Bibliographic Services cut back on regular processing of records to devote time to answering record merge requests and data cleanup. Major areas of cleanup included weekly serials titles, a former-LINC call number data load error, and records that could not be imported due to duplicate item ID's already existing (usually due to ILL records). This last cleanup is still ongoing.

We have successfully onboarded all 12 new cataloging libraries, who have resumed their normal operations and are contributing to our database. This brings our total number of cataloging libraries to 18.

Database Deduplication
The bibliographic deduplication was completed in July, getting our bibliographic database to 1.5 million records, which is close to where it should remain. The process brought its own cleanup demands in the areas of large print books, serial bib and serial control records, and miscellaneous errors.
In July, Bibliographic Services began serious work on the last phase of the deduplication process. We received the final list of records the automated process either could not merge due to system-imposed restrictions or could not make a confident enough determination on. The team is tackling the first group – known duplicates – before moving on to the more analysis-heavy group. The known duplicates was

completed in August. The other group is much larger and will take through the rest of the year and possibly into 2019. The list contained over 70,000 potential matched pairs, which we have whittled down to about 45,000 actionable pairs to be the focus of this project. (The eliminated pairs were obvious false positives based on the information provided.)

OCLC Holdings Reclamation
We are also working with our colleagues at OCLC and TMQ (The MARC of Quality) to coordinate the OCLC holdings reclamation project that will sync the bibliographic holdings under each library's OCLC symbol with the current state of the SWAN catalog. During this process, we will also be re-evaluating the methods TMQ uses to preprocess our bibliographic and item data. As we will be responsible for doing this ourselves when TMQ retires in a year's time, we need to ensure that we can replicate the steps so the transition to a local solution can proceed without interruption. We hope to complete the reclamation as soon as possible so TMQ can continue their regular schedule of holdings updates.

Authority Database Update & Bibliographic Database Upgrade to RDA
Bibliographic Services exported of our bibliographic database to MARCIVE, our vendor who tracks author, title, and subject headings and delivers authority records for local use. The July 4th bibliographic and authority database updates filled in the gaps in our authority processing from migration, but we took the opportunity to introduce processing on our bibliographic records, including subject and genre term normalization, heading updates, and RDA conversion to records cataloged using AACR2 and earlier standards.

Our bibliographic records are now compliant with RDA standards, updated with Lexile and Accelerated Reader measures, and have been updated with name and subject access points per changes to the authority database that have taken place over the years. Our local authority database was also fully refreshed, and we have added records corresponding to genre and medical subject headings.

This will now be part of our monthly service, and twice a year we will perform a database-wide sweep for headings that require updating.

Cataloging Advisory Group
The Cataloging Advisory Group met in July. Major topics included this MARCIVE processing, holds cancellations due to item deletion, and future practices for serials volume information, which was also a topic for the joint Cataloging & Serials group meeting on August 23rd.

Cataloging Counts: SWAN Bibliographic Services
Counts do not include eighteen 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.

	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	119	148	118						
Copy 2018	3,896	3,348	5,157	4,614	2,851	1,493	2,138						

SWAN Member Services (Dawne Tortorella, Interim)

Member Services team members have worked during the past three months of reporting to continue work on Symphony report consolidation and member support through response to tickets. Member Services welcomed Michael Szarmach as Support Specialist on July 2nd. Michael has worked closely with all members of the SWAN staff during the past year and we look forward to this continued collaboration.

BLUEcloud Analytics

Working with SirsiDynix and our IT team, we have identified job sequencing changes that have improved our BLUEcloud Analytics data load, again providing previous day's transactions for analysis. While back on schedule, we will continue to monitor and are working on creating reports which provide last 7 days statistics instead of "yesterday" statistics which will fail if all operations are not completed. Looking at past 7 days, and running those reports daily ensures no individual day's statistics are ever lost.

The BLUEcloud Analytics training "Open Labs" have been extremely popular. We've added another sessions throughout the past 3 months, and will be posting the Sept-December training schedule by the end of the month in the L2 calendar.

The demand for new reports in BLUEcloud Analytics have kept the Member Services team busy. Our BLUEcloud Analytics team includes Samantha Dietel, Helen Pinder, Michael Szarmach, Dawne Tortorella, Vickie Totton, and Crystal Vela. This team shares responsibility for answering BLUEcloud Analytics support tickets (from members and with SirsiDynix), developing custom reports, documentation and training.

Custom Long Overdue Report – Patron Record Clean-up

Member Services Consultant Vickie Totton is leading efforts to provide monthly reports to libraries to assist in patron cleanup. These reports will run on the 15th of every month and provide libraries with three sets of users for review and reconciliation.

- Wrong City – User records belonging to the library and using one of the library's user profiles but associated with a city outside service area.
- Wrong User Profile – User records belonging to the library, but not with one of the library's user profiles.
- Wrong Library – User records that have one of the library's user profiles, but not assigned to the library.

The initial reports will be lengthy and include the 2015 migrated patrons identified through the NCOA process. Once the initial set is reviewed and reconciled, the monthly process should not be overly difficult for libraries to maintain this patron data. Helen Pinder and Michael Szarmach are assisting in scheduling these reports for all libraries through BLUEcloud Analytics.

Symphony Reports

Hold Pick-up reports for SMS text messaging and email notification have been consolidated and now run 3 times a day at 10 AM, 2 PM, and 6 PM. This consolidation has provided a savings of over 10 minutes per day in processing overhead.

In addition to overall consolidation of reports, we are examining reports which have not been fully migrated to BLUEcloud Analytics. These reports are primarily run by Franklin Park and Lansing as they migrated into SWAN as we were getting BLUEcloud Analytics reports in place. Now that the reports are available, it is time for a hard stop in processing these reports in Symphony.

Advisory Committees & User Groups

Crystal Vela led a Circulation Advisory Sub-Committee tasked with reviewing user address fields and extended information fields to consolidate redundant fields and reduce extraneous information retained from both the 2015 and 2018 migration projects. The Sub-Committee recommendations will be shared with Circulation Advisory at the September Circulation Advisory meeting.

Dave Pacin has configured the Identify User section of Symphony Workflows in the test system to display address information. Members of Circulation Advisory Committee are evaluating this display change in the test system and will make final their recommendation at the next meeting.

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

The SWAN Acquisition Users Group met on May 24th. There were approximately 30 SWAN member library staff in attendance, including a number of staff from the new SWAN libraries. The SWAN Circ Users group met on June 20th.

We are in the process of scheduling our Fall workshops. Member Services will be presenting a number of the workshops that we offered during migration, including more BCA training opportunities.

Green Hills Preparation
System profiling and mapping for Green Hills is being reviewed by Samantha Dietel. Sam will work with a core team of colleagues in Bibliographic Services and IT in the project.

New Bill Reason – RBP Procedures
A new bill reason, NS_RBBILLX, was created by Helen Pinder for purposes of tracking bills SWAN libraries receive from libraries outside of SWAN where patrons need to reimburse the library. Helen will be providing additional instruction in the billing process clarifying those process SWAN is able to automate (where we know patron, item, status) and those which fall outside of the Quarterly Billing process.

Support Website Project
Crystal, Helen, and Lauren Levaggi have completed their initial review of website content to determine what needs to be archived, deleted, transferred, and re-written. They will be working closely with Tara Wood on this project through the fall.

Member Services Documentation Review and Inventory
Lauren, Helen, and Crystal are part of the Support Website project team and will be largely dedicated to that project over the next several months. Crystal is the lead consultant reviewing documentation and working with team to update and develop resources. This will include incorporation of existing training videos and a roadmap for more video resources production by Lauren.

Additional Activities
Lauren worked closely with Brande on SWANx18 and has produced the identity, graphics, and program guide for the conference.

Member Services and Bibliographic Services are collaborating on proposed changes in serial records in SWAN. They have organized the next Cataloging Advisory Group meeting to include the Serials Users Group in discussion. The purpose is to review serial control settings, 563/566 MARC holdings, enumeration and chronology and how consistent practice can improve the patron experience. The goal is to provide more consistency in listing magazine/periodical issues to facilitate ease of discovery and placement of holds.

Hold Reports

Based on member feedback, we have removed the Symphony schedule for Cancelled Holds Notices. Two reports for libraries to monitor these cancelled holds internally have been created in BLUEcloud Analytics. Libraries can now subscribe to these reports and follow-up directly with patrons, if necessary.

- SWAN Reports > Holds > Dynamic Dates > List Holds Cancelled Within Past Seven Days
- SWAN Reports > Holds > Dynamic Dates > List Holds Cancelled Within Past Two Days

Responding to member request, the Clean Hold Shelf report was customized to include barcode. This added information helps libraries who file hold shelf pick-up based on name/barcode substrings.

Workflows

Following Circulation Advisory recommendation and universal approval from Circulation Users Group, Dave Pacin has modified the Display User wizard field display to include Email.

In addition to this field change, Circulation Advisory will be determining which, if any, address field information should be display in the Identify user section of Workflows screens.

A sub-committee of Circulation Advisory has been formed to identify field redundancy and make recommendations on address and extended information field consolidation. This work is required to reconcile fields migrated with new libraries in May and to help establish more succinct fields (e.g. PHONE1/PHONE2, versus PHONE, HOMEPHONE, WORKPHONE, CELLPHONE). This field consolidation and normalization will be helpful prior to NCOA patron record processing.

Acquisitions and Serials

Sam and Vickie visited Messenger Public Library of North Aurora on Thursday, July 19th to review acquisition processes and brainstorm on efficiencies. As our number of acquisition libraries has more than doubled, members are experiencing bottlenecks in processing. Working with members and SirsiDynix we hope to find ways to make this more efficient for our members and avoid delays they have experienced.

During migration bibliographic clean-up, our Bib Services team has been instrumental in helping to resolve problems. Sam and Vickie are working closely with our Bibliographic Services team and developing training for our internal staff.

SWAN User Experience (Tara Wood)

Enterprise

In July we added item barcodes to current checkouts in Enterprise's My Account so that patrons can more easily identify items that might have the same call number, which includes games, kits, and other items.

We completed moving all libraries to the new Enterprise layout, with standard links for hours and contact information in the Library Information dropdown menu, and hours display on the catalog landing page.

An upgrade to Enterprise 5.0.0.6 took place during early morning hours of August 21st. This upgrade will correct the problem with eResource Central titles containing a diacritic. All characters before a diacritic don't display, so you see something like 's Choice instead of Sophie's Choice.

I have also been working with Scott Brandwein to improve the 'Author' field. Currently, if you have a record with, for example, "Smith, Zadie" and another with "Smith, Zadie (author)", you will receive different results based on how the author was entered. We have a solution that will go up soon to make sure those records are grouped together.

OpenAthens and Articles Search

We have been working with EBSCO and Open Athens to develop improvements to the OpenAthens and Articles Search setup process. Our goals include providing a clear outline to libraries of the steps they will need to take and a clear timeline, so members know how long the process will take when they request a new Articles search set up or "Athenized" links. We're also excited for our new Electronic Resources Coordinator Robin Hofstetter to start, and we're setting up Open Athens and EBSCO training so Robin can hit the ground running.

Enterprise, eResource Central & BiblioBoard

We have received some inquiries regarding availability of a connector in Enterprise for BiblioBoard. SWAN has added this connector and currently Flossmoor is using the electronic resource. We encourage other libraries interested in requesting this connector to test drive Flossmoor's catalog. The following search highlights some of the BiblioBoard image content which is included with the collection:

https://catalog.swanlibraries.net/client/en_US/fms/search/results?qu=sorority&te=ERC_ST_FMS

If you would like to add BiblioBoard to your catalog, please submit a help ticket.

OCLC WorldCat

St. Charles has transitioned to WorldCat Discovery/WorldShare ILL for patron-initiated ILL requests. We are using the process from this pilot to transition our entire membership to WorldCat Discovery for a more uniform solution across our membership. OCLC consulting is working with us to gather the credentials we need to set up the remaining libraries, and we will reach out to SWAN members when their WorldCat Discovery instance is ready. Once documented, we will share this solution with the entire membership through a webinar and will help in this configuration for a more uniform solution across our membership.

DUX Strategic Planning & Enterprise Usability Testing with Library Patrons
The DUX members provided discovery-related design challenges for the group to address over the next year, and we agreed to develop our first usability testing effort, to be conducted in Fall 2018.

In the June meeting, DUX prioritized the design challenges identified in our strategic planning. Through two prioritization activities (a dot vote and prioritization matrix), DUX identified three challenges to focus on in our upcoming usability test:

- Improve findability of physical items vs. electronic items
- Improve the holds process
- Improve facets and format options

St. Charles, Tinley Park, and Oak Lawn have volunteered to host the usability tests with their patrons, tentatively set for late September and/or early October.

We will do some baseline testing of the current catalog, and some testing of prototypes of new features. These include a tabbed search interface with sections for physical items, downloads, and articles; changes to facets and facet labels; and StackMaps, a third-party application that displays a map of libraries' collections in the catalog. We are currently finalizing prototypes and are on track for testing in late September and early October.

SWAN Support Site Redesign
The support site redesign has picked up steam again, now that the migration is over. We have set a target of December 2018 to complete this project, though of course the work is never done! This will be Phase I, with two major goals: clean up the content on the site and move to a newer version of Drupal that will allow us to more easily make future enhancements.

User research is very important to us in defining what the site needs to do. Tara and Dawne scheduled interviews with stakeholders in our membership, with a goal of getting a sense of our members' different needs and inform our next round of research.

SWAN staff interviewed 5 participants to identify common tasks, needs, and next steps in our research process. Interviewees included:

- 2 members of the Circulation Advisory group

- 2 members of the Cataloging Advisory group
- 1 member of the SWAN board

Additional research activities will include in-person usability testing, as well as online activities. We completed the online "card sort" open to the membership that will help to define clear menus and organization for the site, that better match our members' mental models. RAILS graciously provided access to the online tool Optimal Sort.

Brian Smith from RAILS has been hard at work incorporating feedback from a focus group conducted with DUX in March. He has a test support sites for SWAN and PrairieCat, and that will be ready soon for SWAN staff to start populating with content and a menu structure.

SWAN has been digging into the content on our site, completing a content inventory of documentation. We will use to this to rework and in some cases, retire, our documentation, and to set use the card sort results to see what labels make the most sense to members. A major goal of the redesign is to remove PDFs for documentation and rework them as searchable web pages. In addition to improving searchability, web pages will allow SWAN staff to more easily find, update, and automatically track changes so documentation is more accurate for our members.

In addition, the support site content team participated in an activity to define our new content model. The content model defines what kinds of content we have, and the relationships between that content. We've passed the results of this activity to Brian Smith at RAILS, and he will be incorporating the fields and content types we identified into the new site structure.

The content weeding process is almost complete, and we have been developing a content strategy, style guide, and publication standards for new site content. In September, the content team will participate in trainings in using Drupal, writing for the web, and writing technical content.

Though the weeding process has identified a large portion of content we can retire, we are also seeing some gaps in our documentation. We are working under the principle of delivering a 'minimum viable product' – not all of the bells and whistles initially, but the minimum amount of documentation our membership needs. After launch, we will continue to expand upon that baseline set of documentation based on work with our advisory groups and members.

SWAN Mobile Capabilities & Presence

September 6, 2018 Membership Update

Prior to SWAN's migration to SirsiDynix solutions in April 2015, mobile applications used by SWAN libraries were primarily met via Boopsie and Library Anywhere. SWAN continues to support these vendors. Additional vendors have recently come forward with mobile app solutions, such as Communico. These vendor integrations are supported by SWAN through specific requirements of the vendor, such as scheduled extracts of the SWAN bibliographic catalog, or through authentication via SIP2 or Web Services.

BookMyne: 2015-Now
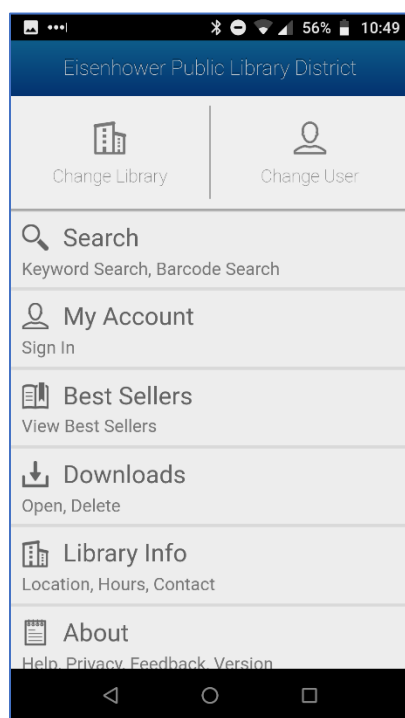
SWAN's agreement with SirsiDynix provided the BookMyne app, available to all SWAN libraries. This mobile application was made available in 2015. The app is a single download found in Apple or Google stores under "BookMyne."

With the 4.0 version of BookMyne, many of the differences between the iOS and Android versions were ironed out. SWAN administers the application within BLUEcloud Central, which is the system administration platform for the growing suite of SirsiDynix solutions.

Patrons can search for nearby libraries and set their home library, which the BookMyne app will retain.

BookMyne Plus (2016 Pilot)

SirsiDynix included in the solutions for SWAN an enhanced mobile application called BookMyne Plus. SWAN conducted a test of the application with three libraries and shared the findings at the March 2016 Quarterly meeting.

The Plus version was only available for Apple/iOS only, with no plans for Android release. The Apple store would only have a "SWAN Libraries" app for download. Once installed, the individual library branding was possible, but limited: events, etc. no e-books.
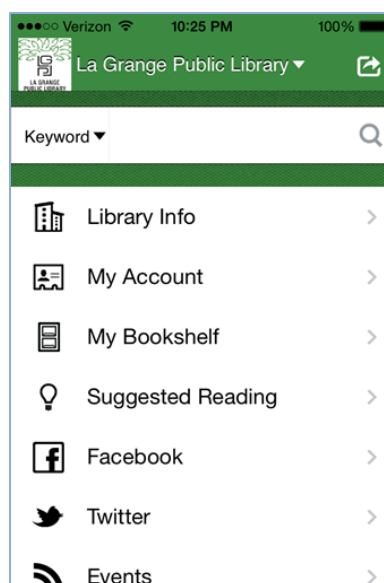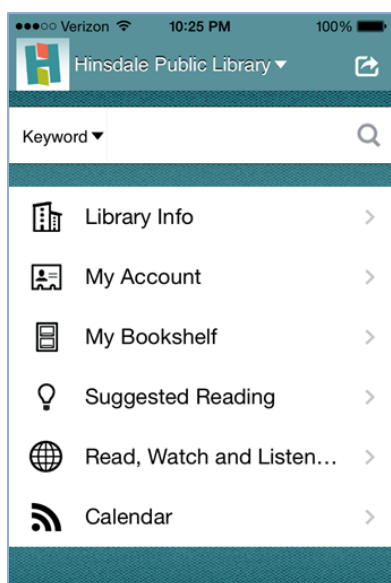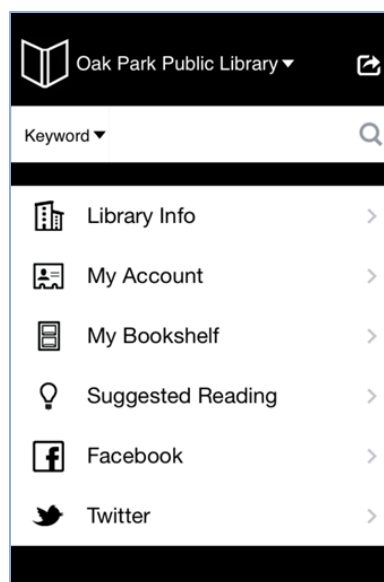
BookMyne Plus screen captures of iOS app, and three pilot library configurations

Configuration and development of this SWAN Libraries Bookmyne Plus application has not been further developed and the newly added libraries to the SWAN consortium do not appear in the list of libraries. Since this app is no longer being developed, SWAN has elected to remove this app from the Apple App store. Patrons who have downloaded the app can still use it, but it will no longer be discoverable to patrons who wish to download.

BLUEcloud Mobile

In 2016 SirsiDynix partnered with a mobile app development company Solus to build a new mobile application for customers. This development took place throughout 2017. The 1.0 version was released in early 2018. At the March 2018 Quarterly meeting, SWAN shared that Mobile was in public release for three customers: Frisco Public Library, Sonoma County Library, and CLEVNET.

As of this summer, 2 consortia are now live on BLUEcloud Mobile: CLEVNET and CCRLS. Each consortium has deployed BLUEcloud Mobile in the centralized configuration: patrons search for the mobile app in iOS or Android stores under the consortium name.
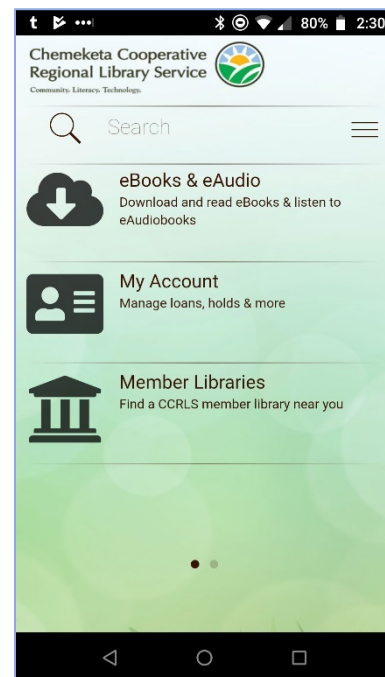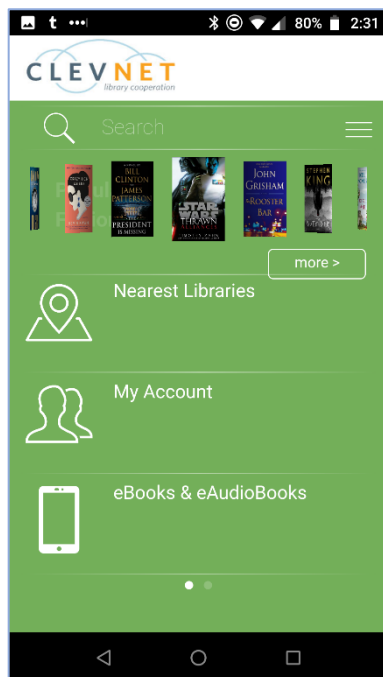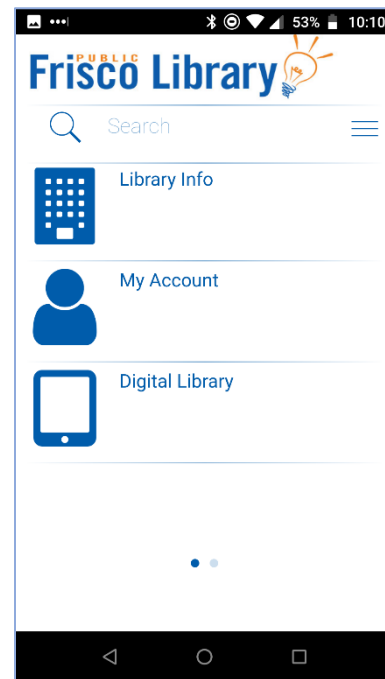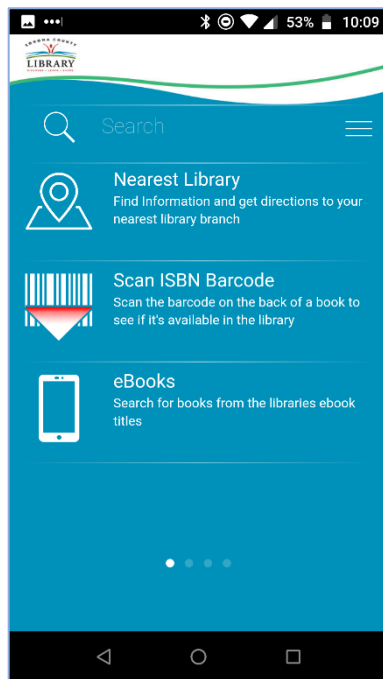
Top row: two individual library BLUEcloud Mobile
Bottom row: two BLUEcloud Mobile consortium configurations

SWAN has monitored the development of Mobile as a possible replacement for BookMyne.

Capabilities:

- Individual library branding
- Individual library content, such as events
- eResource Integration
- Integration with a new BLUEcloud Search, which is real-time catalog searching, requiring no harvests or extracts
- My Account features for holds, checkouts, suspending holds
- Multiple library barcode storage that could be helpful for families

Additional Cost Options:

- Library specific version which enables Library name searching within App Store e.g. Alsip Public Library

What is under development?

- Axis360 and Overdrive integration with Mobile, with one-click download of content, no additional app or website required
- Ability to pay fines via BLUEcloud Mobile within SWAN's BLUEcloud Commerce (ProPay)
- Format filters that reflect SWAN's format categories
- Push notifications for overdue and holds

Integration of check out/charge history is not on the development schedule.

BLUEcloud Mobile Kids App

There is a mobile app under development for kids. This will be quite different from Mobile, utilizing online games, in addition to searching the catalog. The approach is to gamify the library experience and interaction with the library catalog.

Recorded SirsiDynix Webinar: conducted August 28, 2018

The most recent BLUEcloud Mobile webinar is available for viewing.

 http://go.sirsidynix.com/How-to-Increase-Community-Engagement-with-BLUEcloud-Mobile-On-Demand-Reg.html

Additional Considerations

Should SWAN provide BLUEcloud Mobile for all member libraries if our Enterprise catalog interface is responsive to mobile devices such as smartphones or tablets?

SWAN has prepared the Enterprise 5.0 profiles for all libraries for the upcoming release of Enterprise 5.0.1 that will have "mobile" capabilities. The release of 5.0.1 is targeted for October-December Q4 2018 release.

Continued support for the older BookMyne for all libraries could prove challenging for libraries if patrons are using BookMyne and Mobile, e.g. instructions and promotional materials. It would make

sense for SWAN to sunset use of BookMyne in favor of the new BLUEcloud Mobile product if/when the SWAN membership adopts BLUEcloud Mobile.

What Will This Cost?

Pricing is under discussion with SirsiDynix. Options include having BLUEcloud Mobile for individual library branding for those libraries that would prefer a library mobile app in iOS and Android that could be found under their library name.

SWAN could provide a single BLUEcloud Mobile app under the SWAN name should costs prove to be prohibitive for each library to have an individual library branded app. However, having individual library versions available for those libraries that want them is our intended goal.

SWAN expects to finalize pricing as part of the budget process that will begin in December.

Admitting Green Hills Public Library District to SWAN

SWAN Board Recommendation

The GREEN HILLS PUBLIC LIBRARY DISTRCT has requested full membership in the SWAN consortium. Approve the admission of the GREEN HILLS PUBLIC LIBRARY DISTRCT as a full member of SWAN contingent on receiving written notification of final approval from the Green Hills Public Library Board.

Location
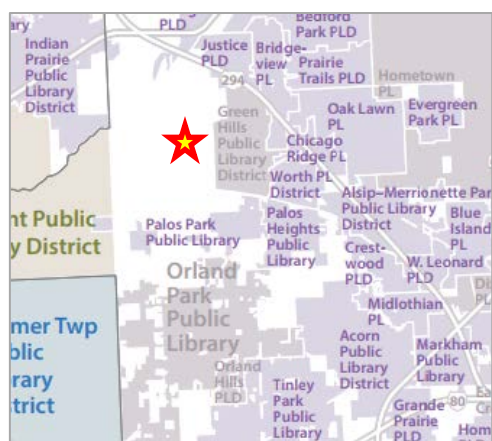
Green Hills Public Library District is in the heart of "SWAN country." Located at 8611 West 103rd Street, Palos Hills, IL 60465, Green Hills Public Library District borders as many as 8 SWAN libraries. Many of their patrons already are SWAN users. As of August 4, 2018, 2,711 Green Hills patrons represent the second highest level of registered reciprocal borrowers in SWAN (after Chicago Public Library).

Background

Currently a SirsiDynix Symphony library and a SWAN Internet Access Member, Green Hills has a distinct advantage because the library already uses the SirsiDynix Symphony ILS. Library Director Jane Jenkins anticipates this will be an easy transition into SWAN for the library staff. Green Hills Public Library District was once a part of SWAN but in 1998 the director disagreed with the chosen ILS and decided to use the Dynix ILS product (before the Dynix merger with Sirsi). Since that time Green Hills has migrated to the Symphony ILS and Enterprise OPAC.

Green Hills approached SWAN for membership in June 2016 for membership and has waited for SWAN to complete the addition of the 19 libraries from LINC and MAGIC.

Project & Funding

We anticipate that the Green Hills Public Library District will be awarded the RAILS Catalog Grant to the amount of $27,144 which will cover the total migration costs, the one-time SirsiDynix licensing costs. SWAN's FY19 budget includes these project expenses, and the reimbursement of one-time costs, plus the pro-rated SWAN membership fees once circulation on SWAN begins.

Green Hills is not requesting to join SWAN as a full cataloging library member at this time.
Information we have received from SirsiDynix indicates it would take 8 weeks for migration. Pending final approval of a project plan with SirsiDynix and SWAN staff, the project would probably begin around October 2018. Training would be two in-service days at the library and would not be a complicated process

as Green Hills is already a Symphony ILS customer. The go-live would be anticipated in February 2018, again, pending final project plan approval with the SWAN Executive Director.

SWAN Annual Fees estimate

Library	Base + Funding Fees (No State LLSAP Grant)	State LLSAP Grant Discount	Fee Total (FY20 Est)
Green Hills Public Library District	$43,818	($6,372)	**$37,446**

Library Information (IPLAR Data)

Library Director: Jane Jenkins
Library Type: District Library
Located: Cook County
Population: 31,533
Card holders: 15,485
Website: http://www.greenhillslibrary.org
Catalog: https://ghpl.ent.sirsi.net
Bookmobile: no
Fiscal year: July - June
Building square footage: 31,000

Budget
Annual 2017 Revenue: $2,765,232
Printed Materials Budget: $152,165
Electronic Materials Budget: $103,155
Other Materials: $59,727
Total Materials Budget: $315,047

Collection
Titles: 49,727
Items: 60,583
Print Collection: 48,739
E-Book Collection: 53,933
E-Audiobook Collection: 15,488
Video Streaming: 1,941
AV Collection: 13,208
Print Serials Collections: 148
Books (Physical): 151,438
Video/DVDs (Physical): 9,974
Magazine/Periodicals (Physical): 3,592
Other Physical Items: 1,229

Annual Circulation
Total: 271,707
Adult Materials Loaned: 154,004
Young Adult Materials Loaned: 4,835
Children's Materials Loaned: 112,868
E-Resource Retrievals: 13,970
Number of interlibrary loans loaned to other libraries: 194
Number of interlibrary loans borrowed from other libraries: 807
Number of materials loaned to reciprocal borrowers: 6,209
Number of materials loaned to Green Hills reciprocal borrowers from SWAN libraries: 11,977

ILS Information

Green Hills Public Library is currently running on Symphony, supported by the vendor SirsiDynix. The library does not use the Symphony Acquisitions and Serials. The library catalog uses Enterprise, integrating e-book titles with eResource Central.

Anticipated Impact on SWAN

1. The SirsiDynix agreement with SWAN allows for the addition of new member libraries. One-time SirsiDynix costs for Green Hills to join SWAN are $27,144, which will be paid by the RAILS LLSAP Membership Grant. Green Hills will increase the SirsiDynix annual maintenance for SWAN by $6,800.

2. The impact on SWAN network and ILS servers will be negligible. Green Hills will implement the firewall virtual private network (VPN) SWAN requires.

3. No significant integration issues are anticipated. Green Hills uses a Symphony ILS in a standalone software-as-a-service arrangement with SirsiDynix, so the data migration is straightforward.

4. Funding and sustainability of SWAN will be impacted favorably as the addition of Green Hills will help offset SWAN operating costs and increase the annual amount contributed to the reserve fund fee. Adding a library to SWAN will increase the number of materials within the consortium.

5. Reciprocal borrowing transactions currently processed for Green Hills patrons as external NON_SWAN borrowers will be treated as SWAN patrons and ILL between SWAN libraries, eliminating the duplication of account verification with Green Hills before creating patron accounts – SWAN libraries will have direct access to these patron accounts as any other SWAN library (2,711 reciprocal borrower patrons, 11,977 checkouts from the past year).

Recommendation to Set SWAN Impact Fee

SWAN Board Recommendation

The SWAN Board recommends SWAN assess and collect a fee from new member libraries as a contribution towards SWAN's reserves. While this fee is referred to as an "impact fee" in SWAN Bylaws, what was established with the addition of the New 19 is the fee collected goes to SWAN's reserves. This is logical and fair, as the existing cash reserves have been built over the years by current SWAN libraries.

Previous versions of the impact fee attempted to recoup any SWAN staff time spent on adding libraries. Rather than set a joining fee at the time of deciding to admit a library for SWAN membership, SWAN should use a formula whereby the amount of the fee collected for reserves is based on 25% of the estimated membership fee for the prospective library. This will allow SWAN to provide the prospective library all known costs up front and allow budget planning to account for the contribution to SWAN reserves.

Please note that the RAILS Catalog Grant that funds the one-time costs of joining an LLSAP will no longer pay the joining/impact fees or the first year of OCLC membership fees.

Overview of SWAN Bylaws

The SWAN Bylaws (adopted September 7, 2017) present conflicting requirements for Membership approving the sum of money collected as an impact fee.

> Article IX Section 2 (C). The new Member Library shall pay to SWAN such sum of money as an impact fee as proposed by the Board and approved by a majority of all members present at any regular or special meeting. The new active Member Library shall also pay a pro-rated share of SWAN's budgeted expenses for the fiscal year then current (in accordance with Article V, Section 7). For purposes of these Bylaws, the Members of SWAN are referred to as "Member Libraries," the terms "Member Libraries" and "Member Library" include each new Member Library as of the effective date of its active membership in SWAN.

Per Article IX Section 2 (c), the resolution requires that Impact Fees be "approved by a majority of all members present at any regular or special meeting."

Per Article IX Section 6, the resolution requires that Impact Fees have an affirmative vote of 2/3 of all members.

> 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; initial budget at March Quarterly)

Bylaws & Revisions (In-person affirmative vote of 2/3 of all members present at any regular or special meeting is required)

Annual Fees (In-person affirmative vote of 2/3 of all members present is required; at March Quarterly)

IGA Amendments (Affirmative vote of 2/3 of all members)

Dissolution of SWAN (Affirmative vote of 2/3 of all members)

Adding New Member Libraries (Affirmative vote of 2/3 of all members)

Impact Fees (Affirmative vote of 2/3 of all members)

Adding Libraries to Other Levels of Participation (Majority vote)

Election of Board Members (Majority vote)

Changes to Fiscal Year (Majority vote)

The Board may seek input from Member Libraries in the form of an electronic vote on any issue related to the ILS or operations of SWAN and shall determine whether a majority vote or supermajority vote is required for approval of a specific matter, unless a specific voting requirement is set forth elsewhere in these Bylaws or required by law. The SWAN Executive Director shall tally the vote and report it to the Board. The Board shall ratify the vote of the Member Libraries.

The vote of 2/3 of all libraries is required for adding new libraries and setting an Impact Fee. Additionally, the "Board may seek input from Member Libraries in the form of an electronic vote… unless a specific voting requirement is set forth elsewhere in these Bylaws or required by law."

Membership Recommendation
SWAN will hold an electronic vote to set the Impact Fee for all new libraries at 25% of the estimated annual SWAN Membership Fee. The SWAN Board should ratify the vote of the Membership to ensure the will of the membership is carried out.

"Resolved, per SWAN Bylaws Article IX Section 2 (c), the SWAN Members set an Impact Fee of 25% of the estimated SWAN Membership Fee that will be applied to all future libraries considered for SWAN full membership approval."