

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

AGENDA January 25, 2019 - 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 January 25, 2019 SWAN Board Meeting Agenda (Exhibit pgs. 1-2)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE JANUARY 25, 2019 SWAN BOARD MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, December (Exhibit pgs. 3-9)

a. Balance sheet and detail of expenditures for December 2018

b. Approval of the payment of bills for December 1, 2018 through December 31, 2018 in the amount of \$170,236.30

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

5. Action Item – Acceptance of the October 19, 2018 SWAN Board Meeting Minutes (Exhibit pgs. 10-14)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE OCTOBER 19, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED

6. Action Item – Acceptance of the November 16, 2018 SWAN Board Meeting Minutes (Exhibit pgs. 15-22)

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

7. Action Item – Acceptance of the December 21, 2018 SWAN Board Meeting Minutes (Exhibit pgs. 23-27)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE DECEMBER 21, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED

8. Reports

- a. Board President Report
- b. Executive Director Report (Exhibit pgs. 28-30)
- c. Operations Report (Exhibit pgs. 31-40)
- d. Treasurer Report
- e. Board Calendar (Exhibit pgs. 41-43)

9. Action Item – Recommendations on Strategic Plan 2019-2023: Identity, Mission, Vision, Assessment, and Tactical Plan (Exhibit pgs.44-50)

10. Discussion Item – Review SWAN Tactical Plan (Exhibit pgs. 51-63)

11. Discussion Item – Review Governance Study Committee Written Charge (Exhibit pg. 64)

12. Discussion Item – Review Operational Task Force Written Charge (Exhibit pg. 65)

13. Discussion Item – Review Fiscal Year 2020 Budget, Membership Fees, and Reserves Worksheet (Exhibit pgs. 66-79)

14. Discussion Item – Review February 5, 2019 Committee of the Whole Meeting Agenda (Exhibit pg. 80)

15. Next Board Meeting

The next SWAN Board Meeting will be held on February 15, 2019 at SWAN Quail Ridge at 9:30 a.m.

16. 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, 2021
Ted Bodewes	Thomas Ford Memorial Library	President	July 1, 2020
Stacy Wittmann	Eisenhower Public Library District	Vice President	July 1, 2021
Rich Wolff	Tinley Park Public Library		July 1, 2019
Doug Losey	Hillside Public Library		July 1, 2019
Tiffany Verzani	Elmwood Park Public Library	Secretary	July 1, 2019

December 2018	YTD Actual	FY19 Revised Budget	50%
Revenues	1,604,389.53	3,114,401.00	52%
Expenses	1,530,024.03	3,184,484.00	48%
Excess of Revenues over (under) Expenses	74,365.50	(70,083.00)	

SWAN
Balance Sheet
As of 12/31/2018

	Balance End Of Month	Average Interest Rates & Interest Earned during December
Assets		
Cash & cash equivalents		
Cash- MaxSafe	1,568,699.64	2.350% \$ 3,119.58
Cash- Hinsdale Bank Checking	<u>352,047.18</u>	0.000% \$ -
Total Cash & cash equivalents	1,920,746.82	Investment Income <u><u>\$ 3,119.58</u></u>
ProPay Funds		
ProPay Funds	<u>80.80</u>	
Total ProPay Funds	80.80	
Accounts receivables		
Accounts Receivable	<u>31,027.37</u>	
Total Accounts receivables	31,027.37	
Prepaid expenses		
Deposits	23,467.08	
Prepaid Expenses	<u>373,009.55</u>	
Total Prepaid expenses	396,476.63	
Capital assets, net		
Building And Improvements	6,895.00	
Equipment	36,500.50	
Computers	324,383.36	
Accumulated Depreciation	(294,246.41)	
Total Capital assets, net	73,532.45	
Other Assets		
Deferred Outflows - OPEB	<u>6,383.00</u>	
Total Other Assets	<u>6,383.00</u>	
Total Assets	<u><u>2,428,247.07</u></u>	
Liabilities		
Accrued Liabilities		
Accrued Liabilities	<u>1.10</u>	
Total Accrued Liabilities	1.10	
Other Postemployment Benefits		
Postemployment Benefits	<u>36,924.00</u>	
Total Other Postemployment Benefits	36,924.00	
Deferred revenue		
Deferred Revenue	85,073.96	
Deferred Revenue - MAGIC Fee Supplement Grant	<u>235,698.00</u>	
Total Deferred revenue	320,771.96	
Compensated absences		
Compensated Absences	<u>82,948.91</u>	
Total Compensated absences	82,948.91	
Facilities		
Rent Payable	<u>51,750.97</u>	
Total Facilities	51,750.97	
Other liabilities		
Deferred Inflows - OPEB	<u>3,954.00</u>	
Total Other liabilities	<u>3,954.00</u>	
Total Liabilities	<u><u>496,350.94</u></u>	
Net Assets		
Beginning Net Assets		
Unrestricted	1,857,530.63	
Total Beginning Net Assets	1,857,530.63	
Current YTD Net Income	<u>74,365.50</u>	
Total Net Assets	<u><u>1,931,896.13</u></u>	
Total Liabilities and Net Assets	<u><u>2,428,247.07</u></u>	

SWAN
Statement of Revenues and Expenses
From 12/1/2018 Through 12/31/2018
(50.00% through FY2019)

		Current Month Actual	Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail
Revenue								
4050	Other Grants	0.00	100.00	39,875.56	600.00	1,200.00	3,322.96%	RAILS New 19 LLSAP Grant Revenues for Remainder of First Year OCLC Fees and RAILS SWANstravaganza Grant
4060	Fees For Services And Materials	205,101.83	205,102.00	1,230,610.98	1,230,612.00	2,468,716.00	49.84%	SWAN Quarterly, Annual, and Semi-Annual Fees
4061	Internet & Enhanced Access Fees	707.60	608.00	4,245.50	3,648.00	7,300.00	58.15%	SWAN Annual Internet Access Fees
4070	Reimbursements	0.00	2,542.00	11,697.26	15,252.00	30,500.00	38.35%	Member Reimbursements for SWANstravaganza Meals and SWANstravaganza Vendor Table Registration Fees
4071	Reimbursements - Lost Materials	0.00	0.00	206.39	0.00	0.00	0.00%	Reciprocal Borrowing and ILL Losses
4072	Reimbursements - Collection Agency Fees	0.00	75.00	90.00	450.00	900.00	10.00%	Reciprocal Borrowing and ILL Loss Collection Agency Fees
4075	Group Purchase Receipts	180.00	0.00	660.00	0.00	0.00	0.00%	Credit Card Swipes for Members
4080	Investment Income	3,119.58	567.00	17,511.44	3,402.00	6,800.00	257.52%	Interest
4090	Other Revenue	49,915.44	49,916.00	299,492.40	299,492.00	598,985.00	49.99%	RAILS Support to SWAN
Total Revenue		259,024.45	258,910.00	1,604,389.53	1,553,456.00	3,114,401.00	51.52%	
Expenses								
5000	Library Professionals	24,737.10	24,916.00	161,954.61	161,950.00	323,900.00	50.00%	Staff Salaries
5010	Other Professionals	58,180.62	74,208.00	380,207.49	482,350.00	964,700.00	39.41%	Staff Salaries
5020	Support Services	24,151.85	19,862.00	129,856.57	129,100.00	258,200.00	50.29%	Staff Salaries
5025	Vacation Expense	0.00	0.00	0.00	0.00	2,800.00	0.00%	Compensated Absences for Vacation Time Accrued
5030	Social Security Taxes	7,785.64	9,108.00	48,960.45	59,200.00	118,400.00	41.35%	Social Security Taxes
5050	Worker's Compensation	245.17	183.00	1,834.48	1,098.00	2,200.00	83.38%	Worker's Compensation Insurance
5060	Retirement Benefits	10,244.36	10,892.00	64,675.61	70,800.00	141,600.00	45.67%	Retirement Benefits and Retirement Plan Fees
5070	Health, Dental, Life And Disability Insurance	18,262.95	19,358.00	86,800.58	116,148.00	232,300.00	37.36%	Health, Dental, Life & Disability Insurance
5080	Other Fringe Benefits	0.00	208.00	0.00	1,248.00	2,500.00	0.00%	Tuition Reimbursements
5085	Wellness Benefits	549.99	425.00	1,638.60	2,550.00	5,100.00	32.12%	Staff Wellness
5100	Recruiting	0.00	75.00	158.60	450.00	900.00	17.62%	Background Checks and Job Postings
5110	Print Materials	0.00	667.00	1,927.99	4,002.00	8,000.00	24.09%	Printed Materials Including SWAN Branded Items for SWANstravaganza (partially offset by GL Account #'s 4050 and 4070)
5130	E-Resources	0.00	42.00	0.00	252.00	500.00	0.00%	ALA TechSource Subscription

SWAN
Statement of Revenues and Expenses
From 12/1/2018 Through 12/31/2018
(50.00% through FY2019)

		Current Month Actual	Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail
5140	Rent/Lease	8,420.31	8,420.00	58,942.17	50,520.00	101,044.00	58.33%	Facility Lease (Including Tenant's Share of Real Estate Taxes, Operating Expenses, and Insurance)
5150	Utilities	466.80	450.00	2,879.32	2,700.00	5,400.00	53.32%	Gas and Electric
5160	Property Insurance	123.00	123.00	738.00	738.00	1,476.00	50.00%	Flood Insurance
5170	Repairs And Maintenance	177.00	17.00	354.00	102.00	200.00	177.00%	Key Fob Maintenance and Other Facility Maintenance
5180	Custodial/Janitorial Service And Supplies	790.29	708.00	4,429.73	4,248.00	8,500.00	52.11%	Cleaning Services and Supplies
5190	Other Buildings and Grounds	0.00	8.00	0.00	48.00	100.00	0.00%	Security Camera Surveillance Subscription
5250	In-State Travel	0.00	183.00	1,277.04	1,098.00	2,200.00	58.04%	In-State Travel
5260	Out-Of-State Travel	0.00	917.00	727.07	5,502.00	11,000.00	6.60%	Out-of-State Travel
5270	Registrations And Meeting, Other Fees	420.66	242.00	1,287.46	1,452.00	2,900.00	44.39%	Snacks, Supplies, and Lunches for Meetings and Staff Events
5280	Conferences And Continuing Education Meetings	250.00	1,167.00	18,687.48	7,002.00	14,000.00	133.48%	Sirsi Dynix Training, Staff Conference Registrations, Usability Study Participant Gift Cards, and Swanstravaganza Expenses (partially offset by GL Account #'s 4050 and 4070)
5300	Liability Insurance	749.50	742.00	4,474.22	4,452.00	8,900.00	50.27%	General Liability, Crime, Cyber Crime, and D&O Insurance
5310	Computers, Software And Supplies	4,161.31	5,207.00	12,991.43	31,242.00	62,481.00	20.79%	Computer, Software, and Supplies under \$5,000 Individual Cost as well as Subscriptions for Adobe Creative Cloud, Adobe Acrobat Pro, LastPass, Microsoft Office 365, Panda Security, Asana Project Management, Go To Assist Software, Avangate Installer Software, StatusCake System Monitoring, Microsoft pfSense Usage, and Microsoft Azure
5320	General Office Supplies And Equipment	148.75	750.00	883.71	4,500.00	9,000.00	9.81%	Office Supplies and Equipment under \$5,000 Individual Cost Including Coffee
5330	Postage	0.00	75.00	8.11	450.00	900.00	0.90%	Postage
5380	Telephone And Telecommunications	1,569.84	1,675.00	8,778.61	10,050.00	20,100.00	43.67%	Phone, Chat, and Internet
5390	Equipment Rental	487.72	308.00	1,976.00	1,848.00	3,700.00	53.40%	Copier Lease and Usage

SWAN
Statement of Revenues and Expenses
From 12/1/2018 Through 12/31/2018
(50.00% through FY2019)

		Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail	
		Current Month Actual						
5400	Equipment Repair And Maintenance Agreements	47,747.22	40,974.00	290,644.57	245,841.00	491,683.00	59.11%	Sirsi Dynix Annual Maintenance, Sirsi Dynix eRC Connector, SMS Notifications, Sirsi Dynix JavaScript Enhancement, EBSCO Open Athens Subscription, EBSCO Discovery Subscription, VM Software License Costs, Dell Warranty, Lenovo Warranty, Sonicwall Maintenance, Smartnet Maintenance, NetGate Support, and Linux Software Maintenance
5410	Legal	0.00	150.00	336.00	900.00	1,800.00	18.66%	Legal Fees
5420	Accounting	5,200.00	833.00	5,200.00	4,998.00	10,000.00	52.00%	Audit and Actuary Expenses
5430	Consulting	84.17	5,425.00	29,730.02	32,550.00	65,100.00	45.66%	Strategic Planning Consulting, Management Association Costs, and Benchmarking
5435	Payroll Service Fees	252.05	317.00	1,603.18	1,902.00	3,800.00	42.18%	Paylocity Payroll Service Fees
5440	Contractual Staff	200.00	200.00	1,200.00	1,200.00	2,400.00	50.00%	Answering Service Costs
5450	Information Service Costs	22,839.56	22,767.00	136,412.28	136,602.00	273,200.00	49.93%	Formsite Membership Costs, OCLC Fees, Authority Processing, Syndetic Reviews, SSL Certificate Costs, Survey Monkey Subscription, MailChimp Subscription, ALA RDA Toolkit, and EBSCO Novelist Subscription
5460	Contract Agremt W/ Systems, Member Libraries & Cooperatives	0.00	0.00	34,875.56	0.00	0.00	0.00%	RAILS New 19 LLSAP Grant Expenses for Remainder of First Year OCLC Fees
5480	Other Contractual Services	3,955.37	1,842.00	15,055.23	11,052.00	22,100.00	68.12%	Unique Management Placements, Monthly Notice Printing, and HR Source Support Costs
5485	Group Purchases	0.00	0.00	711.50	0.00	0.00	0.00%	Credit Card Swipes for Members
5490	Depreciation	2,847.29	0.00	17,083.74	0.00	0.00	0.00%	Monthly Depreciation Expense
5500	Professional Association Membership Dues	0.00	33.00	250.00	198.00	400.00	62.50%	Professional Memberships for SWAN and Staff
5510	Miscellaneous	(409.71)	83.00	438.70	498.00	1,000.00	43.87%	Member Overpayments and Double Payments to be Reimbursed as well as Reciprocal Borrowing and Vendor Adjustments from Prior Years
5515	Miscellaneous - E-Commerce Fees	0.62	0.00	33.92	0.00	0.00	0.00%	Fees for SWAN ProPay Account Used for Testing
Total Expenses		<u>244,639.43</u>	<u>253,560.00</u>	<u>1,530,024.03</u>	<u>1,590,841.00</u>	<u>3,184,484.00</u>	<u>48.05%</u>	
Excess of Revenues over (under) Expenses		<u>14,385.02</u>	<u>5,350.00</u>	<u>74,365.50</u>	<u>(37,385.00)</u>	<u>(70,083.00)</u>		

SWAN

Check/Voucher Register - Check and Disbursement Register
 1003 - Cash- Hinsdale Bank Checking
 From 12/1/2018 Through 12/31/2018

<u>Effective Date</u>	<u>Vendor Name</u>	<u>Transaction Description</u>	<u>Check Amount</u>
12/5/2018	Employee Benefits Corporation	Renewal-Bestflex Premium	250.00
12/5/2018	HR Source	HR Support 11/15/18	1,252.00
12/5/2018	Imperial Surveillance, Inc.	Key Fob Service -Nov 2018-feb 2019	177.00
12/5/2018	Lauterbach & Amen, LLP	FY2018 Audit	5,200.00
12/5/2018	Limricc-Phip	Health Insurance for November 2018	22,900.31
12/5/2018	Wellness Insurance Network-WIN	Life Insurance for December 2018	193.42
12/5/2018	Quail Ridge Drive Investors, LLC	Facility Lease for January 2018	8,532.49
12/5/2018	Reliance Standard Life Insurance Co	LTD/STD for December 2018	890.60
12/5/2018	Unique Management Services, Inc.	Placements for November 2018	26.85
12/5/2018	Unique Management Services, Inc.	Notice Printing Service-November 2018	2,676.52
12/5/2018	Wells Fargo Vendor Fin Serv	Copier Lease	219.20
12/11/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:Dec. 8, 2018 Payroll	5,119.87
12/11/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:Dec. 8, 2018 Payroll	1,518.74
12/13/2018	Tara Wood	Travel Reimbursemnt-3/7-6/14/18	(112.27)
12/13/2018	Paylocity Corporation	Net Wages: Dec. 8, 2018 Payroll	37,639.07
12/13/2018	Paylocity Corporation	Payroll Taxes: Dec. 8, 2018 Payroll	15,756.41
12/14/2018	Paylocity Corporation	Payroll Service Fees: Dec. 8, 2018 Payroll	87.73
12/17/2018	First Bankcard	Dec. 2018 Credit Card Payment of Oct./Nov. Balances	5,108.16
12/19/2018	BuildingStars	Cleaning Service for December 2018	598.00
12/19/2018	Cintas #769	Mats for Doorway Entry	96.20
12/19/2018	Comcast	Internet Service-12/15/18-1/14/19	1,250.00
12/19/2018	ComEd	Electric 11/14-12/17/18	289.72
12/19/2018	Image Tec	Copier Maintenance 12/13/18-3/12/19	268.52
12/19/2018	Nicor Gas	Gas Use 11/13-12/12/18	177.08
12/19/2018	Tara Wood	Travel Reimbursemnt-3/7-6/14/18	112.27
12/19/2018	Unique Integrated Communications, Inc.	Answering Service	200.00
12/26/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:Dec. 22, 2018 Payroll	5,124.49
12/26/2018	ICMA Retirement Corporation	Retirement Deduction and Contribution:Dec. 22, 2018 Payroll	1,518.74

SWAN

Check/Voucher Register - Check and Disbursement Register
1003 - Cash- Hinsdale Bank Checking
From 12/1/2018 Through 12/31/2018

<u>Effective Date</u>	<u>Vendor Name</u>	<u>Transaction Description</u>	<u>Check Amount</u>
12/27/2018	Paylocity Corporation	Net Wages: Dec. 22, 2018 Payroll	37,369.20
12/27/2018	Paylocity Corporation	Payroll Taxes: Dec. 22, 2018 Payroll	15,631.66
12/28/2018	Paylocity Corporation	Payroll Service Fees: Dec. 22, 2018 Payroll	<u>164.32</u>
		Total 1003 - Cash- Hinsdale Bank Checking	<u>170,236.30</u>
	Report Total		<u>170,236.30</u>

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

October 19, 2018

1. Call to Order, Roll Call

President Bodewes called the meeting to order at 9:36 a.m. The following Board members were present to establish a quorum.

- a. Ted Bodewes
- b. Doug Losey
- c. Julie Milavec
- d. Tiffany Verzani
- e. Stacy Wittmann (arrived 9:38 a.m.)

2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director
Dawne Tortorella, SWAN Assistant Director
Dawn Bussey, Glen Ellyn Public Library
Edith Craig, St. Charles Public Library

There was no public comment.

3. Action Item

Acceptance of the October 19, 2018 SWAN Board Meeting Agenda

Losey moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE OCTOBER 19, 2018 SWAN BOARD
MEETING AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

4. Action Item

Approval of SWAN Finances for September

Milavec moved, seconded by Losey that it be

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

Motion carried by roll call vote with the following results:

Ayes: Bodewes, Losey, Milavec, Verzani, Wittmann

5. **Action Item**

Acceptance of the September 21, 2018 SWAN Board Meeting Minutes as amended (date and name correction).

Verzani moved, seconded by Losey that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE SEPTEMBER 21, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED

Motion carried by unanimous voice vote.

6. **Action Item**

Acceptance of the October 12, 2018 SWAN Special Board Meeting Minutes

Losey moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE OCTOBER 12, 2018 SWAN SPECIAL BOARD MEETING MINUTES AS PRESENTED

Motion carried by unanimous voice vote.

7. **ACTION ITEM**

Approve changes to the SWAN Circulation Policy

Milavec moved, seconded by Verzani that it be

RESOLVED, THAT THE SWAN BOARD APPROVES THE SWAN CIRCULATION POLICY AS PRESENTED TO BE EFFECTIVE IMMEDIATELY

Motion carried by roll call vote with the following results:

Ayes: Bodewes, Losey, Milavec, Verzani, Wittmann

8. **DISCUSSION ITEM**

SWAN Membership Survey Analysis

Discussion of the SWAN Membership Survey Analysis suggested that while the survey did not surface strategic revelations, findings could be useful to SWAN staff in addressing specific concerns and prioritizing work.

9. **DISCUSSION ITEM**

Analysis of IPLAR Data

Review of IPLAR data over time shows trends that are worth exploring more and further back in time. While there can be difficulty in reporting IPLAR data consistently, Board agreed that library Directors work to accurately report information. Reported data for circulation, collection size,

and budgets are more accurate than programming where data collections techniques may vary. Increase use of meeting space and library staff are providing more services outside of library space which may not be accurately captured in current IPLAR questions.

IPLAR data is considered reliable for surfacing trends and potential priorities.

10. DISCUSSION ITEM

Recommendations on Identity, Mission, & Vision

Board noted that the example provided by Consulting Within Reach (CWR) to illustrate “Software as End Product” vs. “Software as Transformative Platform” is in opposition to hard-wired respect for privacy. To have a productive discussion around this vision, the analogy or example must reflect our values.

The timeline was discussed. Curtis Chang will present remotely at the Special Board Meeting on November 1st. There are no actions steps required of the Board prior to this meeting. Chang will not be available to present to the membership at the December 6th Quarterly Meeting. The Strategic Planning Committee will meet to plan the presentation.

11. REPORTS

- a. Board President Report
None

- b. Executive Director Report
Skog provided an updated timeline on the strategic planning process.

Board would like to look at the support site at a Board Meeting. A preview of the Support Site will be added to the November 16th agenda. COSUGI discussion included interest in rankings, but that it was difficult to assess with limited knowledge of peer consortia. Excitement over responsive design.

- c. Operations Report
Recommendation to investigate RAILS Partnership Grants for partnership in work being done to provide an option for printing sticky labels.

Reminder of the operating system upgrade on November 7th and use of Symphony Bridge during this upgrade.

- d. Treasurer Report
None

- e. Board Calendar
Policy review will be moved later in the calendar due to Board priority in strategic planning. The Investment Policy should be targeted for review. November meeting will include approval of the 2019 calendar.

12. **DISCUSSION ITEM**

BLUEcloud Mobile Pricing

Skog presented the one-time setup costs and annual maintenance costs for providing BLUEcloud Mobile to the entire SWAN membership. There was consensus that SWAN should have a mobile app that patrons can elect to use or not. The only question is how it is paid for.

Finance Committee will meet to review timeline and funding. Board recommends using reserve funds to move this forward as this aligns with strategic discussions on use of reserves to move high-impact projects forward.

Use of reserve funds to support BLUEcloud Mobile requests approval by the membership and provides an opportunity to present details of BLUEcloud Mobile capabilities with the membership.

13. **INFORMATION ITEM**

FY20 RAILS LLSAP Grant

RAILS provided the LLSAP FY 2020 Support Allocation to the Consortium Committee, as well as specific allocation to SWAN in a letter to Skog. The SWAN award from RAILS is \$524,678.73. RAILS has eliminated fees for in-service contributions.

Skog shared that the funding formula was presented at the Consortia Committee meeting on October 15th. The SWAN membership formula takes the contribution from RAILS and applies it across the membership.

RAILS has also reinstated the Catalog Membership Grants to assist libraries joining a RAILS consortium. Green Hills and SWAN have submitted the application to support Green Hills in joining SWAN.

14. **INFORMATION ITEM**

SWAN Reserves Worksheet

The Board discussed the SWAN Six Year Reserves Plan as presented by Skog. Reserve funds have traditionally been used for hardware upgrade. As SWAN transitions to Infrastructure-as-a-Service cloud-based services will be incorporated into the operating budget rather than capital expenditure funded through reserves.

The Finance Committee will be meeting to review FY20 budget, reserves, and initial review of the FY18 Audit. Board will review the FY18 Audit at the November 16th meeting.

15. **Next Board Meeting**

The next SWAN Special Board Meeting will be held on November 1, 2018 at SWAN Quail Ridge at 9:30 a.m. The next SWAN Board Meeting will be held on November 16, 2018 at SWAN Quail Ridge at 9:30 a.m.

ADJOURNMENT

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

Motion carried and the meeting at adjourned at 11:37 a.m.

Minutes Prepared by Dawne Tortorella

Respectfully Submitted,

Tiffany Verzani
Board Secretary

SWAN BOARD MEETING MINUTES
800 Quail Ridge Drive, Westmont, IL

November 16, 2018

1. Call to Order, Roll Call

President Bodewes called the meeting to order at 9:32 a.m. The following Board members were present to establish a quorum.

- a. Jamie Bukovac
- b. Ted Bodewes, out at 11:58
- c. Doug Losey
- d. Julie Milavec
- e. Tiffany Verzani
- f. Stacy Wittmann
- g. Rich Wolff

2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director
Steven Schlewitt, SWAN IT Manager
Sharon Swanson, RAILS Staff Accountant
Edith Craig, St. Charles Public Library
Dawn Bussey, Glen Ellyn Public Library
Tuki Sathaye, Itasca Community Library

Comment from Dawn Bussey – LINC has been dissolved successfully.

3. Action Item

Acceptance of the November 16, 2018 SWAN Board Meeting Agenda

Rich Wolff moved, seconded by Doug Losey that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE NOVEMBER 16, 2018 SWAN BOARD MEETING
AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

4. Action Item

Approval of SWAN Financials for October

Bukovac moved, seconded by Rich Wolff that it be

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

Treasurer Bukovac suggested that budget line #5280 Conferences and Continuing Education Meetings have sub-account be created to track membership SWANx expenses separately from SWAN staff CE expenses.

Motion carried by roll call vote with the following results:

Ayes: Bukovac, Bodewes, Losey, Milavec, Verzani, Wittmann, Wolff

5. Action Item

Acceptance of the November 1, 2018 SWAN Special Board Meeting Minutes

Wolff moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE NOVEMBER 1, 2018 SWAN SPECIAL BOARD MEETING MINUTES AS PRESENTED

Corrections to the minutes were made prior to approval.

Motion carried by unanimous voice vote.

6. Action Item

Acceptance of the November 5, 2018 SWAN Finance Committee Meeting Minutes

Wolff moved, seconded by Verzani that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE NOVEMBER 5, 2018 SWAN FINANCE COMMITTEE MEETING MINUTES AS PRESENTED

Corrections to the minutes were made prior to approval.

Motion carried by unanimous voice vote.

7. Reports

a. **Board President Report**

None

b. **Executive Director Report**

Discussion over delinquent accounts for Harvey Public Library District and Calumet Park Public Library.

c. **Operations Report**

Reviewed as presented

Discussion of Enterprise Usability Study Fall 2018 Report included questions on what will be done with recommendations from the study? Skog shared that SWAN has reached out to SirsiDynix Library Relations Manager Pam Arnold for additional tracking and will review with their User Interface team at an upcoming meeting. SWAN can also write a formal request for custom work from SirsiDynix, spending from blocks of hours that are allocated from SirsiDynix Platinum Services each year.

Wittman shared that Eisenhower Public Library District performed a catalog study within library to complement the SWAN findings and will provide results to Skog. Wolff noted Tinley Park Public Library staff also performed an internal study of Enterprise. Wolff thanked Tara Wood for performing study. Bukovac questioned how this study fit within the previous study completed by the contractor Merge Design + Interactive. Skog explained these SWAN studies are an expansion of that study, with this most recent one focusing on Enterprise search facets.

d. **Treasurer Report**

None

e. **Board Calendar**

Reviewed as presented

Bukovac requested that once the February Committee of the Whole meeting is scheduled, it should be announced by December meeting to provide adequate notice.

8. Action Item

Acceptance of the FY18 Audit

Rich Wolff moved, seconded by Julie Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FY18 AUDIT RESULTS AS PRESENTED

Bukovac asked for clarification on the FY18 audit management letter, under the Defined Contribution (401) Plan – “Only one employee may make contributions to plan.” Skog explained this SWAN employee was grandfathered-in when this was created in 2012. Bukovac noted the wording in the audit “SWAN Administers Single-Payer Benefit Plan” would lead one to believe SWAN administers LIMRiCC and the terminology is confusing. Skog noted that SWAN “offered” benefits would be better wording.

Motion carried by roll call vote with the following results:

Ayes: Bukovac, Bodewes, Losey, Milavec, Verzani, Wittmann, Wolff

9. Action Item

Set Board and Membership Meetings for 2018

Wolff moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD APPROVE THE 2019 BOARD AND MEMBERSHIP MEETING SCHEDULE AS PRESENTED

Milavec noted she will miss August 2019 regular board meeting. It was noted that the meeting packet incorreced stated the June board meeting date as the 14th which should have been the 21st. This meeting date was corrected to June 21st. The board agreed to set the February Committee of the Whole meeting for Tuesday, February 5, 2019 at a location to be determined.

Motion carried by unanimous voice vote.

10. Discussion Item

Recommendations on Strategic Plan 2019-2023: Identity, Mission, Vision, Assessment, and Tactical Plan

General Discussion on Strategic Plan:

Skog updated the board on the structure of the initial strategic plan document. Curtis Chang from Consulting Within Reach reviewed the draft document and stated this is a solid approach for the written plan. Skog and the SWAN Management Team continues to work on Tactical Plan. SWAN Management Team has planned a full day of discussion, with additional meetings set for December and January.

President Bodewes stated he believes that the December 6th Quarterly meeting is not a good time to present tactical plan. The board should review the objectives, markers, rationale on the December 6th meeting.

Milavec noted that big ideas are in-place, that the document just needs fine-tuning and wordsmithing. Ideas such as usability testing could be considered as a training for member libraries. This would assist our members in performing this activity as feedback for SWAN and for their own library websites. This could be included in the Tactical Plan.

Discussion on Identity, Mission, Vision:

Skog shared that in 2016, Wittmann assisted with revising the Mission and Vision of SWAN. This document reflects that work.

Verzani suggested that the Vision statement need to acknowledge member, user, and patron experience. Bukovac noted this Vision statement reflects only membership, and that the statement is relevant for 2016, but needs a closer look based on the plan's acknowledgement of the patron.

Bodewes suggested that the Vision statement include patrons in first sentence, such as "Set standard of excellence for the experience of Member Libraries and their Patrons"

Bukovac commented that the Mission statement "encourage individual and collective growth" predated 2016, and questioned if this 2018 version should encourage individual growth? Perhaps that was relevant at the time for SWAN, but it might not be now.

Skog collected additional suggestions from the board and will incorporate these into a draft for the Strategic Planning Committee meeting scheduled for Friday, November 30th. Bodewes noted that the document will be in "draft" status for membership meeting on December 6th.

Bodewes stated the strategic plan needs to be made into something more understandable by membership. It is also likely there will be a more detailed document written for the SWAN Board as the audience.

Board discussion with each of the 6 strategic plan objectives is summarized below.

Discussion on Objective 1:

Board discussion focused on the collective ownership of problems and how to encourage participation of SWAN membership at all levels. Suggestions for rewording the rationale, markers, and guiding principles were made and recorded by Skog in the document.

There was agreement that language used by CWR to describe "the ILS" as the sole challenge within this objective could be viewed as too narrow.

Suggestions for the Tactical Plan under Objective 1 would be to include front line staff, and include the Cataloging Advisory Group for discussion of database and data integrity. This would entail a tactical approach to the database, not just thinking about Enterprise but quality of data.

Discussion on Objective 2:

Skog reviewed edits under this objective. The board agreed that when the CWR presentation references “open Source” it should be referred to as “library community driven software” in the written plan. The board discussed the rationale of objective 2, with suggestions for wording. Some of the wording used by CWR in this objective needs to be changed for a wider audience. Board suggestions for the markers under this objective were to have acknowledgement of R&D, or libraries embracing SWAN staff working in R&D.

Discussion on Objective 3:

Bodewes noted that the markers under objective 3 are specific because they should be as this objective is specific compared to the others.

Board discussion included suggestions for wording which Skog noted in the document.

Discussion on Objective 4:

Discussion on objective 4 concluded the markers were accurate, but the rationale needed some rephrasing. References by CWR’s presentation to open source initiatives made it sound like this is a “done deal” which is not necessarily the case when it comes to a written plan. Ensuring the patron perspective is important, and the guiding principles should be more reflective of this. It was suggested that changes include the patron in decision making as well.

Discussion on Objective 5:

Discussion on objective 5 focused on rephrasing for a wider audience. Suggestions were made to condense the markers and show progress in strengthening collective identity.

Discussion on Objective 6:

The board discussion on the wording of objective 6 focused on making this objective clearly focused on fundraising for research and development. It is important to avoid confusion where fund raising is concerned with this objective, as the purpose of this objective is to assist with activities related to the strategic plan and tactical plan. The Strategic Planning Committee will review the rewording of this objective on November 30th as part of the discussion of membership presentation.

11. Discussion Item

Recommendations on SWAN Resource Sharing

Skog reviewed the recommendations in the document, which included board discussion and action on Internet Access level membership, participation in SHARE Illinois, OCLC, and Find More Illinois. Overall, the board discussion was to set a direction on what is best for SWAN, not necessarily what is best for resource sharing organizations outside of SWAN. Some of the use of other services may require SWAN providing retraining. Other steps such as discontinuing Internet Access will require the board to know the implications if a decision were to be made, e.g. encourage libraries to participate in Find More Illinois or OCLC as an alternative to Internet Access. It will be important to prepare libraries if SWAN terminated Internet Access membership, so they know the process for the next school year (for school libraries participating).

Skog will include agenda items for upcoming SWAN Board meetings on Internet Access and SHARE Illinois. The board suggested this document be prepared for wider distribution at the December 6 Quarterly meeting.

12. Discussion Item

FY20 Draft Budget

Treasurer Bukovac updated the board on the Finance Committee meeting held on November 5th. The FY20 budget presented in this meeting's packet is the first draft. The February 2019 Committee of the Whole will be an opportunity for membership feedback prior to the approval at the March 2019 Quarterly meeting.

SWAN membership fee increases should include the "story" of why operating expenses have increased relative to things not under our control, e.g. personnel budget, etc. This message is important to Membership.

Board discussion included ways to keep vendor costs down, and that future discussions with EBSCO, OCLC, and SirsiDynix will be important to setting prescribed escalation increases.

The budget narrative document should use percentages to demonstrate how vendor subscriptions have increased-- use actual numbers and percentages. Also show the impact of RAILS funding going down for FY20. It was suggested to include an "Environmental Analysis" at the start of the narrative. The SWAN membership fee charts should be clearly labeled for the final version; be explicit on what these are.

Reserves:

The FY20 reserves worksheet was reviewed. The final BLUEcloud Mobile costs should be reflected in the final document.

13. Discussion Item

December Quarterly Meeting Agenda

Board requested an additional item to include in agenda: first look at new SWAN support site.

14. Information Item

SWAN Support Site Demonstration

Demo tabled for December Quarterly meeting.

15. Next Board Meeting

The next SWAN Board Meeting will be held on December 21, 2018 at SWAN Quail Ridge at 9:30 a.m.

Adjournment

Rich Wolff moved, seconded by Jamie Bukovac that it be

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

Motion carried and the meeting at adjourned at 12:29 PM.

Minutes Prepared by Steven Schlewitt

Respectfully Submitted,

Tiffany Verzani
Board Secretary

SWAN BOARD MEETING MINUTES
800 Quail Ridge Drive, Westmont, IL

December 21, 2018

1. Call to Order, Roll Call

President Bodewes called the meeting to order at 9:32 a.m. The following Board members were present to establish a quorum.

- a. Jamie Bukovac
- b. Ted Bodewes
- c. Doug Losey
- d. Julie Milavec
- e. Tiffany Verzani
- f. Stacy Wittmann
- g. Rich Wolff

2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director
Sharon Swanson, RAILS Staff Accountant
Dawne Tortorella, SWAN Assistant Director

There was no public comment.

3. Action Item

Acceptance of the December 21, 2018 SWAN Board Meeting Agenda

Wolff moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE DECEMBER 21, 2018 SWAN BOARD MEETING
AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

4. Action Item

Approval of SWAN Financials for November

Losey moved, seconded by Bukovec that it be

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

Motion carried by roll call vote with the following results:

Ayes: Bukovac, Bodewes, Losey, Milavec, Verzani, Wittmann, Wolff

5. Action Item

Board packet included minutes from the October 12, 2018 Special Board meeting in error.

~~RESOLVED~~ TABLED THAT THE SWAN BOARD ACCEPTS THE OCTOBER 19, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED.

Vote was tabled until January 2019 Board Meeting.

6. Action Item

Board packet included minutes from the November 1, 2018 Special Board meeting in error.

~~RESOLVED~~ TABLED THAT THE SWAN BOARD ACCEPTS THE NOVEMBER 16, 2018 SWAN BOARD MEETING MINUTES AS PRESENTED.

Vote was tabled until January 2019 Board Meeting.

7. Reports

a. Board President Report

Bodewes expressed positive feedback he had received from directors after the December Quarterly on SWAN Managers update. Membership enjoyed hearing details about the projects they were leading and getting to know SWAN managers better through this interaction.

b. Executive Director Report

Skog will be reviewing the FY20 budget in January for presentation at the February Committee of the Whole meeting. Library visits will resume after the start of the year.

c. Operations Report

Skog welcomed Ginny Blake as SWAN's Office Manager.

d. Treasurer Report

Blake will be working with RAILS Accounting to provide monthly letters to delinquent libraries.

e. **Board Calendar**

Closed session review will occur in February; will prepare for this review in January. Skog will add all Strategic Planning dates to the Board Calendar.

8. Action Item

Ratify FY19 Budget Revision:

Wolff moved, seconded by Bukovac that it be

RESOLVED, THAT THE SWAN BOARD APPROVES THE ADJUSTMENT MADE TO THE FISCAL YEAR 2019 BUDGET FOR JULY 1, 2018 THROUGH JUNE 30, 2019 AS VOTED ON BY THE SWAN FULL MEMBERS LIBRARIES ON DECEMBER 6, 2018: "LINE #5400 EQUIPMENT RENTAL, REPAIR AND MAINTENANCE AGREEMENTS BE REVISED FROM \$468,200 TO \$491,683 FOR THE SUBSCRIPTION OF BLUECLOUD MOBILE, AND THE FY19 BUDGET LINE #5430 CONSULTING BE REVISED FROM \$44,500 TO \$65,100 FOR THE ONE-TIME SETUP COST FOR BLUECLOUD MOBILE."

Motion carried by roll call vote with the following results:

Ayes: Bukovac, Bodewes, Losey, Milavec, Verzani, Wittmann, Wolff

9. Action Item

Approve RAILS LLSAP Support Grant for FY20

Wolff moved, seconded by Wittmann that it be

RESOLVED, THAT THE RAILS SUPPORT GRANT FOR FY20 BE APPROVED AS PRESENTED

Motion carried by roll call vote with the following results:

Ayes: Bukovac, Bodewes, Losey, Milavec, Verzani, Wittmann, Wolff

10. Action Item

Reschedule January 18, 2019 SWAN Board Regular Meeting

Verzani moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD APPROVES RESCHEDULING OF THE JANUARY 2019 SWAN BOARD MEETING TO JANUARY 25, 2019 AT 9:30 A.M.

Motion carried by unanimous voice vote.

11. Discussion Item

Recommendations on Strategic Plan 2019-2023: Identity, Mission, Vision, Assessment, and Tactical Plan

General Discussion on Strategic Plan:

Board members stated that they expected more active feedback after the Quarterly presentation.

Milavec was contacted by Edith Craig, Director of the St. Charles Public Library with concerns about Objective 4 (Objective 4: Increase Presence of the Patron Perspective). The objective, as written, seems dismissive of library staff expertise and their ability to identify patterns in patron behavior. Objective 4 also seems to remove the role of Advisory Groups and how those voices are heard by SWAN staff. There is a need to address better communication between SWAN staff and member libraries.

Skog indicated that member feedback and communication is a key component of all objectives. Bukovec shared that these concerns will be addressed in the tactical plan. Bodewes stated that membership advisory groups and roles should be addressed in the tactical plan.

Verzani asked that 501c3 considerations be included in budget for any support required to review and change organization structure. She also mentioned that continued transparency is crucial in any organizational structure.

Based on discussion and feedback, the following change is made to the Strategic Plan –

Objective 4: Increase Presence of the Patron Perspective

Change Markers (bullet 3) from:

SWAN staff can cite data in their claims about patron needs, and not solely rely on anecdotal/subjective impressions from library staff.

to:

SWAN staff can cite data about patron needs which includes member library staff insights.

12. Next Board Meeting

The next SWAN Board Meeting will be held on January 25, 2019 at SWAN Quail Ridge at 9:30 a.m.

Adjournment

Rich Wolff moved, seconded by Jamie Bukovac

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

Motion carried, and the meeting adjourned at 10:26 a.m.

Minutes Prepared by Ginny Blake

Respectfully Submitted,

Tiffany Verzani
Board Secretary

SWAN Executive Director Report

January 25, 2019

Strategic Plan 2019-2023

The strategic plan was updated per the board discussion last month, incorporating the wording suggested. The tactical plan was created with input from the SWAN management team.

For the Friday, January 25th meeting, I have included two written charges to form groups as part of the tactical plan.

Governance Study Committee

The strategic plan objective 3 specifies SWAN will review its governance structure and provide recommended changes. This written charge creates a group as an official committee of the SWAN Board. Committee work would begin after the SWAN Board is presented with an overview of the process of converting the SWAN organization to a 501c3 entity. Based on the tactical plan, the 501c3 analysis should be completed by July 2019. The committee would begin work some months after the SWAN Board decides on the 501c3 status. I believe once the pros and cons of the 501c3 conversion are understood, the Board can decide on how bylaws should be revised, what the SWAN membership agreement would look like, along with representation.

Library Services Operations Advisory Group

The written charge is to form a new advisory group that will report to the SWAN Executive Director. The purpose of this group to help with strategic plan objective 1. This group would form as soon as possible and be chaired by the SWAN Assistant Director. The SWAN management team is eager to identify membership unease and dissatisfaction into actionable items.

FY2020 Budget

The budget included in the January 25, 2019 meeting packet is the version that will be presented to the membership at the February 5, 2019 meeting at Oak Brook Public Library. The following has been completed for this budget:

- Public Library tax data updated. Academic, school, and special libraries metrics updated, per formula.
- Updated the SWAN support site with [fee formula explanation](#).
- Updated budget narrative, adding a summary of the budget on page 1.

One final note, Will County treasurer's office now shares library tax information online, so a FOIA request is no longer needed. The Will County treasurer office was very slow to respond to our FOIA. DuPage and Kane also share this tax data online. We only need to submit a FOIA request to the Cook County treasurer's office, and they are very prompt with responding.

Explore More Illinois & SWAN

RAILS is promoting a new program like the Museum Pass program which has been in place for public libraries for over ten years. This service is contracted with a vendor in California, named Quipu, and the service is called ePass. For this program to work, it requires patron authentication against the ILS. Our concerns about an insecure method for authentication were raised with RAILS, and some direct discussions with Quipu were arranged through Veronda Pitchford last summer.

The Explore More Illinois efforts to connect to SWAN would include Quipu writing new code to authenticate against SirsiDynix Web Services, rather than using SIP2. Dawne Tortorella, Steven Schlewitt, and I worked with Quipu to find out more about the ePass/Explore More Illinois product. Both Quipu and SWAN believe the technical solution to allow a secure, private exchange of patron information for the purposes of authentication with the ePass/Explore More Illinois is possible.

The steps to move forward would be to have Quipu (1) sign the [SWAN Vendor Access Policy](#), and (2) sign the SWAN nondisclosure agreement. RAILS would also have to approve the Vendor Access Policy and nondisclosure agreement, as they would be administering the ePass system and accessing patron information within ePass that was collected from SWAN.

SWAN is a steward of over 1 million patron records, so it is logical to put agreements in place which ensure this data will be kept private, and not violate any Illinois law. We have utilized nondisclosure agreements with many vendors for this purpose.

We provided Quipu the SWAN Vendor Policy for signature. After some questions were raised, I approached SWAN's attorney in August to see if some changes to the Vendor Policy could be made, as this was a fairly new policy (approved by the SWAN Board in September 2017). One of the areas of the software development under discussion was how Quipu collects some patron data as part of the ePass program and shares that data with participating museums/institutions. Our attorney responded with this comment in the Vendor Policy that was under discussion.

"I am concerned about vendors collecting patron data for distribution outside of SWAN and the Member Library, even with patron permission, because of the Illinois Library Records Confidentiality Act, 75 ILCS 70/1. I do not recommend that vendors be allowed to collect patron data for distribution outside of SWAN and Member Libraries given the clear language in the Act that "[t]he registration and circulation records of a library are confidential information." If SWAN and its Member Libraries allow vendors to use patron data for non-library purposes, the Act's confidentiality requirements could be violated."

I decided to set aside working with Quipu at that time, as other SWAN priorities were underway (strategic planning, server migration, adding Green Hills, among other things). It was not until January that SWAN was contacted by RAILS about Quipu integration. It was during this recent exchange with RAILS that I shared this comment raised by our attorney. I believe RAILS will investigate this further and provide me a response, so we can move forward.

SWAN Operations Report: January 25, 2019

Board Financial Report (Sharon Swanson)

Notes to the December 2018 Financials:

SWAN has received payment for 100% of the total invoiced second quarter SWAN fees of \$591,143.25. The libraries with outstanding prior period SWAN fees, as of December 31, include:

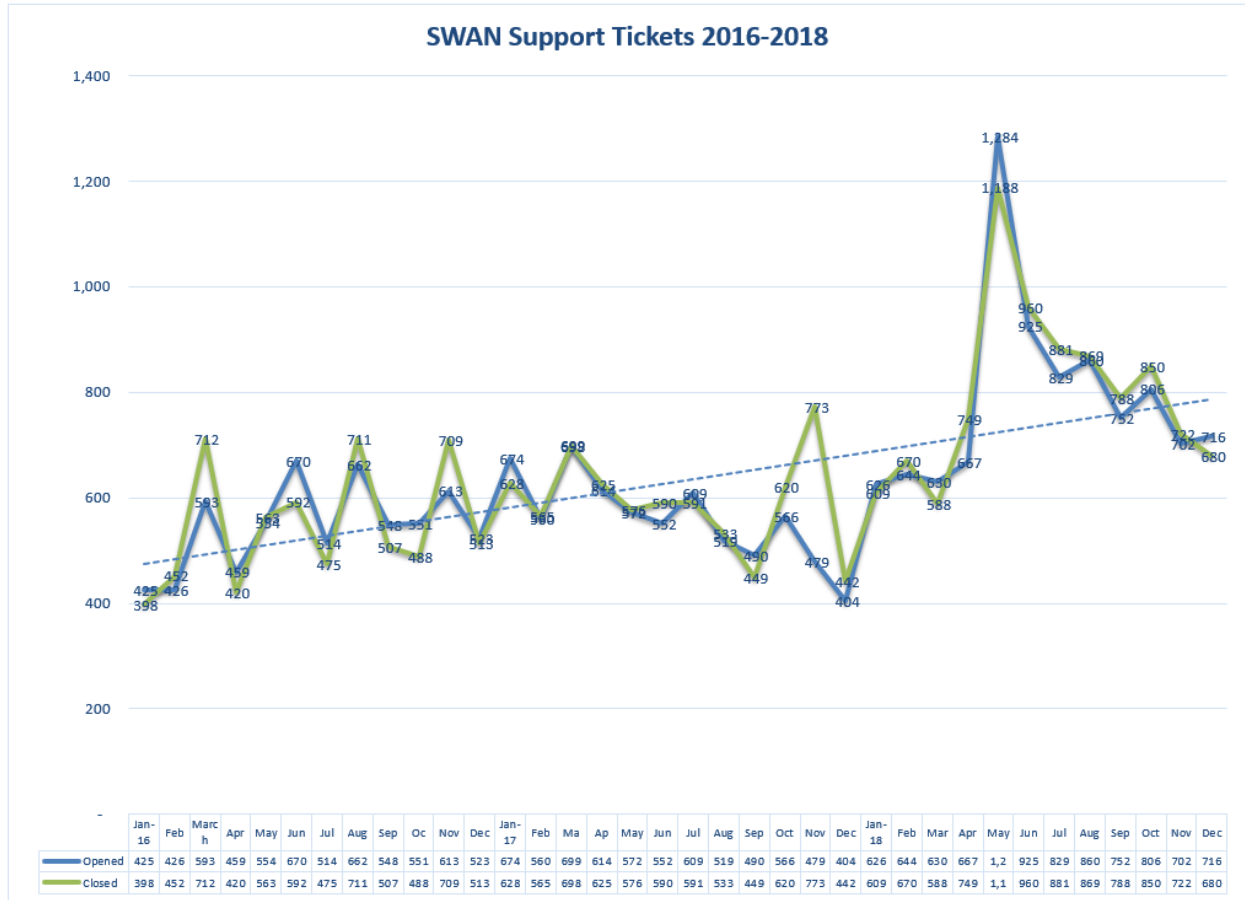
- Harvey – Please note that SWAN received payment from Harvey in October 2018 for the second quarter FY19 SWAN fees. Harvey still owes \$19,614.25 in total
- Calumet Park – As an update, after multiple contacts from the SWAN Executive Director and RAILS Finance over a long period of time, a staff member from Calumet Park reached out on January 17 to RAILS Finance to request information about the amount that their library owes SWAN. Calumet Park owes \$10,810.25 in total
- Brookfield Zoo – Owing \$182 in total, which includes three quarters of reciprocal borrowing billings. Please note that SWAN received payment from Brookfield Zoo in September 2018 for the fourth quarter FY18 SWAN fees.
- Phoenix Public Library – Owing \$15 for one reciprocal borrowing billing. Please note that SWAN received payment from Phoenix in November 2018 for the calendar year 2018 Internet Access fees.

The interest rate continues to rise on the SWAN money market account. Between November and December, the rate increased from 2.29% to 2.35%.

SWAN Assistant Director (Dawne Tortorella)

In staffing news, Joseph Miller, Project Manager will be leaving SWAN on February 8th. Joseph is pursuing his MLIS at the University of Illinois and wants to focus on school while exploring public service roles in libraries. He is committed to completing the Green Hills migration. Dawne is working closely with Joseph to transition this project. We appreciate all Joseph's work managing difficult projects during his three-year stint at SWAN and look forward to working with him as a colleague in the library profession. Thanks, and best wishes Joseph!

December tickets opened remained below our trend line and we were able to consistently maintain open ticket counts below 100. However, there were more tickets opened than closed in December due to end-of-year projects and system issues during the holiday weeks.



SirsiDynix Consultation

Our SirsiDynix SureSailing Consultation on 1/18/2019 included several SWAN staff members (Steve, Dawne, Vickie, Sam, Dave, Michael, Tara, Scott). We recapped the last month’s system issues including the Enterprise outages and the migration to Azure. Our consultant reviewed back-end methods of reviewing EDI file transmission errors which we will be using to develop troubleshooting procedures and utilities for correcting data in those files.

Project Manager (Joseph Miller)

Green Hills Project, Site Visits

During the past reporting period (December 22nd – January 19th):

- 1/8 – Training for Green Hills Management Team [at SWAN] – BLUEcloud Analytics, Enterprise configuration/OpenAthens/EDS (Vickie, Michael, Sam, Crystal, Tara, Robin, Lauren, Dawne, Joseph)
- 1/11 – Training for Green Hills staff – ILL, Cataloging, Serials, Enterprise, Article Search, Migration Timeline (Dawne, Claudia, Angela, Diane, Sam, Crystal, Tara, Joseph)
- 1/17 – Cutover planning with Green Hills IT (Dawne & Michael)
- 1/18 – Welcome Kit Delivery and Check-in (Joseph)

The Green Hills migration is set for a January 29th go-live. As of Friday, January 18th, the Green Hills bibliographic data has been extracted from the Green Hills servers. The data is being manipulated by the Bibliographic Services team to properly overlay in SWAN's Symphony system (Scott completed this on 1/19 and quickly turned over the data translation table to SirsiDynix). Once the data is prepped, our SirsiDynix data loader will begin the final data load on Tuesday, January 22nd. The bibliographic data will be loaded and indexed slowly to avoid the need for a database rebuild and subsequent downtime. SWAN libraries can expect Symphony to be fully operational during this time but may experience irregularities with cataloging functions. Green Hills patrons will have full access to Green Hills items, but a cataloging freeze will be in place until go-live.

The bibliographic data load will continue through the end of the week and all Green Hills item data will be loaded and indexed in the SWAN servers no later than Sunday, January 27th. Green Hills patron and circulation data will be extracted and loaded into the SWAN servers throughout the day on Monday, January 28th. This will be the only period of downtime and will only affect Green Hills and their patrons. As with the New 19 migration, circulation for Green Hills patrons will be restricted to offline checkouts. Additionally, My Account and SIP-connected services will be unavailable (including self-checkouts and PC Reservation). Once the patron and circulation data is loaded into SWAN, our overnight maintenance processes will index the last of the Green Hills data and Green Hills will come up live on Tuesday, January 29th.

SWAN staff will be on-site every day the week of go-live and will coordinate data load errors and issues with the SirsiDynix migration team. More specific information about what current SWAN libraries can expect during the bibliographic data load will be sent via SWANcom and posted on the support site.

SWAN IT Services (Steven Schlewitt)

IT Team Site Visits, Training, and Networking

During the past reporting period (December 22 – January 19):

- 1/16 – CNS visit to resolve Envisionware PC Reservation issue (Ian)

Enterprise/Web Services Outages

Beginning December 26th, Rudy Host witnessed substantial load average spikes on the Symphony server at random times throughout the workday, sometimes becoming intense enough to cause WorkFlows timeouts and system instability. Through extensive monitoring of both the Symphony server and traffic from external connections, Rudy determined the spikes were being generated by activity originating from the Enterprise catalog.

After further investigation over the next several days, the IT team was able to accurately recreate the issue and determined it to be a bug initiated by an overabundance of requests from two Enterprise widgets: the Item Search Availability Display, and the Item Details Availability Display. By temporarily

disabling just one of the two, the Item Search Availability Display, the issue has largely subsided, giving some breathing room to escalate the issue to SirsiDynix support for further development, and to complete the Azure migration with hopes that additional server performance will further alleviate the issue until a proper bugfix can be introduced.

As of January 18th, the Item Search Availability Display is still disabled to focus attention on the resolution of Azure issues. However, the IT team expects to continue testing and troubleshooting on the 22nd.

Symphony Server Email: Now Introducing SendGrid

The migration to Microsoft Azure required SWAN to use a separate email service for all emails originating from the SirsiDynix ILS server. This is a standard approach for email systems, and it avoids detection as an email spammer. The email system SWAN selected is called a “volume email service,” and the vendor is SendGrid. On January 8th, Rudy and Steven successfully rolled out the SendGrid volume email service. The volume email service will allow for improved monitoring and improving the overall delivery reliability of SWAN system emails, which includes patron notifications, receipts, and reports. Despite an early issue that caused Yahoo/AOL to temporarily delay emails to SWAN patrons, the system is now tracking a 100% email delivery success rate to valid patron addresses. We’re also seeing an average of roughly 15,000 emails delivered to patrons and library staff per day. This service has already assisted the IT team in troubleshooting a handful of possible email issues reported throughout the week; most of which were resolved by updating an incorrect address.

Server Migration to Microsoft Azure

On January 13th, the IT team successfully completed the ongoing project to migrate the SWAN server infrastructure from the RAILS datacenter to the Microsoft Azure Cloud. With the help of SirsiDynix, the team began the migration after library hours on the 13th, completing the database sync and reconfiguration by around 9pm. Subsequent testing and verification proved successful and all overnight maintenance reports completed as expected into the morning.

The migration process was not without some turbulence, however. On the morning of the 14th during a high-volume login period, the migrated server became unstable, causing WorkFlows connections to timeout and the overall system load to become unmanageable. Despite an initial upscaling of system resources, the issues persisted intermittently throughout the day.

With the help of SirsiDynix engineers, the IT team investigated the issue, combing through numerous logfiles and performance analytics, forming an initial suspicion that erroneous SIP2 sessions were the cause of the trouble. Through some clever scripting and firewall rule creation, the team was able to stabilize the server for extended periods throughout the day Monday and Tuesday while troubleshooting continued.

After closer inspection of server performance on Tuesday morning, the team determined that while erroneous SIP2 sessions were a symptom of the problem, the larger issue was that high volumes of active SIP2 sessions consumed far more system resources originally anticipated. Following an additional

upscaling of system resources on Tuesday afternoon, the server stabilized and has been operating without disruption since.

Several more minor issues arose throughout the week and were either resolved at the time or are currently being corrected. By-and-large, the improved performance of the Azure server has been notable, with many reports and simple system queries taking significantly less time than in the previous environment. Following resolution of the Monday and Tuesday outages, morning WorkFlows reports have also been running largely on-schedule, contrasting several months of schedule delays during high-traffic weekday mornings.

Known Issues Relating to Azure Migration

Issue: Links to SWAN Support Known Issues	First Reported	Status (as of 1/18)
General Symphony/WorkFlows instability	1/14	Resolved, 1/15
SIP2 connection stability issues	1/14	Resolved, 1/15
Envisionware PC Reservation requiring reconfiguration	1/14	Resolved, 1/16
VPN brief timeouts/unexpected renegotiations	1/15	Solution found, correcting issue
MobileCirc unable to login	1/17	Solution found, correcting issue

Outage Tracking

Date	Time	Min	Service	Planned?	Lib Hours ?	Reason
12/26/2018	15:58	10	Symphony	No	Yes	Web Services bug resulting in load average spike
12/27/2018	12:20	10	Symphony	No	Yes	Web Services bug resulting in load average spike
12/27/2018	12:20	80	Enterprise	No	Yes	Web Services outage relating to Symphony load average spikes
12/27/2018	15:00	10	Enterprise	No	Yes	Web Services outage
1/2/2019	13:15	10	Symphony	No	Yes	Web Services bug resulting in load average spike
1/2/2019	13:15	10	Enterprise	No	Yes	Web Services outage relating to Symphony load average spikes
1/3/2019	10:20	40	Enterprise	No	Yes	Web Services outage
1/3/2019	14:30	30	Enterprise	No	Yes	Web Services outage

1/13/2019	18:05	180	Symphony	Yes	No	Planned Symphony server migration to Azure Cloud datacenter
1/13/2019	18:05	180	Enterprise	Yes	No	Web Services outage relating to Azure Cloud migration
1/14/2019	8:35	60	Symphony	No	Yes	System load spike and instability during heavy traffic period
1/14/2019	8:35	60	Enterprise	No	Yes	Web Services outage relating to Symphony load average spikes
1/14/2019	11:55	60	Symphony	No	Yes	System load spike and instability during heavy traffic period
1/14/2019	11:55	60	Enterprise	No	Yes	Web Services outage relating to Symphony load average spikes
1/15/2019	9:40	150	Symphony	No	Yes	System load spike and instability during heavy traffic period
1/15/2019	9:40	150	Enterprise	No	Yes	Web Services outage relating to Symphony load average spikes
1/15/2019	14:00	45	Symphony	Yes	Yes	Planned Symphony server outage to perform reconfiguration
1/15/2019	14:00	45	Enterprise	Yes	Yes	Web Services outage relating to Symphony planned outage

SWAN Bibliographic Services (Scott Brandwein)

Bibliographic Team Site Visits, Training, and Networking

During the past reporting period (December 22 – January 19):

- 1/4 – Consortia Cataloging Meeting with Illinois Consortia Catalogers (Scott, Dawne)
- 1/11 – Green Hills Training (Claudia, Angela, Diane)
- 1/14 – DGS visit for Patron Request tracking (Scott, Dawne)

Green Hills Bibliographic Records Migration

Green Hills data extract was received from SirsiDynix early Friday, January 18th. Green Hills' bibliographic data has been processed using the same technique used during the test to pair their records with existing record in our database. The test in October did not reveal the need for any changes to the script, so I am confident we will merge the Green Hills catalog with our own cleanly.

Bibliographic Services returned the matches as a translation table to SirsiDynix on Saturday, January 19th. The bibliographic data load will begin Tuesday and conclude midweek. The data will require additional cleanup. We have a checklist of changes to make after go-live, though they should be completed within the first week.

We have also requested a scan/delete of all Green Hills OCLC holdings, which will allow us to align them with our regular holdings processing through The MARC of Quality. If OCLC can complete this quickly, we may be able to be fully synchronized by our February 1st batchload, otherwise it will be completed by March 1st.

OCLC Holdings Project

Dawne and I attended a second meeting of representatives of RAILS and other Illinois consortia to further our plan to develop a method to maintain OCLC holdings after the sunset of The MARC of Quality. Although we received confirmation that TMQ will extend their services for an additional year, we plan to move ahead at the same pace.

The group approved of the preliminary specification Dawne and I outlined, and we are now collecting data on the varying methods each group uses to perform an extract to pinpoint critical customization options we will need to create. The group also agreed that I should take lead on the development of this tool. Our next meeting is February 1st.

Other Cleanup Projects

Bibliographic Services, along with the Cataloging Advisory Group, made a big change to the way we create serial call numbers back in the fall, though the turnover date for the change was January 1st. Now that we have some data in our system, we are coordinating a multi-phase audit to ensure libraries are consistently classing serials. The first phase of this project will conclude on January 25th when we will begin contacting libraries as necessary.

Once that is done, we plan to re-evaluate the method by which libraries create pre-cat records. The process is time consuming for member libraries as well as for the Bibliographic Services team who spends time auditing these records. We hope to overhaul the process as necessary, possibly by emphasizing use of SWAN-created templates, and changing our training methods to match.

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.

For December, there were 168 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	119	148	118	167	116	209	194	92	1,591
Copy 2018	3,896	3,348	5,157	4,614	2,851	1,493	2,138	2,459	2,010	1,866	1,376	2,056	33,264

SWAN Member Services (Dawne Tortorella, Interim)

Member Services Team Site Visits, Training, and Networking

During the past reporting period (December 22 – January 19):

- 1/8 – BLUEcloud Analytics for Green Hills Mgmt Team (Vickie, Michael)
- 1/11 – ILL, Serials Training for Green Hills (Dawne, Sam, Crystal)
- 1/16 – Circulation Advisory Group (Crystal, chair; Sam, co-chair) (Vickie, Dave, Michael, Dawne)

Green Hills Migration

As the migration is quickly approaching, all team members are actively working on configuration, testing, data review, training, documentation, and support for the Green Hills project. A member of the team will be onsite during go-live week to assist with sharing SWAN practice especially in relation to managing items for transit within the consortium.

Acquisitions/EDI Troubleshooting

Sam Dietel and Vickie Totton have spent much time over the past month working with IT and SirsiDynix in determining source of EDI transmission problems. The system sent duplicate orders to vendors creating problems for our libraries who then needed to contact vendors to remove the duplicate orders. After much research, we are hopeful that the source of this problem has been found in an errant vendor file/setting used by one SWAN member library which impacted all.

Also, after the Azure migration, sending EDI orders started to fail due to settings in the libraries' vendor configuration. Again, working with IT and SirsiDynix, we are optimistic that we have these problems in hand and are close to full resolution.

The good news is that we have learned an enormous amount regarding the back-end processing of EDI files and will use this knowledge to more quickly identify and resolve problems in the future.

Reciprocal Borrowing/ILL Long Overdue Item Clean-up

Vickie completed running of a clean-up of items billed since SWAN went live on Symphony (April 2015 through December 2017). This process allows for long overdue items (more than 365 days overdue) to be disconnected from the patron's record, while retaining a billing note. Once the item is unlinked from the patron record, the item can be removed from the system. This project has been in development for more than two years as it involves review/clean-up of patron home library, shelf checks to verify items are long overdue/lost, and coordination with quarterly billing related to reciprocal borrow patrons and ILL. Thanks to Vickie and Helen for their diligence in this long overdue (pun intended!) process which is now automated in SWAN weekly reports.

Documentation on the RB/ILL Long Overdue Item Clean-up [can be found online](#).

National Change of Address (NCOA)

The NCOA update to SWAN's patron database modified 12% of the total records. Given the scope of the project, the project was successful and resulted in minimal data issues. However, we do realize the problems it caused to libraries who fielded questions from patrons over their sudden lack of access. We

are sharing ideas through our advisory group to develop modifications to the process when it is next run. In discussion, the following changes have been recommended:

- Timing of the run should not be in December, but run in Spring
- Develop process for notifying the patrons whose addresses were changed (e.g. email or postcards) before barring from checkout and online resource access
- Provide tips and explanation of the process and where the information comes from (social media posts, explanation on patron website, possible collateral)
- Expand on the training and documentation of the process - <https://support.swanlibraries.net/documentation/66540>

The next NCOA update will be planned for Spring 2020, and will be part of the FY20 SWAN budget.

Annual Patron Record Purge

The patron record purge process will start immediately, with schedule coordinated based on Green Hills data loading. One situation we would like to avoid is removing patrons who are using library e-books, but not checking out physical copies. Robin Hofstetter, Electronic Resources Consultant, is working with Member Services to test the impact of e-book access via Enterprise as well as directly in the resource app (e.g. Overdrive, Axis 360, hoopla) to determine when last activity date of library patrons is updated with each provider. The patron purge process relies on accuracy of last activity date for those patron records with an expiration date of NEVER. As such, we want verification of how this process works before relying on last activity date in the selection process.

SWAN User Experience (Tara Wood)

Discovery Platform Evaluation

The UX team has met several times with BiblioCommons to discuss how they could better meet our e-resource integration needs. They currently can only integrate records for Overdrive, Hoopla eBooks and audiobooks (but not Hoopla streaming music).

We also reached out to the Marmot Library Network about the Pika Discovery platform. Pika is an open source platform that Marmot developed, and they offer setup services and ongoing support and maintenance to a group of library “Discovery Partners.” Marmot is going through their strategic planning process this year, and they are not accepting new discovery partners at this time. However, the Pika project is available as an open source discovery platform for download through GitHub, and could be hosted locally.

We are continuing to gather information on available discovery platforms, and we plan to present our findings thus far to the DUX group in February.

Article Search Improvements

Robin will present improvements to the Article Search settings for DUX libraries in our January meeting. Configuration settings include:

- Full text only results

- Research starters, which provide a card with topic suggestions
- Results limited to available in library collection
- Results for Directory of Open Access Journals for libraries that have no purchased databases that can be included in EDS
- No ILL buttons
- Including library logos on the EBSCO Discovery Service pages

Maintenance Projects

Lauren has worked on several “clean up” projects this month. She updated our patron site to improve help content for patrons. In addition, she reviewed our Spanish language profiles in Enterprise to ensure they reflect the settings for English-language profiles and updated any missing login screen logos.

BLUEcloud Mobile Configuration

Work has begun on BLUEcloud mobile configuration. Tara had an initial call with SirsiDynix to review the project timeline, and we are now collecting the information we will need for the initial setup.

Most likely, libraries will not need to supply any additional information or materials – we are hoping that we can collect all this information for you for the initial setup. There will be a period before go-live when libraries can test and request changes.

We are currently looking at a launch date in late April.

Enterprise and Novelist Issues

Local holdings display has been turned off on search results since late December, when we began experiencing load spikes. In addition, Novelist displays on item detail pages are disabled. These features will be re-enabled when server load spiking issues are resolved.

In the interim, item detail displays are showing holdings and availability information. We have also postponed the upgrade to the newest version of Novelist Select until we address the Enterprise load issues.

SWAN
Calendar-Timetable of Deadlines and Board Action Requirements

DATE	MEETING TYPE	ACTION ITEMS
Sunday, July 1, 2018		SWAN FY19 Budget goes into effect.
Friday, July 20, 2018	Regular SWAN Board Meeting	Elect Officers: President, VP, Treasurer, Secretary & Complete Signature Card Changes for Bank Accounts. OMA Officers must complete training. Nominate for committees. Board self-evaluation.
Wednesday, August 1, 2018		LLSAP Grant application package due to RAILS
Friday, September 21, 2018	Regular SWAN Board Meeting	Closed session minutes 6 month review
August–September 2018		RAILS reviews LLSAP grant applications and determines awards
Monday, October 1, 2018		RAILS responds with award letter and grant agreement
Friday, September 21, 2018	Regular SWAN Board Meeting	Identify SWAN policies to review. Review budget process timetable with SWAN Board.
Friday, October 12, 2018	Special SWAN Board Meeting	Strategic Plan: requires SWAN leadership agreement on desired future
Friday, October 19, 2018	Regular SWAN Board Meeting	Aaron begins work on FY20 budget, brings questions to SWAN Board if needed.
		Strategic Plan: requires SWAN leadership agreement on desired future
Thursday, November 1, 2018	Special SWAN Board Meeting	Strategic Plan: requires SWAN leadership agreement on desired future
		CWR presentation to SWAN Board remotely
Monday, November 5, 2018	Finance Committee	Aaron Skog and Treasurer review Budget; SWAN potential policies are reviewed.
Friday, November 16, 2018	Regular SWAN Board Meeting	Board accepts FY18 audit.
		Review Initial Tactical Plan: 1-year tactical plan created by CWR & SWAN ED
		Aaron to bring FY20 Budget draft; Board discuss Fees and determines next steps.
		Set Board approves meeting dates for 2019 calendar.

SWAN
Calendar-Timetable of Deadlines and Board Action Requirements

DATE	MEETING TYPE	ACTION ITEMS
Thursday, December 6, 2018	Quarterly	Announce FY20 Budget Process
		Present SWAN Strategic Plan
Friday, December 21, 2018	Regular SWAN Board Meeting	Review of FY20 Budget Draft.
		Approve FY20 LLSAP grant agreement
Tuesday, January 1, 2019		Signed LLSAP grant agreements due to RAILS
Friday, January 25, 2019	Regular SWAN Board Meeting	Review and recommend draft of SWAN Budget for Membership presentation. Set COW date for February for membership review.
		Recommend Draft of SWAN Budget for Membership Presentation. Set Budget Meeting date for February for membership review? Review Succession Plan for ED.
		SWAN Board reviews and adopts strategic plan.
January 2019 [TBD]	SWANcom	Board present draft budget to membership.
January 2019 [TBD]	SWANcom	Aaron Skog/Board announcement of draft budget to membership. Set February COW date and possible location of meeting.
Tuesday, February 5, 2019	Membership Meeting	Meeting to discuss FY20 budget, fees, and reserves worksheet.
		Present SWAN Strategic Plan
Friday, February 15, 2019	Regular	Incorporate changes, suggestions to SWAN budget. Create recommendation to membership. SWAN Board Election Process Review.
		Yearly review of SWAN Bylaws; establish committee if needed.
		Closed session minutes 6 month review.
Thursday, March 7, 2019	Quarterly	Roll call vote to approve SWAN budget. Announce Board election process.
March 2019 [TBD]	Regular	Draft a Board Election Timetable.

SWAN
Calendar-Timetable of Deadlines and Board Action Requirements

DATE	MEETING TYPE	ACTION ITEMS
		Approve funds for FY19 Audit.
March 2019 [TBD]	Finance Committee/ Personnel Committee Joint [if needed]	SWAN potential policies are reviewed. Yearly Employee Handbook review based on employment law requirements/recommendations.
Friday, March 15, 2019	Regular SWAN Board Meeting	
Friday, April 19, 2019	Regular SWAN Board Meeting	RAILS provides FY20 consortial support grant applications to consortia.
		Review and approve Board Self Evaluation Form; assign date for completion.
		Review proposed Bylaws changes (if any). Vote on recommendation to membership; send out SWANcom notification of amendment.
May 2019 [TBD]	SWANcom	Announce election info.
Friday, May 17, 2019	Regular SWAN Board Meeting	Review Board Self-Evaluation Results.
		Director Evaluation - Review document in preparation to complete for June. Assign deadline for completion.
Thursday, June 6, 2019	Quarterly	Board Election Results. Vote on Bylaw amendments (if any).
Friday, June 14, 2019	Regular SWAN Board Meeting	Review/Write Off Allowance for Doubtful Accounts
		Director Evaluation - Provide results and discuss (Executive Session).
Sunday, June 30, 2019		OCLC State-wide Group Services Agreement Ends
Monday, July 1, 2019		FY20 RAILS LLSAP grant payments and in-kind services begin
Friday, July 19, 2019	Regular SWAN Board Meeting	Elect Officers: President, VP, Treasurer, Secretary & Complete Signature Card Changes for Bank Accounts. OMA Officers must complete training. Nominate for committees. Board self-
Friday, January 31, 2020		FY20 LLSAP Grant semiannual reports due to RAILS

SWAN Strategic Plan

Introduction

This document is intended as a guide for the SWAN Board and Executive Director over the five years between 2019 – 2023. The tactical plan will be updated each year.

Identity: Defines how decisions are made

Mission: Defines the problem in society the organization is trying to solve

Vision: What is the organization's solution?

Purposes of this Strategic Plan

- A. Sets high level **strategic objectives** (*where* you are trying to go)
- B. Articulates the underlying **rationale** (*why* you are trying to go there)
- C. Establishes agreed upon **markers** (*how* you will know you are making progress)
- D. Provides **guiding principles** for execution (*what* is the right path)

Identity, Mission, and Vision

Identity

SWAN provides resources and services to member libraries and the constituencies they serve and is governed as a representative democracy of elected Board members who represent the entire membership. Decision making is driven by the patron experience, patron rights, and security.

Mission Statement

SWAN seeks to improve patron ease of access to information, resources, and services through serving our member libraries. SWAN is dedicated to supporting our community of member libraries by sharing resources and technology.

Vision Statement

SWAN sets the standard of excellence for member and patron experience. We are the catalyst in creating and nurturing an ecosystem of ingenuity and collaboration. We engage in open dialogue with our membership and use purposeful communication in our community. We utilize careful planning of our key resources and are ready to seize opportunities as they arise.

Objective 1: Develop a Shared and Accurate Diagnosis of Member Dissatisfaction Around the Existing ILS and OPAC (Staff Interface and Online Catalog)

Rationale

The SWAN software platform is at the center of the chosen mission for the SWAN organization. The membership survey and interviews conducted as part of the assessment and analysis revealed member dissatisfaction exists at a meaningful enough level.

Satisfactory solutions depend on proper diagnosis: “What are the contributors for member dissatisfaction?”

There are three possible contributors to the problem:

1. **SWAN staff** (i.e. don’t perform enough training, are not providing adequate documentation, etc.)
2. **SWAN member libraries** (i.e. have different opinions on how software should work, don’t share common practice, don’t own their role in developing solutions, etc.)
3. **Vendors** (i.e. not investing enough resources in product software development, don’t meet timelines, etc.)

SWAN is missing a *shared* diagnosis. The below actions will lead to a clearer understanding of where SWAN’s member dissatisfaction stems from and will allow us to develop adequate solutions to counter it.

Markers

- A prioritized list of SWAN software platform related problems has been developed with input from member libraries and patrons (see Objective 4).
- SWAN Executive Director and the board systematically work through the list and develop initial diagnostic hypotheses that considers the role of all three potential contributors (staff, member libraries, vendors).
- Where there is disagreement or uncertainty, SWAN Executive Director proposes short term “triangulation” experiments to obtain more accurate data. Each experiment should intentionally modify one of the three potential contributors to discern what moves the meter on which problems.
- The experiments are agreed to by the board. Results are tracked and reported.
- At the end of this process, the Board and Executive Director agree on properly nuanced diagnoses of the major problems of the ILS and connected platforms.
- These findings are shared with the broader membership.

Guiding Principles

At this stage, the primary goals are gaining insight and developing a culture of collective ownership of problems.

Research and performance enhancements SWAN completed within Objective 1 should not lose sight of finding ways to improve the patron experience as part of objective 4.

Objective 2: Deliver on the Solutions that Can Be Readily Implemented, While Focusing on Long Term Solutions

Rationale

With the (a) prioritized list of problems and (b) the shared and accurate diagnoses, SWAN should then be better positioned to execute solutions. The solutions that have the greatest possibility of success will be ones that depend on SWAN staff and member libraries. These solutions should have a measurable positive impact on member library staff and patrons.

Markers

- SWAN board and staff agree on the prioritized list of solutions to be executed (emphasizing ones that are most under SWAN control). This agreement is communicated to the broad membership.
- SWAN staff executes on the list.
- Member satisfaction shows improvement (i.e. compared to most recent net promoter scores).
- SWAN staff increases its engagement of SirsiDynix to impact performance improvement.
- Current contract with SirsiDynix is renewed because SWAN needs more time with the current vendor.
- SWAN explores other community driven software solutions that can be implemented on top of the SirsiDynix Symphony ILS.
- A feasibility study is conducted about alternate software
- Board and Executive Director make a long-term decision about the ILS, catalog, or other components of SWAN's platform: accept the constraints of the library commercial market or more aggressively pursue the community driven, open source options.

Guiding Principles

SWAN board and members focus on research and development.

SWAN will build solutions that steadily improve the ecosystem within the consortium to steadily improve SWAN's software platform.

Objective 3: Reconstitute as a Mission Driven 501c3 with Clear Representative Governance Practices

Rationale

A 501c3 organization will more clearly express a mission-centric identity than an “intergovernmental instrumentality.” For the 501c3, a mission statement around an overarching “public good” is definitional. For an Illinois Intergovernmental Instrumentality, the “governmental” identities are definitional.

The “public good” requirement of a 501c3 reinforces the explicit inclusion of patron experience into a new mission statement. Practically speaking, becoming a 501c3 removes burdens hampering current governance such as insufficient quorums and barriers to participation (i.e. requirement to be physically present at meeting; prohibition of email as vehicle of decision-making). Another practical advantage will be to support grant seeking (Objective 6) as 501c3 is a more natural and understandable fundraising vehicle.

Reconstituting as a 501c3 provides a context for figuring out new governance policies and practices that strengthen representation:

- Designated board seats by type, geography, size
- Term limits by libraries (not just by individuals)
- Expanding the number of seats

Note: representative democracy sometimes means a board member has to hold the proper tension of representing some defined constituency AND the greater public good – like a legislator.

Markers

- Board committee is formed to draft a new set of bylaws for 501c3 incorporation that addresses the representation issues.
- Executive Director completes study investigating all relevant implications and proposes an execution plan.
- Vote is taken.
- Plan is executed.
- Process is developed for SWAN staff to spend more time onsite at member libraries to serve as “eyes and ears” on behalf of the board, giving members greater confidence that their interests are being represented.
- New board is constituted. There could be overlap with current composition, but there is a true “reboot.”
- Purpose and structure of all member meetings (whether quarterly or some other frequency) is clarified and communicated to the membership.
- Invest in board development and training, especially in this transition process

Guiding Principles

This objective should underline the collective mentality required of the new board members: that when they enter that role, they are acting as a representative of the interests of all the members *and their patrons* – not representing their own library.

The board must also commit to owning their authority and resist temptation to push things to mass member decision making. However, opening more channels to gain informative input from members should be done.

Objective 4: Increase Presence of the Patron Perspective

Rationale

Regularly receiving input from the patron as end user will be especially important as SWAN implements solutions for patron facing interactions. Simply inserting the words “patron experience” into the mission statement is not enough; this must be translated into practices that inject the patron perspective into decision making.

The patron perspective is the best way to achieve more standardization of resource sharing activities and act as a counterweight against (note: “counterweight” not “complete erasure of”) the tendency towards library by library customization.

Markers

- SWAN board and membership embrace that patron perspective should serve a determinative role.
- SWAN has a defined structure and strategy to regularly convene patrons and access their input.
- SWAN staff can cite data about patron needs which includes member library staff insights.
- The practice of testing potential new features or ideas with patrons directly is built into the roll out process.

Guiding Principles

SWAN uses a variety of research methods to find the solutions that best meet the needs of our patrons and represent the demographics of the SWAN library community.

Objective 5: Strengthen the Collective Identity

Rationale

Community driven solutions depend on a collective responsibility.

There is a desire for opportunities to share expertise and provide other kinds of peer support.

Markers

- SWAN leadership—board and management—allocate resources towards building a collective identity.
- Vision and rationale for SWAN events like the recent member conference are communicated explicitly.
- SWAN staff adopts more peer learning and peer support responses, helping to connect members to the knowledge resident in the collective.
- Evidence of members proactively reaching out to other members and receiving the help they need.
- Survey feedback from collective identity building events show high levels of appreciation.
- Explore grant funding for these initiatives (see Objective 6 for rationale).
- Choose topics and design collective events so as to reinforce other strategic objectives: i.e. events that anchor everyone more in patron perspectives.

Guiding Principles

SWAN must consistently and repeatedly provide the rationale for building collective identity. There are many avenues towards building the collective identity—shared experiences, leadership practices, organizational routines, messaging, etc. all are tools that should be used.

Objective 6: Seek External Funding Options to Support the Research & Development Initiatives of SWAN

Rationale

We want to keep membership fees low while embracing innovation.

Markers

- A grant writing capacity is either developed in house (i.e. freeing up some portion of Executive Director or Assistant Director time) or outsourced.
- A proposal pipeline is developed based on SWAN priorities that can be matched against funding opportunities.
- An experiment is run with corporate sponsorship and cross-network branding, testing the hypothesis that SWAN can leverage its geographic and numerical scope to attract sponsors.

Guiding Principles

Start small and experiment in this effort. Build on success.

SWAN Tactical Plan

IN SUPPORT OF STRATEGIC PLAN FOR FISCAL YEARS 2019 &
2020

AARON SKOG

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Strategic Plan Objectives

1. Develop a Shared and Accurate Diagnosis of Member Dissatisfaction Around the Existing ILS and OPAC (Staff Interface and Online Catalog)
2. Deliver on the Solutions that Can Be Readily Implemented, While Focusing on Long Term Solutions
3. Reconstitute as a Mission Driven 501c3 with Clear Representative Governance Practices
4. Increase Presence of the Patron Perspective
5. Strengthen the Collective Identity
6. Seek External Funding Options to Support the Research & Development Initiatives of SWAN

Tactical Plan

2019: Q1

Form Operational Think Tank

Objective 1

Dawne Tortorella, Assistant Director

Steven Schlewitt, IT Manager

Scott Brandwein, Bibliographic Services Manager

Tara Wood, User Experience Manager

Form “Operational Think Tank” of 6-7 members who are front-line and cover a wide range of expertise who collectively can help us in evaluating SirsiDynix related software/services and how they are implemented. We recommend that active members of our Advisory Groups be considered for this group.

The group will be cross-functional and will outline activities for SWAN staff to complete. Examples of possible activities include:

- Workflows study: 10-20 one-on-one interviews with onsite shadowing of Circulation, Acquisitions, Reference/Children’s Service and Cataloging staff from various libraries
- Enterprise study: data collection from DUX member libraries tracking patron questions/issues

SWAN Executive Director will provide the SWAN Board a written charge describing the Operational Think Tank task force and the composition. The selection and composition of the group should be endorsed by the SWAN Board. The selection criteria for individuals will be based on the qualitative contributions to the SWAN membership.

The SWAN software platform for library staff and patrons will undergo interface changes in 2019. The public Enterprise catalog will have a software release that is designed for mobile devices. The BLUEcloud Staff web interface will begin to replace the use of WorkFlows.

Key to this is to have input that is actionable. Ideally “themes” will emerge for SWAN and membership to work on together, e.g. holds management, improved SWAN documentation, etc.

SWAN staff will issue assessment report to the Board and membership.

Complete Infrastructure Migration

Objective 2

Steven Schlewitt, IT Manager

The transition to new servers and firewalls in January 2019 will require attention throughout the January – June 2019 period (the second half of FY19). The volume email service, cloning, backups will undergo adjustment and require new procedures and internal documentation.

Membership Implementation Freeze

Objective 2

Aaron Skog, Executive Director

Until the assessment report is complete and the defined areas for improvement are understood, SWAN should freeze adding new libraries after Green Hills Public Library District goes live in January 2019. The SWAN Board will need to decide on recent public library inquiries regarding full membership in SWAN. The Executive Director should also provide a recommendation on membership conditions and criteria for academic, school, and special libraries. This decision should include whether to continue Internet Access membership.

Plan SWANx19 Event

Objective 5

Steven Schlewitt, IT Manager

The annual user group SWANx19 theme will be led by SWAN IT who will work with a membership planning group.

2019: Q2

Offer Library Patrons Mobile Application through BLUEcloud Mobile

Objective 2

Tara Wood, User Experience Manager

Offer individual library branding (called Mobile templates) for all SWAN libraries. We have approved the use of reserve funds for the first year of one-time costs and maintenance.

Conduct ILS Audit

Objective 1

Steven Schlewitt, IT Manager & Dawne Tortorella, Assistant Director

The Symphony ILS configuration will be reviewed for holds management, lending, and record loading within the Acquisitions workflow. A key step will be documenting internally SWAN's configuration and procedures.

- Perform a Symphony holds configuration review and analysis of our settings.

- Consolidate the Symphony ILS circulation map based on version 3.5.3 capabilities and create room for flexibility. Previous limits were largely driven by inflexibility of Symphony ILS circulation map and reliance of circulation rule driving patron notices.
- Review patron notification configuration.
- Review processes for discards, National Change of Address, Denewing, Custom Longoverdue Report, and patron purge

Recommendations from the Think Tank will include lines of inquiry that will be added to the ILS audit.

Evaluate BLUEcloud Staff Interface

Objective 2

Dawne Tortorella, Assistant Director

Tara Wood, User Experience Manager

Scott Brandwein, Bibliographic Services Manager

Perform research/evaluation/usability testing on the new web-based interface BLUEcloud Staff which will replace the Java based client WorkFlows.

Perform an Assessment of BLUEcloud Acquisitions

Objective 2

Scott Brandwein, Bibliographic Services Manager

The BLUEcloud platform includes for SWAN a new system for library acquisitions. SWAN will become involved with the SPP (a SirsiDynix program for customer input) for BLUEcloud Acquisitions. This will include SWAN creating central vendor accounts with Midwest Tape, Ingram, B&T to assist with research and recommendations on the possible future acquisitions system for SWAN libraries.

This goal ties back to the Operational Think Tank, which will likely provide recommendations to improve library acquisitions.

Automated Delivery In-Transit Label

Objective 2

Dawne Tortorella, Assistant Director

SWAN staff deploy an automated In Transit Delivery Label using the software development skills currently in-house.

Pilot Online Membership Forums

Objective 5

Dawne Tortorella, Assistant Director

Steven Schlewitt, IT Manager

Scott Brandwein, Bibliographic Services Manager

Identify methods of member-to-member networking such as online forums. This will present an opportunity for SWAN staff to explore solutions within community driven, open source software. The new Azure infrastructure solution will be an ideal platform for exploring various solutions and determining SWAN staff's capacity for supporting online forums. The pilot group, Cataloging Advisory Group, has already been selected and is anxious to get started.

Create a Curriculum of Training for Member Library Staff

Objective 1

Dawne Tortorella, Assistant Director

Taking the recommendations from the Think Tank, our advisory groups, and SWAN department managers, SWAN will create a curriculum of training for member library staff. This training will be provided as ongoing and promoted monthly. On-demand training options will be provided from a pre-selected set of courses.

Create More Online Documentation

Objective 1

Tara Wood, User Experience Manager

The SWAN support website launched in December 2018. There will be continued focus on writing documentation for library staff. The documentation should focus on the steps all library staff should follow and will become a reference guide for regular training SWAN staff will provide. The training would cover essentials for performing optimally in WorkFlows, BLUEcloud Analytics, among others.

Create New OCLC Holdings Update Process for SWAN

Objective 2

Scott Brandwein, Bibliographic Services Manager

The long-standing arrangement of updating OCLC through The MARC of Quality (TMQ) will come to an end in 2019. SWAN should replace the process for updating OCLC holdings with an "TMQ-Lite" version to develop a collaborative arrangement amongst our consortia peers (Illinois and SirsiDynix consortia) to co-develop and share solutions. SWAN will benefit in developing this co-laboratory of peers which puts us in a strategic position for additional funding and priority setting.

Evaluate Organization Legal Entity

Objective 3

Aaron Skog, Executive Director

Executive Director will work with legal counsel on 501c3 implications to organization, employees, membership, services

- Findings of conversion from Illinois Intergovernmental Instrumentality presented to SWAN Board
- SWAN Board creates Governance Study Committee with written charge with a goal to provide recommendation on organization governance and leadership
- Executive Director implements changes in SWAN operations for accounts payable/accounts receivable.

SWAN has experimented with its governance structure and representation over the 44 years of its existence. The membership in 2006 formed a Governance Study Group comprised of member library directors/administrators and provided recommendations that were enacted. Based on the success of that approach, the SWAN Board should form an official committee with board and membership representation.

SWAN 2019: Q3

Negotiate Extension of SirsiDynix Agreement

Objective 2

Aaron Skog, Executive Director

Executive Director will negotiate renewal options for SirsiDynix vendor and present a recommendation to SWAN Board for approval.

ILS vendor agreement extensions typically involve negotiating the length of the extension and any maintenance escalation. The SWAN 5-year agreement was negotiated with 0% increases.

Year 1: May 1, 2015 – April 30, 2016

Year 2: May 1, 2016 – April 30, 2017

Year 3: May 1, 2017 – April 30, 2018

Year 4: May 1, 2018 – April 30, 2019

Year 5: May 1, 2019 – April 30, 2020

Year 6: May 1, 2020 (Extension begins)

The timeline for deciding upon a new library services platform vendor through the go-live on the software platform is 2.5 years. For background, the SWAN ILS Committee was formed in November 2012 and after 15 months of work it concluded with a recommendation to the SWAN Board in February 2014. This committee was originally appointed by the SWAN Board to conduct research and make a recommendation as to whether to continue the agreement with Innovative Interfaces or conduct a request for proposals. After the recommendation was made, there were two months of contract

negotiation. The final agreement was signed in April 2014, and 12 months of work to prepare the system, migrate data, and train all personnel ensued before the April 15, 2015 go-live.

Create Net Promoter Score Survey

Objective 1

Aaron Skog, Executive Director

SWAN Executive Director will create an organization membership survey to set a baseline and ongoing evaluation of the performance and value of SWAN through a “net promoter score.” This will require outside consulting for survey design that can be used consistently for the 5-year duration of this plan’s objective.

Study & Offer E-Content Consortia Purchases

Objective 2

Tara Wood, User Experience Manager

Robin Hofstetter, Electronic Resources Consultant

The membership indicated a high level of interest in a consortia purchase for online subscriptions and e-content for library patrons. The SWAN Electronic Resources Consultant should complete an e-content subscription offering to libraries based on type. For example, public libraries could benefit from e-content focused on popular material.

SWAN 2019: Q4

Assess the Discovery Platform for SWAN & Provide Recommendation

Objective 1

Tara Wood, User Experience Manager

SWAN User Experience Manager will complete catalog and discovery interface studies every 6 months. Discovery & User Experience members will be trained on user interface testing and encouraged to conduct usability studies based on targeted areas of inquiry and improvement.

Determine Community Driven Software Initiatives within FY21 Operations Budget

Objective 2

Aaron Skog, Executive Director

Allocate SWAN staff to study community driven software initiatives which include Evergreen, VuFind, Pika, and Koha.

Clarify Role of SWAN Advisory & User Groups

Objective 5

Dawne Tortorella, Assistant Director

Aaron Skog, Executive Director

SWAN provides library staff networking and advisory opportunities. The role of these should be clarified for the membership in 2019. Any changes will be incorporated into the 2020 calendar year schedule.

Build “Your Library Statistics” Monthly Report

Objective 2

Dawne Tortorella, Assistant Director

The BLUEcloud Analytics platform has a lot of capabilities for revealing consortia-wide resource sharing as well as the individual library performance. We will create a uniform “Your Library Statistics” showing performance and activity of the collective, as well as individual library contribution to the whole. Sharing this data monthly and/or quarterly will help strengthen the collective identity.

SWAN 2020: Q1

Replace SWAN Automated Voice Notification

Objective 2

Steven Schlewitt, IT Manager

SirsiDynix Voice Automation (known as SVA) is due for server replacement. The system resides in the RAILS datacenter. The Operational Think Tank recommendations and ILS audit will inform areas for improvement within SWAN’s voice notification system. The solution for SWAN should consider 3rd party solutions outside of the ILS vendor, as the system selected should ideally stand in front of any ILS SWAN chooses.

Long Range Plan (2020-2023)

Objective 1: Long Range Plan

Incorporate Patron Experience Within

Research and performance enhancements SWAN completed within Objective 1 should not lose sight of finding ways to improve the patron experience as part of objective 4.

Objective 2: Long Range Plan

Staffing for Research & Development

Following the marker in this objective of finding solutions and “emphasizing ones that are most under SWAN control,” we will dedicate more staff time towards software development. Recent success in this area has allowed SWAN to provide solutions that are not native to the ILS or catalog. The SWAN patron lookup webpage and the automated delivery label are examples of how we can create solutions using our proprietary vendor’s tools.

Long Term Agreements with EBSCO & OCLC

Once the SirsiDynix agreement extension is in place, the two other major vendors that comprise the SWAN software platform should be evaluated for long term agreements with a goal of cost control and to set costs for licensing new member libraries. Approach EBSCO and OCLC for multiyear contracts. The EBSCO role is in SWAN’s e-content platform with EBSCO for Discovery Service, Novelist Select, and OpenAthens. The OCLC role for cataloging and statewide resource sharing could include negotiations bibliographic, ILL, and WorldCat access, with additional features outside of the statewide group services contract.

Objective 3: Long Range Plan

Revise SWAN Budget Structure

The FY18 audit management letter recommends SWAN create accounting funds in addition to the operating budget fund. Once the governance and legal entity of SWAN is set, the SWAN Executive Director should create a budget fund structure with goals of segregated operations, grants, capital improvements, and collections. Each fund could require its own budget structure or use a common structure.

Objective 4: Long Range Plan

Patron Driven Acquisitions

The membership survey showed high interest in patron driven acquisitions. Patron driven acquisitions is a process through which patrons trigger the request for purchase of an item found in the library catalog. The 2019 SWAN software platform cannot support individual library efforts for a “local patron driven acquisitions.” However, a consortia-wide or subset of libraries in SWAN could participate in a centralized collection with material budget funds allocated towards the patron driven acquisitions activity.

Objective 5: Long Range Plan

Fund Membership Ideas & Initiatives

Use the objective 6 funds to create a “Shark Tank” for member library staff ideas that require funding and benefit the SWAN community. These could entail regional programs for patrons in areas of technology that match the SWAN needs in Objective 1 and Objective 2.

Objective 6: Long Range Plan

Seek Out Alternative Funding or Grants

This Objective 6 is dependent on Objective 3’s goal of SWAN becoming a 501c3. SWAN will continue to utilize grants to help with funding projects and operations. SWAN will need to structure budget funds based on 501c3 determination to segregate operations, grants, reserves, and capital plans.

SWAN Governance Study Committee

Charge & Guidelines

The name of the committee will be the SWAN Governance Study Committee

It will be composed of 5 voting members representing small, medium, large, north, west, and south libraries. The Committee will be chaired by a member of the SWAN Board. The SWAN Executive Director will be an ex-officio member.

The charge to Governance Study Committee is to review the current governance structure, identify and review other forms of governance, and develop a recommendation for the SWAN Membership.

Members of the Governance Study Committee will be expected to:

- Attend committee meeting either in person or through online conference as often as every month;
- Study other governance models;
- Attend 3 advisory group meetings;
- Attend 1 full membership meeting;
- Meet with SWAN Board upon request.

Members of the study group must be good communicators.

The goal is to make a presentation and a recommendation to the full membership at a special meeting in October. December 2019 is the target for completing the process.

The Committee will request information from other consortia for review and possible follow-up. Other Illinois library consortia and the Consortia of Academic and Research Libraries in Illinois (CARLI) will be surveyed as well.

Three membership meetings will be held to do scenario planning and to present models for membership reaction. A facilitator will be retained to conduct these meetings.

Library Service Platform Advisory Group

Charge, Composition, Objective

The name of the group will be the Library Service Platform Advisory Group.

The Library Service Platform Advisory Group serves as an operational think tank of member library front-line staff, representing a wide range of expertise. This Advisory Group is collectively charged with assisting the SWAN Executive Director in evaluating core Library Services Platform software and services and how it is implemented in our consortium. Membership expertise and creativity are critical to the success of surfacing areas of improvement, increased efficiency, and future exploration/experimentation.

Advisory Group Composition

Recommendations for membership of the Library Service Platform Advisory Group will be submitted by the SWAN Executive Director for approval by the SWAN Board of Directors. Active members from our SWAN Advisory and User Groups will be considered, with approval sought from their respective Library Directors before invitations are sent. The selection criteria for individuals will be based on the qualitative contributions to the SWAN membership.

Objective

The group will assist SWAN in surfacing and documenting areas of dissatisfaction and frustration with our Library Services Platform, as well as help provide direction in priorities for research and exploration. The group will look at specific areas of inefficiency and concern including

- acquisitions processing bottlenecks,
- circulation practices,
- resource sharing,
- patron access to resources.

This group will also look at the product roadmap of releases and how that impacts implementation into SWAN's project list and strategic priorities.

Members of the Library Service Platform Advisory Group will be expected to:

- Attend advisory group meetings either in person or through online conference as often as every month;
- Attend other SWAN advisory groups;
- Attend Quarterly membership meetings;

The duration of the Library Service Platform Advisory Group will be February 2019 through June 2020.

The Library Service Platform Advisory Group will be chaired by the SWAN Assistant Director. Activities of the Advisory Group will be provided to the SWAN Board in the monthly SWAN Operations Report.

INFORMATION AND GUIDELINES
Fiscal Year 2020
SWAN Budget
To Be Approved March 7, 2019

Introduction

The SWAN fiscal year 2020 (July 1, 2019 – June 30, 2020) budget will be approved at the March 1, 2018 SWAN Quarterly meeting. This document is an overview of the FY20 budget for the SWAN Board and Membership.

Summary of SWAN FY20 Budget

The total operating budget for SWAN increased 6%. The increase is largely due to licensing increases with OCLC and EBSCO, and increased notice printing volume with Unique Management. The SirsiDynix increase is due to the addition of licensing for BLUEcloud Mobile at \$70,450, however, this will be paid from SWAN reserves, not from membership fees (for details, see the #5400 budget line description). Notice printing through Unique Management increased due to the added print volume of 19 new member libraries.

Highlights from SWAN Expense Budget	Revised FY19	FY20	Increase Amt	% Change
SirsiDynix Maintenance Subtotal	\$404,539	\$486,780	\$82,241	20%
EBSCO Discovery Service Web Services Bundle	\$68,631	\$100,167	\$31,537	46%
Proxy Service for Subscription database integration into Enterprise EDS: OpenAthens through EBSCO	\$37,500	\$53,432	\$15,932	42%
Unique Management Notice Printing	\$22,100	\$45,300	\$23,200	105%
OCLC Subscription Total	\$215,912	\$242,991	\$27,079	13%
ProQuest Syndetic Solutions (book jackets, enhanced content)	\$17,031	\$17,590	\$559	3%
EBSCO Novelist Select (reviews content)	\$33,781	\$55,444	\$21,663	64%

Personnel budget remained flat, with 0% increase. Buildings and grounds budget increased slightly.

State LLSAP funding through RAILS decreased \$74,306, which is -12%, resulting in a \$879 increase for each public library in SWAN based on the membership fee formula.

RAILS LLSAP Funding Grant

Fiscal year 2020 is the start of the new consortia funding model for RAILS. There are 6 consortia in RAILS that receive funding. The SWAN FY20 budget includes revenue received from RAILS in the form of an annual grant. For the FY20 SWAN budget, revenue line #4090 Other Revenue is decreasing from FY19. The approach RAILS took within the new grant structure is that LLSAP using services from RAILS will no longer have those expenses deducted from the LLSAP funding amount.

	FY17	Revised FY17	FY18	Revised FY19	FY20
RAILS support	\$565,927	\$565,927	\$572,581	\$664,167	\$524,679
SWAN rent charged by RAILS for use of 125 Burr Ridge	\$(113,527)	\$(19,052)	\$(0)	\$(0)	\$(0)
Other expenses charged by RAILS to SWAN (IT support, etc.)	\$(103,257)	\$(74,875)	\$(66,739)	\$(65,182)	\$(0)
Total RAILS support to SWAN	\$349,143	\$472,000	\$505,842	\$598,985	\$524,679

Explanation of FY20 SWAN Fees

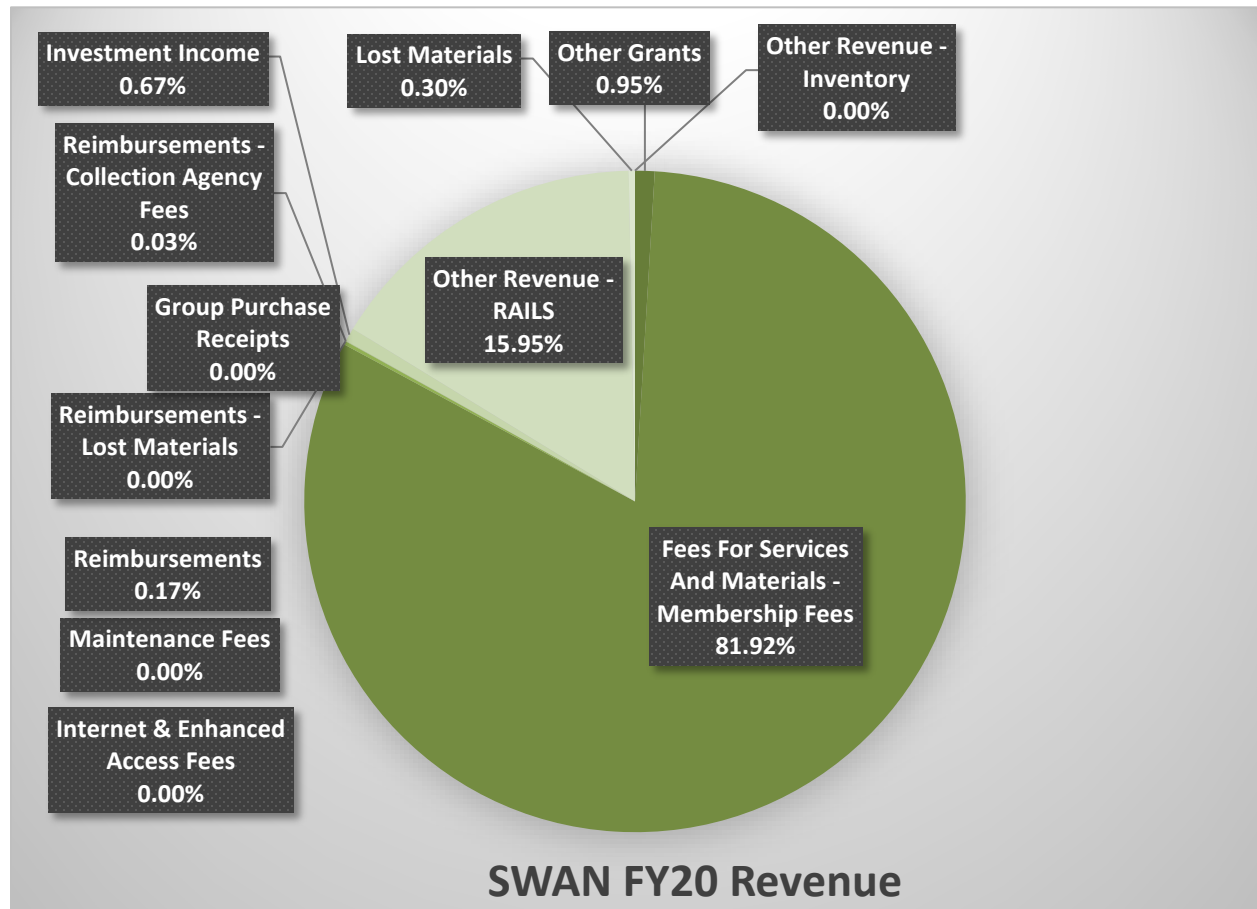
The SWAN membership fee formula was studied and revised in FY19. This is the second year of the membership fee formula, which now uses separate formula for academic, public, school, and special libraries.

For public libraries in SWAN, the LLSAP grant revenue is divided equally among the libraries and appears in the membership fee chart as an award applied to the SWAN fee. State LLSAP funding through RAILS decreased \$74,306, which is -12%, resulting in a \$879 increase for each public library in SWAN based on the membership fee formula.

Libraries Joining SWAN

The FY20 budget includes a full year of membership fees with the addition of Green Hills Public Library District joining SWAN.

REVENUE



#4050 Other Grants

The RAILS Continuing Education grant revenue for the annual user group event, also known as the SWANstravaganza, is recorded in this budget line. Annual event expenses will offset a portion of this budget line (refer to #5280 Conferences & Continuing Education Meetings).

#4060 Fees for Services & Materials

This is the total of all full membership fees from 97 libraries, including the 19 new libraries, and a full year of Green Hills Public Library District fees. Brookfield Zoo Library is no longer a SWAN member.

#4061 Internet & Enhanced Access Fees

The FY20 budget eliminates the Internet Access membership level. The budget reflects that the cost of participation at \$605 per library will not be reflected as revenue to SWAN.

#4070 Reimbursements

The FY20 budget plan for Reimbursements is \$7,600 in fees paid to SWAN for food and refreshments at the summer event. This revenue is partially offset by expenses in the #5280 Conferences & Continuing Education Meetings. Prior to FY19, this line was not used in SWAN's budget. Various expenses in the past include reimbursement from LINC and MAGIC for printing of promotional material during the New 19 project.

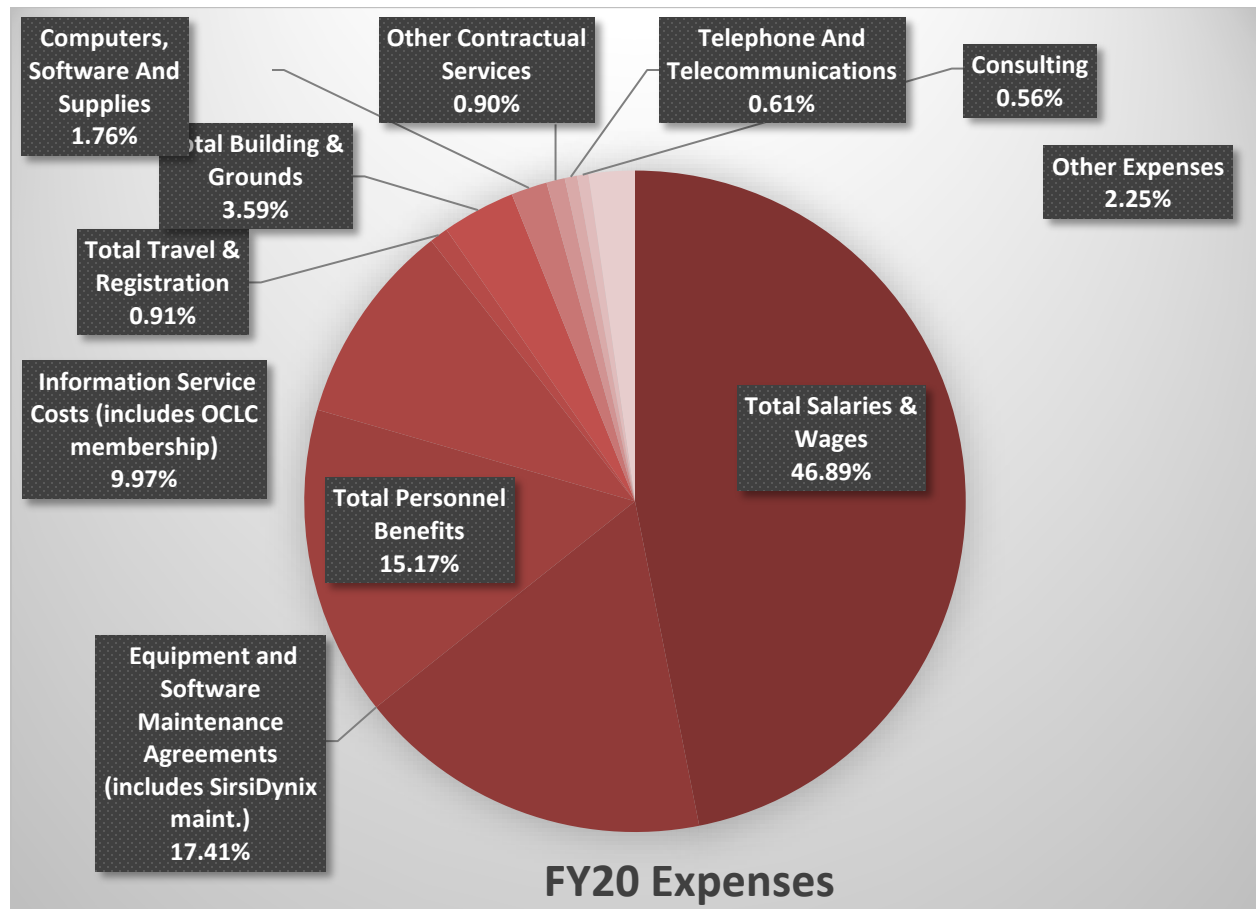
#4075 Group Purchase Receipts

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

#4090 Other Revenue

RAILS funding support to SWAN is reflected in this budget line. This support is included in the FY20 SWAN Membership Fees as an award that reduces fees for public libraries. State LLSAP funding through RAILS decreased \$74,306, which is -12%, resulting in a \$879 increase for each public library in SWAN based on the membership fee formula.

EXPENSES



#5000, #5010 & #5020 Salaries

The FY20 personnel budget has no change from the FY19 budget.

#5070 Health, Dental, Life & Disability Insurance

The FY20 budget used the completed open enrollment as a basis for the budget. A small 1% increase to expenses is included.

#5110 Print Materials

This budget line is used for the cost of outside printing of materials for the membership. There is a reduction in this line.

#5140 Rent

GASB requires SWAN to record the expense of the 93-month lease prorated per month over the duration of the lease with all anticipated increases. The rent expense will be recorded in #5140 as \$5,846.31 for each month of the 7 year 9-month lease term. The revised FY17 amount \$52,616.79 was for nine months. The amount of \$70,155.72 will be recorded each year for FY18 through FY24, and \$17,539.38 for FY25, per GASB. The FY20 budget line #5140 includes of the renter's operating expense at \$27,432 and real-estate taxes at \$7,980 on top of the rent expense, as is required in SWAN's lease.

#5150 Utilities

The FY20 budget is based on actual utility costs for the Quail Ridge facility, which is a slight increase from the prior year.

#5160 Property Insurance

The FY20 budget includes the 800 Quail Ridge furniture and equipment, and the RAILS 125 Tower Drive data center equipment. SWAN will retain some equipment in the RAILS data center related to the voice notification (SVA) system in the RAILS data center, but all other SWAN servers are no longer there.

#5180 Custodial Service & Supplies

Based on actual expenses for FY18, the FY20 budget was increased \$1,300.

#5190 Other Building Maintenance

This budget line supports the security system for the Quail Ridge facility.

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

The increase for travel and conference registration allows four SWAN staff to attend COSUGI in the April 2020 location (currently undecided); attendance of one staff at SirsiDynix Consortia Special Interest Group meeting in October 2019 (out of state in Cleveland, Ohio); attendance for one staff at one IT conference. Local conferences from Management Association and ILA are also included in the FY20 budget.

#5280 Conferences and Continuing Education Meetings

This line is used for event speaker honorariums, materials and supplies, travel for speakers, meeting expenses, etc. Meeting space expenses for the annual library user event are recorded in this budget line. The majority of the expenses for the annual event are reimbursed in line #4050 Other Grants and #4070 Reimbursements. Expenses associated with training for new SWAN positions would be recorded in this budget line.

#5300 Liability Insurance

The FY20 budget line in FY19 reflects current expenses for directors and officers, business, crime, and cybercrime insurance.

#5310 Computers, Software and Supplies

This budget line is for expenses associated with SWAN staff virus protection, security, Microsoft Office, GoToAssist remote desktop for library support, and software used to prepare download installation for SWAN library ILS clients. SWAN's use of cloud-based servers is included in this budget line, which increased the budget in FY19 by around \$39,900. The expense is offset partially by expenses eliminated from the on-premise data center server licensing in #5400 Equipment Repair and Maintenance Agreements was reduced by (\$17,705) in FY19. Refer to the Reserves budget explanation on how the 5-year server replacement schedule has been eliminated due to SWAN's transition to cloud-based server infrastructure.

#5320 General Office Supplies & Equipment

Office supplies for the facility are budgeted for FY18 based on actual expenses for restocking of consumed supplies for SWAN staff, which is anticipated to be 56% lower than FY19. Two fiscal cycles ago, SWAN eliminated notice paper purchase (pressure seal mailers) for an annual savings of \$5,134.

#5380 Telephone and Telecommunications

The annual expense for Internet service provider for the Quail Ridge facility and Skype for Business phone service.

#5390 Equipment Rental

The annual expense for the office copier.

#5400 Equipment Repair and Maintenance Agreements

This line includes budgeted SirsiDynix maintenance and costs for supporting the SWAN ILS on-premise servers. Increases include additional SirsiDynix services and licensing for 19 new full member libraries. FY20 will be the 5th and final year of the SirsiDynix agreement, which expires April 30, 2020 (2 months before FY20 ends). There have been no maintenance escalations for the 5 years of the SWAN contract with SirsiDynix. The SirsiDynix expense for FY20 is estimated at \$486,780, which includes BLUEcloud Mobile licensing. SWAN is offsetting the BLUEcloud Mobile expense of \$70,450 through use of its reserves for FY20.

The EBSCO Discovery Service subscription was moved out of the SirsiDynix maintenance bundle and is now directly invoiced to SWAN by EBSCO. The FY20 cost for EBSCO Discovery Service increased due to licensing the 19 additional libraries, plus a 5% annual escalation by EBSCO. The annual cost for Discovery Service in FY20 is \$100,167. EBSCO Discovery Service is used to integrate all online subscription content into the “Article Search” feature integrated into Enterprise.

The #5400 line also includes the subscription to the EBSCO provided proxy service OpenAthens. The annual cost of this subscription increased from \$32,500 to \$50,250 for all 97 libraries in FY19. The FY20 budget includes a 5% EBSCO maintenance escalation increase of \$3,182. OpenAthens is a requirement to allow the integrated EBSCO Discovery Service (EDS) “Article Search” in Enterprise authenticate home or remote patrons against the SWAN patron database.

Maintenance and support for all SWAN Global Maintenance Enabled SonicWall Hardware (100 nodes) is budgeted with a 5% anticipated increase, for a total amount of \$11,576. The SonicWall “GMS” allows SWAN to operate with virtual private network (VPN) security throughout its ILS network traffic. The use of a VPN within SWAN will remain even with ILS servers transitioned to a cloud based infrastructure.

#5430 Consulting

The FY20 budget for Consulting includes services for HR Source for benchmarking,

#5440 Contractual Staff

Unique Integrated Communications is an answering service utilized for evening and weekend SWAN membership support.

#5450 Information Service Costs

SWAN provides OCLC membership for all libraries. This budget line includes \$211,800 total OCLC costs. The FY19 OCLC expense increased \$60,761 due to the 19 libraries becoming SWAN members, and an anticipated 3% increase overall. In FY20, OCLC subscription expenses increased due to an annual increase higher than expected, plus 8 out of the 19 new libraries having higher subscription costs.

The enhanced catalog expenses such as book jacket covers and audiovisual material artwork in the SWAN Enterprise OPAC are recorded in this budget line.

The RAILS Catalog Grant funded a catalog database update which replaced the authority database, and converted the bibliographic database from AACR2 to RDA. Moving forward, the SWAN operating budget will continue catalog database updates throughout the year through MARCIVE. For FY20, this expense increased from \$7,090 to \$10,090 so that SWAN can maintain the 100% compliant RDA standard database.

#5480 Other Contractual Services

SWAN began contracting with Unique Management Services for notice printing in November 2016. The service cost is per printed notice; the number of notices printed decreased once SVA telephone notification began and decreased further once item automatic renewals began in July 2017. But due to

increased volume of notice printing with 19 new libraries, the cost of Unique printing notices is now \$34,400 annually.

This budget line includes Unique Management National Change of Address (also known as NCOA) for the first time in FY20. The NCOA service will scan the entire 1.2 million registered patrons and provide SWAN a change of address that is recommended to be part of SWAN patron database maintenance. The NCOA is budgeted for \$10,000 for FY20. SWAN underwent its first NCOA update in December 2018 as part of the New 19 grant funded by RAILS.

New in this FY20 budget line is HR Source (formerly Management Association) Engage HR contractual services. SWAN will utilize Engage HR on an as-needed basis, which is budgeted at \$1,800 annually.

Also included in this budget line is Unique Management Collection services for SWAN is \$350 annually.

#5485 Group Purchase

This budget line in FY20 reflects one group purchase arrangement. SWAN negotiated a group discount during the Innovative Express Lane self-check transition to Envisionware OneStop. All the expenses in this budget line are offset within the revenue line #4075 Group Purchase Receipts.

Prior fiscal years reflected the replacement and offsetting revenue for end-of-life SonicWall firewalls. These firewalls have been replaced.

RESERVES

Please refer to the SWAN Six Year Reserves Plan. The costs of the 2015 ILS migration were lower than anticipated, leaving SWAN reserves in a healthy position. The move to an independent facility for SWAN was completed in FY17, so it is no longer included in the updated plan.

SWAN will not collect a reserve contingency for FY20, as was also done for FY16, FY17, FY18, and FY19. The SWAN Treasurer assesses reserves commitment based on 6-year plan, and update the reserve worksheet at the start of each new fiscal year.

The reserves worksheet includes \$95,000 revenue received from the Joining Fee for the 19 new libraries. However, the worksheet reflects a big change in that SWAN's server infrastructure will no longer be budgeted for and expensed/depreciated. Prior to FY19, the worksheet reflected \$123,000 expense for the first part of a server replacement, specifically the storage area network (also called a SAN) and included \$48,000 for second part of the server replacement, as part of a plan to replace our entire ILS server infrastructure acquired in 2012. With the use of cloud based servers, the capital plan no longer requires SWAN to spend the \$123,000 and \$48,000.

The cost for an ILS migration at \$465,740 is based on the most recent SirsiDynix migration. The five-year agreement with SirsiDynix ends April 30, 2020.

		FY19 Budget (Revised)	FY20 Budget Draft	Chart of Accounts Definition & Description of Budget Line Use
Revenue				
4050	Other Grants	253,747.92	1,200	5,000 Grants awarded to LLSAP that do not originate from a State or federal government source are classified as other grants. RAILS LLSAP Catalog Grant for one-time costs of adding new member libraries, and RAILS Continuing Education grant are recorded in this line.
4060	Fees For Services And Materials - Membership Fees	1,775,863.67	2,542,829	2,740,626 Any fees for services and materials LLSAP charges its member libraries are generally recorded as revenue in the proprietary fund. Full membership fees are recorded in this line.
4061	Internet & Enhanced Access Fees	8,490.99	7,300	- This revenue line is a breakout of the Fees for Services & Materials as defined in the Chart of Accounts
4062	Maintenance Fees		-	-
4070	Reimbursements	15,570.00	30,500	7,600 Library reimbursement for one-time migration costs and/or reimbursement for event meals included in this budget line. Consist of amounts charged to a third party equal to a cost incurred from an external source on behalf of that third part. For example, if the LLSAP purchases an item or service for a member library and then bills the member library for the cost of the item or service.
4071	Reimbursements - Lost Materials	6,027.54	-	- Breakout line for Reimbursements: reciprocal borrowing and interlibrary loan losses.
4072	Reimbursements - Collection Agency Fees	70.00	900	900 Breakout line for Reimbursements: reciprocal borrowing and interlibrary loan loss collection agency fees.
4075	Group Purchase Receipts	3,534.15	-	721 Breakout line for Reimbursements: group purchases such as credit card swipes, and Envisionware for member libraries.
4080	Investment Income	21,792.65	6,800	22,000 Investment earnings by the LLSAP on its investments are recorded as investment income in the fund in which the related investments are recorded.
4090	Other Revenue - RAILS	503,448.00	598,985	524,679 Any revenue that cannot be classified in any of the above accounts should be included as other revenue in the fund to which it relates. Examples of other revenue include, but are not limited to, donations from private sources, fines and donated services by one fund of the LLSAP on behalf of another fund of the LLSAP. The RAILS general fund paying for the LLSAP resource sharing services is recorded in this budget line.
4091	Lost Materials	13,359.24		- Reimbursed losses from reciprocal borrowing and inter library loan. Chicago Public Library reimbursements would be recorded within this budget line.
4095	Other Revenue - Inventory		-	-
Total Revenue		2,601,904	3,188,514	3,301,526
Expenses				
5000	Library Professionals	311,235.30	323,900	323,900 Salaries or wages paid to employees whose position descriptions ordinarily require an MLS, MIS, or above.
5010	Other Professionals	813,620.45	964,700	964,700 Salaries or wages paid to employees whose position descriptions ordinarily require a bachelor's degree or above, excluding library professionals.
5020	Support Services	251,490.22	258,200	258,200 Salaries or wages paid to employees whose positions are not classified as library professionals or other professionals.
Total Salaries & Wages		1,376,346	1,546,800	1,546,800
5030	Social Security Taxes	100,547	118,400	118,400 Payroll taxes and fringe benefits-- employer's share only. Social Security taxes (FICA).
5040	State Unemployment Ins.	1,270	-	-
5050	Worker's Compensation	3,648	2,200	2,200
5060	Retirement Benefits	133,299	141,600	140,900 Payroll taxes and frindge benefits - employer's share only. Retirement benefits - IMRF contributions, pension, etc.
5070	Health, Dental, Life And Disability Insurance	186,186	232,300	234,600 Payroll taxes and fringe benefits-- employer's share only. Health, dental and life insurance
5080	Other Fringe Benefits	-	2,500	2,500 Tuition reimbursement benefit for employees

		FY19 Budget (Revised)	FY20 Budget Draft	Chart of Accounts Definition & Description of Budget Line Use
5085	Wellness Benefits	2,244	5,100	5,100 As a benefit to all employees, SWAN will reimburse up to \$35 per month/\$420 per year for wellness-related activities. This benefit will be considered taxable income, and paid via the payroll process. Wellness-related activities are those that result in a direct physical, nutritional, or other health-related benefit.
5100	Recruiting	425	900	900 Costs for personnel search, advertising of the position.
	Total Personnel Benefits	427,618	503,000	504,600
5110	Print Materials	15,047.34	10,730	8,000 Books, periodicals, newspapers, pamphlets, continuations, standing orders, loose-leaf services, etc.
5130	E-Resources	389.00	500	500 Subscription to online publications.
	Total Library Materials	15,436	11,230	8,500
5140	Rent	102,631.05	101,044	105,904 Rent/lease payments for use of property and buildings not owned.
5150	Utilities	6,169.31	5,400	6,400 Charges for electricity, heat and water, but not telephone charges.
5160	Property Insurance	1,476.00	1,476	1,500 Insurance premiums for build and ground and all contents.
5170	Repairs & Maintenance	1,419.29	200	1,180 Expenditures for lawn care, snow removal, maintenance supplies, other facility maintenance.
5180	Custodial Service & Supplies	10,369.77	8,500	8,500 Includes costs for janitors and caretakers who are not employees, cleaning supplies, etc.
5190	Other Building Maintenance	150.00	100	100 Includes trash removal, exterminating, window washing, fire and alarm service.
	Total Building & Grounds	122,215	116,720	123,584
5250	In-State Travel	3,103.06	2,200	2,200 Expenditures for overnight lodging, fares for airfare, planes, trains, taxicabs, auto rental, meals, etc. incurred in Illinois.
5260	Out-Of-State Travel	4,207.94	11,000	11,000 Same items listed above incurred outside of Illinois
5270	Registrations And Meeting, Other Fees	3,048.35	2,900	2,900 Includes costs and fees for staff and board members enrolling in seminars, conferences, and educational courses. Includes board meeting expenses, official functions, and meals at meetings.
5280	Conferences and Continuing Education Meetings	19,842.89	14,000	14,000 Costs for honorariums, materials and supplies, travel for speakers, meeting expenses, etc.
	Total Travel & Registration	30,202	30,100	30,100
5290	Public Relations	857	-	- Charges for publicity, advertising, classified advertising, promotional materials, outside printing and design of promotional materials. Includes library awareness activities and monogramming of promotional type clothing.
5300	Liability Insurance	8,550	8,900	8,900 Insurance premiums for bonding, errors and omissions, personal and director's liability, umbrella packages, etc.
5310	Computers, Software And Supplies	29,221	62,481	62,426 Software and supplies below \$5,000.
5320	General Office Supplies And Equipment	3,603	9,000	4,000 Paper, office supplies, such as pencils, paper clips, etc. and equipment costing less than \$5,000.
5330	Postage	900	900	900 Stamps, postage machine refills, overnight express, UPS, parcel insurance, etc.
5370	Other Supplies		-	-
5380	Telephone And Telecommunications	19,082	20,100	19,400 Tolls and taxes for local and long distance voice calls, data lines, data circuits, and FAX lines.
5390	Equipment Rental	3,936	3,700	3,700 Payments made for use of equipment, computers, copy machines, etc., which are neither owned nor part of a lease-purchase agreement.
5400	Equipment and Software Maintenance Agreements	356,088	491,683	653,700 Actual charges to service, fix or maintain equipment, computers, copy machines, and includes expenditures for contracts to service or perform preventative maintenance or repairs on equipment, copy machines, etc. for a fixed price. Line used by LLSAP for vendor maintenance for integrated library system, server operating system maintenance, and other server infrastructure expenses.
5410	Legal	2,840	1,800	5,000 Fees for attorneys' services, including retainers.

		FY19 Budget (Revised)	FY20 Budget Draft	Chart of Accounts Definition & Description of Budget Line Use
5420	Accounting	9,700	10,000	8,445 Fees for audits, outside services for bookkeeping and payroll processing, etc.
5430	Consulting	13,065	65,100	2,000 Fees paid to professionals outside of LLSAP for services other than legal or accounting, such as computer consultants, independent library consultants, or appraisers.
5435	Payroll Service Fees	3,088	3,800	3,900 Breakout line for Contractual Staff budget: payroll service fees, costs associated with reporting requirements.
5440	Contractual Staff	2,400	2,400	2,400 Fees paid directly to persons engaged in contractual work or service arrangements with the LLSAP.
5450	Information Service Costs	228,055	277,300	336,200 Computer and software services and fees, online services such as OCLC, Dialog, automation services, database services, system use fees, library circulation system, retrospective conversion, etc. Ebook services, Novelist, MARCIVE, catalog enhancements.
5460	Contract Agreement W/ Systems, Member Libraries & Cooperatives	158,748	-	- May include domain name registration, online survey tools for use purchased in a specified period of time, website encryption services, and other outside services. Contract for notice printing, collection services for unreturned materials are recorded in this line.
5480	Other Contractual Services	16,948	22,100	45,300 May include domain name registration, online survey tools for use purchased in a specified period of time, website encryption services, and other outside services. Contract for notice printing, collection services for unreturned materials are recorded in this line.
5485	Group Purchases	3,309	-	721 Breakout line for Contractual Services: see Revenue line #4075 Group Purchase Receipts for expense reimbursements.
5495	(Gain)/Loss on Asset Disposal			
5500	Professional Association Membership Dues	100	400	400 Costs for various individual or LLSAP memberships in professional organizations.
5510	Miscellaneous	5,325	1,000	1,000 Includes, but is not limited to, bank charges, printed checks, cash shortages and overages, lost books and equipment, allowable interlibrary loan charges (including photocopying charges), and film rentals
5515	Miscellaneous - E-Commerce Fees	3	-	-
5590	Interest			
Subtotal Expenses		2,837,633	3,188,514	3,371,976
5490	Depreciation	52,793	34,167	31,647 For proprietary funds and government-wide financial statements only. Depreciation charges are intended to allocate the cost of a fixed asset over the estimated useful life of the unit in a systematic and rational manner using the straight-line method.
5025	Vacation Expense	25,608.87	2,800	10,000 Per GASB, Vacation Expense is the account created to segregate the amount of the expense incurred by SWAN for the current years' addition or subtraction to the balance of earned but unused staff vacation time. The Balance Sheet reflects the fact that Compensated Absences has been adjusted for the year-end to show, as of June 30 of the given fiscal year, the current value of this earned but unused vacation. This is more a potential than actual liability as employees most likely will use most of their vacations while being employed.
Total Expenses		2,837,633	3,188,514	3,371,976 Total operating expenses, not including Depreciation or Vacation Expense.
Deduction from Reserves		235,729	0	70,450
Total Revenue (from above)		2,601,904	3,188,514	3,301,526
Excess of revenues over (under) estimated expenses		(235,729)	0	(70,450)

Chart 1: Proposed Fee Chart for FY20 SWAN Budget
(July 1, 2019 - June 30, 2020)

SWAN Library	Type	Public Library Base Fee	Public Library Funding Fee	School Library	Special Library	Academic Library	Base + Funding Fees (No State LLSAP Grant)	State LLSAP Grant Discount	Fee Total FY20
Acorn Public Library District	Public	\$ 17,336	\$ 10,247				\$ 27,583	(\$5,703)	\$ 21,880
Alsip-Merrionette Park Public Library District	Public	\$ 17,336	\$ 23,330				\$ 40,665	(\$5,703)	\$ 34,962
Batavia Public Library District	Public	\$ 17,336	\$ 34,244				\$ 51,580	(\$5,703)	\$ 45,877
Bedford Park Public Library District	Public	\$ 17,336	\$ 13,167				\$ 30,503	(\$5,703)	\$ 24,800
Beecher Community Library District	Public	\$ 17,336	\$ 2,993				\$ 20,329	(\$5,703)	\$ 14,626
Bellwood Public Library	Public	\$ 17,336	\$ 17,060				\$ 34,396	(\$5,703)	\$ 28,693
Bensenville Community Public Library District	Public	\$ 17,336	\$ 15,318				\$ 32,654	(\$5,703)	\$ 26,951
Bensenville Elementary School District #2	School			\$ 17,500			\$ 17,500		\$ 17,500
Berkeley Public Library	Public	\$ 17,336	\$ 3,772				\$ 21,107	(\$5,703)	\$ 15,404
Berwyn Public Library	Public	\$ 17,336	\$ 34,543				\$ 51,879	(\$5,703)	\$ 46,176
Bloomington Public Library	Public	\$ 17,336	\$ 29,013				\$ 46,349	(\$5,703)	\$ 40,646
Blue Island Public Library	Public	\$ 17,336	\$ 11,100				\$ 28,436	(\$5,703)	\$ 22,732
Bridgeview Public Library	Public	\$ 17,336	\$ 10,703				\$ 28,039	(\$5,703)	\$ 22,336
Broadview Public Library District	Public	\$ 17,336	\$ 11,994				\$ 29,330	(\$5,703)	\$ 23,627
Brookfield Public Library	Public	\$ 17,336	\$ 21,821				\$ 39,157	(\$5,703)	\$ 33,454
Calumet City Public Library	Public	\$ 17,336	\$ 14,092				\$ 31,428	(\$5,703)	\$ 25,725
Calumet Park Public Library	Public	\$ 17,336	\$ 1,606				\$ 18,942	(\$5,703)	\$ 13,239
Carol Stream Public Library	Public	\$ 17,336	\$ 35,460				\$ 52,795	(\$5,703)	\$ 47,092
Chicago Heights Public Library	Public	\$ 17,336	\$ 7,715				\$ 25,051	(\$5,703)	\$ 19,348
Chicago Ridge Public Library	Public	\$ 17,336	\$ 13,549				\$ 30,885	(\$5,703)	\$ 25,182
Cicero Public Library	Public	\$ 17,336	\$ 21,199				\$ 38,535	(\$5,703)	\$ 32,832
Clarendon Hills Public Library	Public	\$ 17,336	\$ 7,309				\$ 24,645	(\$5,703)	\$ 18,942
Crestwood Public Library District	Public	\$ 17,336	\$ 5,257				\$ 22,593	(\$5,703)	\$ 16,890
Crete Public Library District	Public	\$ 17,336	\$ 17,748				\$ 35,084	(\$5,703)	\$ 29,381
Dolton Public Library District	Public	\$ 17,336	\$ 11,546				\$ 28,882	(\$5,703)	\$ 23,179
Downers Grove Public Library	Public	\$ 17,336	\$ 45,524				\$ 62,859	(\$5,703)	\$ 57,156
Eisenhower Public Library District	Public	\$ 17,336	\$ 33,159				\$ 50,495	(\$5,703)	\$ 44,792
Elmwood Park Public Library	Public	\$ 17,336	\$ 15,584				\$ 32,920	(\$5,703)	\$ 27,217
Evergreen Park Public Library	Public	\$ 17,336	\$ 11,251				\$ 28,587	(\$5,703)	\$ 22,884
Flossmoor Public Library	Public	\$ 17,336	\$ 12,954				\$ 30,290	(\$5,703)	\$ 24,587
Forest Park Public Library	Public	\$ 17,336	\$ 17,634				\$ 34,970	(\$5,703)	\$ 29,267
Frankfort Public Library District	Public	\$ 17,336	\$ 22,726				\$ 40,062	(\$5,703)	\$ 34,359
Franklin Park Public Library District	Public	\$ 17,336	\$ 17,297				\$ 34,633	(\$5,703)	\$ 28,930
Geneva Public Library District	Public	\$ 17,336	\$ 48,626				\$ 65,962	(\$5,703)	\$ 60,259
Glen Ellyn Public Library	Public	\$ 17,336	\$ 41,337				\$ 58,673	(\$5,703)	\$ 52,970
Glenwood-Lynwood Public Library District	Public	\$ 17,336	\$ 10,754				\$ 28,089	(\$5,703)	\$ 22,386
Grande Prairie Public Library District	Public	\$ 17,336	\$ 14,259				\$ 31,595	(\$5,703)	\$ 25,892
Green Hills Public Library District	Public	\$ 17,336	\$ 24,105				\$ 41,441	(\$5,703)	\$ 35,738
Harvey Public Library District	Public	\$ 17,336	\$ 8,101				\$ 25,437	(\$5,703)	\$ 19,734
Hillside Public Library	Public	\$ 17,336	\$ 11,484				\$ 28,820	(\$5,703)	\$ 23,117
Hinsdale Public Library	Public	\$ 17,336	\$ 27,244				\$ 44,580	(\$5,703)	\$ 38,877
Hodgkins Public Library District	Public	\$ 17,336	\$ 5,483				\$ 22,819	(\$5,703)	\$ 17,116
Homewood Public Library District	Public	\$ 17,336	\$ 22,105				\$ 39,441	(\$5,703)	\$ 33,738
Indian Prairie Public Library District	Public	\$ 17,336	\$ 35,534				\$ 52,869	(\$5,703)	\$ 47,166
Itasca Community Library	Public	\$ 17,336	\$ 14,624				\$ 31,959	(\$5,703)	\$ 26,256
Justice Public Library District	Public	\$ 17,336	\$ 3,200				\$ 20,536	(\$5,703)	\$ 14,833
Kaneville Public Library District	Public	\$ 17,336	\$ 823				\$ 18,158	(\$5,703)	\$ 12,455
La Grange Public Library	Public	\$ 17,336	\$ 22,777				\$ 40,113	(\$5,703)	\$ 34,409
LaGrange Park Public Library District	Public	\$ 17,336	\$ 18,001				\$ 35,337	(\$5,703)	\$ 29,634
Lansing Public Library	Public	\$ 17,336	\$ 23,233				\$ 40,569	(\$5,703)	\$ 34,866
Lyons Public Library	Public	\$ 17,336	\$ 6,790				\$ 24,126	(\$5,703)	\$ 18,423
Markham Public Library	Public	\$ 17,336	\$ 4,660				\$ 21,996	(\$5,703)	\$ 16,293
Matteson Area Public Library District	Public	\$ 17,336	\$ 23,986				\$ 41,322	(\$5,703)	\$ 35,619
Maywood Public Library District	Public	\$ 17,336	\$ 12,407				\$ 29,742	(\$5,703)	\$ 24,039
McCook Public Library District	Public	\$ 17,336	\$ 3,850				\$ 21,186	(\$5,703)	\$ 15,483
Melrose Park Public Library	Public	\$ 17,336	\$ 10,159				\$ 27,495	(\$5,703)	\$ 21,792
Messenger Public Library of North Aurora	Public	\$ 17,336	\$ 16,974				\$ 34,310	(\$5,703)	\$ 28,607
Midlothian Public Library	Public	\$ 17,336	\$ 12,493				\$ 29,829	(\$5,703)	\$ 24,126
Morton Arboretum	Special				\$ 12,500		\$ 12,500		\$ 12,500
Nancy L. McConathy Public Library District	Public	\$ 17,336	\$ 2,411				\$ 19,747	(\$5,703)	\$ 14,044
National University of Health Sciences	Academic					\$ 14,333	\$ 14,333		\$ 14,333
North Riverside Public Library District	Public	\$ 17,336	\$ 9,846				\$ 27,181	(\$5,703)	\$ 21,478
Northlake Public Library District	Public	\$ 17,336	\$ 16,241				\$ 33,576	(\$5,703)	\$ 27,873
Oak Brook Public Library	Public	\$ 17,336	\$ 10,548				\$ 27,883	(\$5,703)	\$ 22,180
Oak Lawn Public Library	Public	\$ 17,336	\$ 53,737				\$ 71,073	(\$5,703)	\$ 65,370
Oak Park Public Library	Public	\$ 17,336	\$ 66,393				\$ 83,729	(\$5,703)	\$ 78,026
Palos Heights Public Library	Public	\$ 17,336	\$ 13,965				\$ 31,301	(\$5,703)	\$ 25,598
Palos Park Public Library	Public	\$ 17,336	\$ 4,346				\$ 21,682	(\$5,703)	\$ 15,979

**Chart 1: Proposed Fee Chart for FY20 SWAN Budget
(July 1, 2019 - June 30, 2020)**

SWAN Library	Type	Public Library Base Fee	Public Library Funding Fee	School Library	Special Library	Academic Library	Base + Funding Fees (No State LLSAP Grant)	State LLSAP Grant Discount	Fee Total FY20
Park Forest Public Library	Public	\$ 17,336	\$ 19,602				\$ 36,938	(\$5,703)	\$ 31,235
Prairie State College	Academic					\$ 18,667	\$ 18,667		\$ 18,667
Prairie Trails Public Library District	Public	\$ 17,336	\$ 18,226				\$ 35,562	(\$5,703)	\$ 29,859
Richton Park Public Library District	Public	\$ 17,336	\$ 8,817				\$ 26,153	(\$5,703)	\$ 20,450
River Forest Public Library	Public	\$ 17,336	\$ 12,387				\$ 29,722	(\$5,703)	\$ 24,019
River Grove Public Library District	Public	\$ 17,336	\$ 4,239				\$ 21,575	(\$5,703)	\$ 15,872
Riverdale Public Library District	Public	\$ 17,336	\$ 4,452				\$ 21,788	(\$5,703)	\$ 16,085
Riverside Public Library	Public	\$ 17,336	\$ 10,736				\$ 28,072	(\$5,703)	\$ 22,369
St Charles Public Library District	Public	\$ 17,336	\$ 77,805				\$ 95,141	(\$5,703)	\$ 89,438
Schiller Park Public Library	Public	\$ 17,336	\$ 10,020				\$ 27,356	(\$5,703)	\$ 21,653
South Holland Public Library	Public	\$ 17,336	\$ 19,565				\$ 36,901	(\$5,703)	\$ 31,198
Steger-South Chicago Heights Public Library District	Public	\$ 17,336	\$ 4,038				\$ 21,374	(\$5,703)	\$ 15,671
Stickney-Forest View Public Library District	Public	\$ 17,336	\$ 11,824				\$ 29,160	(\$5,703)	\$ 23,457
Sugar Grove Public Library District	Public	\$ 17,336	\$ 6,172				\$ 23,508	(\$5,703)	\$ 17,805
Summit Public Library District	Public	\$ 17,336	\$ 2,695				\$ 20,031	(\$5,703)	\$ 14,328
Theosophical Society in America	Special				\$ 12,500		\$ 12,500		\$ 12,500
Thomas Ford Memorial Library	Public	\$ 17,336	\$ 13,448				\$ 30,784	(\$5,703)	\$ 25,081
Thornton Public Library	Public	\$ 17,336	\$ 1,312				\$ 18,648	(\$5,703)	\$ 12,945
Tinley Park Public Library	Public	\$ 17,336	\$ 52,590				\$ 69,926	(\$5,703)	\$ 64,223
Town and Country Public Library District	Public	\$ 17,336	\$ 15,806				\$ 33,142	(\$5,703)	\$ 27,439
University Park Public Library District	Public	\$ 17,336	\$ 5,312				\$ 22,648	(\$5,703)	\$ 16,945
Villa Park Public Library	Public	\$ 17,336	\$ 20,991				\$ 38,327	(\$5,703)	\$ 32,624
West Chicago Public Library District	Public	\$ 17,336	\$ 21,744				\$ 39,080	(\$5,703)	\$ 33,377
Westchester Public Library	Public	\$ 17,336	\$ 12,484				\$ 29,820	(\$5,703)	\$ 24,117
Westmont Public Library	Public	\$ 17,336	\$ 18,715				\$ 36,051	(\$5,703)	\$ 30,348
William Leonard Public Library District	Public	\$ 17,336	\$ 1,869				\$ 19,205	(\$5,703)	\$ 13,502
Wood Dale Public Library District	Public	\$ 17,336	\$ 23,840				\$ 41,176	(\$5,703)	\$ 35,473
Woodridge Public Library	Public	\$ 17,336	\$ 37,109				\$ 54,444	(\$5,703)	\$ 48,741
Worth Public Library District	Public	\$ 17,336	\$ 7,695				\$ 25,031	(\$5,703)	\$ 19,328

SWAN Six Year Reserves Plan: Updated for FY20 Budget

Capital Expenditures (anything over \$5,000)	FY19	FY20	FY21	FY22	FY23	FY24
	July 2018-June 2019	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022	July 2022-June 2023	July 2023-June 2024
Prior Year Balance: End of fiscal year, final audit, see "Unrestricted" on Balance Sheet	\$1,766,915	\$1,766,277	\$1,695,827	\$1,642,927	\$1,632,927	\$1,632,927
Reserves collected & Impact Fee	\$9,362	\$0	\$0	\$0	\$0	\$0
Server replacement: no longer required with cloud-based Infrastructure-as-a-Service	\$0	\$0	\$0	\$0	\$0	\$0
Vendor services: estimated consulting for server OS upgrades, migrations, etc.	(\$10,000)			(\$10,000)		
Firewall replacement: no longer required with cloud-based Infrastructure-as-a-Service	\$0	\$0	\$0	\$0	\$0	\$0
Reserves needed for deficit budget	\$0	(\$70,450)	\$0	\$0	\$0	\$0
Future ILS Migration Budget (\$465,740)						
Funds for SWAN staff computer replacement			(\$52,900)			
Total	\$1,766,277	\$1,695,827	\$1,642,927	\$1,632,927	\$1,632,927	\$1,632,927
Maintain 4 months operating in reserve (policy)	(\$1,038,134)	(\$1,123,992)	(\$1,180,191)	(\$1,239,201)	(\$1,301,161)	(\$1,366,219)
Over/(Under) Reserve Policy	\$728,143	\$571,835	\$462,735	\$393,725	\$331,765	\$266,707
Operating Budget (5% increases each year after FY20)	\$3,114,401	\$3,371,976	\$3,540,574	\$3,717,603	\$3,903,483	\$4,098,657.49

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



SWAN Committee of the Whole Meeting Administrators & Directors

February 5, 2019

10:00 a.m. – 12:00 p.m.

Oak Brook Public Library, 600 Oak Brook Road, Oak Brook, IL 60523
Meeting Room

Agenda

1. Call to Order (Ted Bodewes, Thomas Ford Memorial Library)
2. Introduction of Visitors (Ted Bodewes, Thomas Ford Memorial Library)
3. Overview and Discussion of FY20 Budget Draft (Aaron Skog)
4. Overview of SWAN Strategic Plan 2019-2023
5. Next Steps – SWAN Board President (Ted Bodewes, Thomas Ford Memorial Library)
6. Next Membership Meeting: SWAN Quarterly March 7, 2019
7. Adjourn
(Member Comment after each agenda item)

Please note: there will be no live streaming of this meeting.