

# SWAN BOARD MEETING AGENDA

## SWAN

800 Quail Ridge, Westmont, IL 60559

March 20, 2020 - Time 9:30 a.m.

Conference Room

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*SWAN Board Meeting – Online Access  
Fri, Mar 20, 2020 9:30 PM - 12:00 AM (CDT)*

*Join from computer, tablet or smartphone.  
<https://global.gotomeeting.com/join/630468421>*

*Dial in using your phone.  
United States: [+1 \(872\) 240-3311](tel:+18722403311)  
Access Code: 630-468-421*

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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 March 20, 2020 SWAN Board Meeting Agenda (Exhibit pgs. 1-3)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE MARCH 20, 2020 SWAN BOARD MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, February (Exhibit pgs. 4-10)
  - a. Balance sheet and detail of expenditures for February 2020
  - b. Approval of the payment of bills for February 1, 2020 through February 29, 2020 in the amount of \$168,218.32

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR FEBRUARY 1 THROUGH FEBRUARY 29, 2020 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR FEBRUARY 2020

5. Action Item – Acceptance of the February 21, 2020 SWAN Board Meeting Minutes (Exhibit pgs. 11-14)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 21, 2020 SWAN BOARD MEETING MINUTES AS PRESENTED

6. Action Item – Executive Session

Executive Session for the purposes of discussing “The appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body.” 5 ILCS 120/2(c) (1).

7. Reports

- a. Board President Report
- b. Executive Director Report (Exhibit pgs. 15-18)
- c. Operations Report (Exhibit pgs. 19-29)
- d. Treasurer Report
- e. Board Calendar (Exhibit pgs. 30-31)

8. Action Item – Ratify SWAN FY21 Budget Vote

RESOLVED, THAT THE SWAN BOARD APPROVES THE FISCAL YEAR 2021 BUDGET FOR JULY 1, 2020 THROUGH JUNE 30, 2021 AS VOTED ON BY THE SWAN FULL MEMBER LIBRARIES ON MARCH 5, 2020

9. Action Item – Authority to Pay Bills for March 2020 and April 2020

RESOLVED, THAT THE SWAN BOARD AUTHORIZES THE EXECUTIVE DIRECTOR TO SIGN ALL CHECKS AND PAYMENTS, AND FOR THE SECOND SIGNATURE WILL UTILIZE THE TREASURER’S STAMP WITH PRIOR APPROVAL ELECTRONICALLY, UNTIL JUNE 30, 2020

10. Discussion Item – SWAN COVID-19 Crisis & Future Actions
11. Discussion Item – SWAN Bylaws Revisions
12. Discussion Item – Updated Board Election Timetable (Exhibit p. 32)
13. Discussion Item – Review SWAN Executive Director Performance Document (Exhibit p. 33-37)
14. Discussion Item – Update on SirsiDynix Agreement Extension

The next SWAN Board Meeting will be held on April 17, 2020 at SWAN Quail Ridge at 9:30 a.m.

15. Adjournment

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

<b>SWAN Board Member</b>	<b>Library</b>	<b>Office</b>	<b>Term Expires</b>
Ted Bodewes	Thomas Ford Memorial Library	President	July 1, 2020
Jamie Bukovac	Indian Prairie Public Library	Treasurer	July 1, 2020
Stacy Wittmann	Eisenhower Public Library District	Vice President	July 1, 2021
Julie Milavec	Downers Grove Public Library		July 1, 2021
Dawn Bussey	Glen Ellyn Public Library	Secretary	July 1, 2022
Robin Wagner	South Holland Public Library		July 1, 2022
Jane Jenkins	Green Hills Public Library District		July 1, 2022

<b>February 2020</b>	<b>YTD Actual</b>	<b>FY20 Revised Budget</b>	<b>67%</b>
Revenues	2,209,754.91	3,301,526.00	67%
Expenses	2,111,937.90	3,385,086.00	62%
Excess of Revenues over (under) Expenses	97,817.01	(83,560.00)	

**SWAN**  
Balance Sheet  
As of 2/29/2020

	<b>Balance End Of Month</b>	Average Interest Rates & Interest Earned during February	
<b>Assets</b>			
<b>Cash &amp; cash equivalents</b>			
Cash- MaxSafe	1,407,043.32	1.67%	\$ 1,867.54
Cash- Hinsdale Bank Checking	880,430.76	0.00%	\$ -
<b>Total Cash &amp; cash equivalents</b>	<b>2,287,474.08</b>	Investment Income	<u>\$ 1,867.54</u>
<b>ProPay Funds</b>			
ProPay Funds	<u>36.35</u>		
<b>Total ProPay Funds</b>	<b>36.35</b>		
<b>Accounts receivables</b>			
Accounts Receivable	<u>69,963.87</u>		
<b>Total Accounts receivables</b>	<b>69,963.87</b>		
<b>Prepaid expenses</b>			
Deposits	23,467.08		
Vendor Credits	(3,043.68)		
Prepaid Expenses	<u>290,839.01</u>		
<b>Total Prepaid expenses</b>	<b>311,262.41</b>		
<b>Capital assets, net</b>			
Building And Improvements	6,895.00		
Equipment	36,500.50		
Computers	324,383.36		
Accumulated Depreciation	<u>(334,108.47)</u>		
<b>Total Capital assets, net</b>	<b>33,670.39</b>		
<b>Other Assets</b>			
Deferred Outflows - OPEB	<u>8,157.00</u>		
<b>Total Other Assets</b>	<b>8,157.00</b>		
<b>Total Assets</b>	<b><u>2,710,564.10</u></b>		
<b>Liabilities</b>			
<b>Accrued Liabilities</b>			
Accrued Liabilities	<u>3,472.16</u>		
<b>Total Accrued Liabilities</b>	<b>3,472.16</b>		
<b>Payroll</b>			
Salaries Payable	35,350.88		
PR Tax Withheld Payable	11,316.61		
Retirement Payable	6,691.25		
PR Tax Expense Payable	<u>3,708.78</u>		
<b>Total Payroll</b>	<b>57,067.52</b>		
<b>Other Postemployment Benefits</b>			
Postemployment Benefits	<u>39,101.00</u>		
<b>Total Other Postemployment Benefits</b>	<b>39,101.00</b>		
<b>Deferred revenue</b>			
Deferred Revenue	302,409.08		
Deferred Revenue - MAGIC Fee Supplement Grant	<u>160,283.00</u>		
<b>Total Deferred revenue</b>	<b>462,692.08</b>		
<b>Compensated absences</b>			
Compensated Absences	<u>99,559.16</u>		
<b>Total Compensated absences</b>	<b>99,559.16</b>		
<b>Facilities</b>			
Rent Payable	<u>47,672.57</u>		
<b>Total Facilities</b>	<b>47,672.57</b>		
<b>Other liabilities</b>			
Deferred Inflows - OPEB	<u>14,016.00</u>		
<b>Total Other liabilities</b>	<b>14,016.00</b>		
<b>Total Liabilities</b>	<b><u>723,580.49</u></b>		
<b>Net Assets</b>			
<b>Beginning Net Assets</b>			
Unrestricted	<u>1,889,166.60</u>		
<b>Total Beginning Net Assets</b>	<b>1,889,166.60</b>		
Current YTD Net Income	<u>97,817.01</u>		
<b>Total Net Assets</b>	<b><u>1,986,983.61</u></b>		
<b>Total Liabilities and Net Assets</b>	<b><u>2,710,564.10</u></b>		

**SWAN**  
Statement of Revenues and Expenses  
From 2/1/2020 Through 2/29/2020  
(66.67% through FY2020)

		Current Month Actual	Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail
<b>Revenue</b>								
4050	Other Grants	0.00	417.00	0.00	3,334.00	5,000.00	0.00%	RAILS Grants
4060	Fees For Services And Materials	228,385.33	228,385.00	1,827,082.64	1,827,083.00	2,740,626.00	66.66%	SWAN Quarterly, Annual, and Semi-Annual Fees
4061	Internet & Enhanced Access Fees	303.25	0.00	2,426.00	0.00	0.00	0.00%	SWAN Annual Internet Access Fees
4070	Reimbursements	0.00	633.00	8,482.69	5,066.00	7,600.00	111.61%	Member Reimbursements and SWANx Sponsor Table Registrations
4071	Reimbursements - Lost Materials	21.00	0.00	1,943.74	0.00	0.00	0.00%	Reciprocal Borrowing and ILL Losses
4072	Reimbursements - Collection Agency Fees	0.00	75.00	40.00	600.00	900.00	4.44%	Reciprocal Borrowing and ILL Loss Collection Agency Fees
4075	Group Purchase Receipts	0.00	60.00	954.15	480.00	721.00	132.33%	Group Purchases for Members
4080	Investment Income	1,867.54	1,833.00	19,039.86	14,666.00	22,000.00	86.54%	Interest
4090	Other Revenue	<u>43,723.23</u>	<u>43,723.25</u>	<u>349,785.83</u>	<u>349,786.00</u>	<u>524,679.00</u>	<u>66.66%</u>	RAILS Support to SWAN
<b>Total Revenue</b>		<u>274,300.35</u>	<u>275,126.25</u>	<u>2,209,754.91</u>	<u>2,201,015.00</u>	<u>3,301,526.00</u>	<u>66.93%</u>	
<b>Expenses</b>								
5000	Library Professionals	39,700.29	37,375.00	231,152.58	224,240.00	323,900.00	71.36%	Staff Salaries
5010	Other Professionals	83,580.03	111,310.00	489,048.19	667,868.00	964,700.00	50.69%	Staff Salaries
5020	Support Services	36,354.24	29,790.00	217,473.98	178,752.00	258,200.00	84.22%	Staff Salaries
5030	Social Security Taxes	11,490.93	13,660.00	68,064.56	81,968.00	118,400.00	57.48%	Social Security Taxes
5050	Worker's Compensation	247.92	183.00	2,094.07	1,466.00	2,200.00	95.18%	Worker's Compensation Insurance
5060	Retirement Benefits	15,338.43	16,260.00	90,693.90	97,548.00	140,900.00	64.36%	Retirement Benefits and Retirement Plan Fees
5070	Health, Dental, Life And Disability Insurance	14,470.62	19,550.00	141,369.76	156,400.00	234,600.00	60.25%	Health, Dental, Life & Disability Insurance
5080	Other Fringe Benefits	0.00	208.00	0.00	1,666.00	2,500.00	0.00%	Tuition Reimbursements
5085	Wellness Benefits	0.00	425.00	148.98	3,400.00	5,100.00	2.92%	Staff Wellness
5100	Recruiting	0.00	75.00	0.00	600.00	900.00	0.00%	Background Checks and Job Postings
5110	Print Materials	0.00	667.00	1,914.90	5,334.00	8,000.00	23.93%	Printed Items (Branded) and Materials for Office
5130	E-Resources	0.00	42.00	0.00	334.00	500.00	0.00%	ALA TechSource Subscription
5140	Rent/Lease	9,169.39	8,825.00	77,255.09	70,602.00	105,904.00	72.94%	Facility Lease (Including Tenant's Share of Real Estate Taxes, Operating Expenses, and Insurance)
5150	Utilities	196.36	533.00	3,671.93	4,266.00	6,400.00	57.37%	Gas and Electric
5160	Property Insurance	130.42	125.00	1,021.10	1,000.00	1,500.00	68.07%	Flood Insurance
5170	Repairs And Maintenance	0.00	98.00	536.96	786.00	1,180.00	45.50%	Key Fob Maintenance and Other Facility Maintenance
5180	Custodial/Janitorial Service And Supplies	680.92	708.00	5,816.06	5,666.00	8,500.00	68.42%	Cleaning Services and Supplies
5190	Other Buildings and Grounds	150.00	8.00	150.00	66.00	100.00	150.00%	Security Camera Surveillance Subscription

**SWAN**  
Statement of Revenues and Expenses  
From 2/1/2020 Through 2/29/2020  
(66.67% through FY2020)

		Current Month Actual	Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail
5250	In-State Travel	39.56	183.00	1,187.37	1,466.00	2,200.00	53.97%	In-State Travel
5260	Out-Of-State Travel	700.19	917.00	1,063.00	7,334.00	11,000.00	9.66%	Out-of-State Travel
5270	Registrations And Meeting, Other Fees	32.55	242.00	1,436.03	1,934.00	2,900.00	49.51%	Snacks, Supplies, and Lunches for Meetings and Staff Events
5280	Conferences And Continuing Education Meetings	1,600.00	1,167.00	20,308.28	9,334.00	14,000.00	145.05%	Sirsi Dynix Training and Staff Conference and Class and Test Registrations as well as SWANx and Usability Study Expenses
5300	Liability Insurance	765.41	742.00	6,091.55	5,934.00	8,900.00	68.44%	General Liability, Crime, Cyber Crime, and D&O Insurance
5310	Computers, Software And Supplies	4,756.91	5,202.00	33,010.21	41,617.00	62,426.00	52.87%	Computer, Software, and Supplies under \$5,000 Individual Cost as well as Subscriptions for Adobe Creative Cloud, Adobe Acrobat Pro, Sonicwall Licenses, Microsoft Office 365, Panda Security, SendGrid Email Delivery System, Asana Project Management, Go To Assist Software, Go To Meeting Software, Microsoft pfSense Usage, and Microsoft Azure
5320	General Office Supplies And Equipment	160.38	333.00	4,721.86	2,666.00	4,000.00	118.04%	Office Supplies and Equipment under \$5,000 Individual Cost Including Coffee
5330	Postage	0.00	75.00	419.32	600.00	900.00	46.59%	Postage
5380	Telephone And Telecommunications	1,592.52	1,617.00	12,044.40	12,934.00	19,400.00	62.08%	Phone, Chat, and Internet
5390	Equipment Rental	128.35	308.00	2,060.92	2,466.00	3,700.00	55.70%	Copier Lease and Usage
5400	Equipment Repair And Maintenance Agreements	54,819.55	54,475.00	437,564.51	435,800.00	653,700.00	66.93%	Sirsi Dynix Annual Maintenance, Sirsi Dynix eRC Connectors, Sirsi Dynix Blue Cloud Mobile Subscription, EBSCO Open Athens Subscription, EBSCO Discovery Subscription, Lenovo Warranty, Smartnet Maintenance, NetGate Support, Global Sonicwall Licenses, and Linux Software Maintenance
5410	Legal	0.00	417.00	0.00	3,334.00	5,000.00	0.00%	Legal Fees
5420	Accounting	0.00	1,797.00	5,350.00	14,370.00	21,555.00	24.82%	Audit and Actuary Expenses
5430	Consulting	86.67	167.00	693.36	1,334.00	2,000.00	34.66%	HR Source Membership
5435	Payroll Service Fees	513.40	325.00	2,438.05	2,600.00	3,900.00	62.51%	Paylocity Payroll Service Fees
5440	Contractual Staff	0.00	200.00	0.00	1,600.00	2,400.00	0.00%	Answering Service Costs

**SWAN**  
Statement of Revenues and Expenses  
From 2/1/2020 Through 2/29/2020  
(66.67% through FY2020)

		Current Month Actual	Current Month Revised Budget	YTD Actual	YTD Revised Budget	Total Revised Budget	Percent of Annual Budget	General Ledger Line Item Detail
5450	Information Service Costs	26,527.48	28,017.00	216,395.97	224,134.00	336,200.00	64.36%	Formsite Membership Costs, OCLC Fees, Authority Processing, Syndetic Reviews, SSL Certificate Costs, Survey Monkey Subscription, MailChimp Subscription, ALA RDA Toolkit, WebDewey, and EBSCO Novelist Subscription
5480	Other Contractual Services	1,802.46	3,775.00	13,328.26	30,200.00	45,300.00	29.42%	Unique Management Placements, Monthly Notice Printing, and HR Support Costs
5485	Group Purchases	0.00	60.00	361.75	480.00	721.00	50.17%	Group Purchases for Members including Credit Card Swipes
5490	Depreciation	2,847.29	0.00	22,778.32	0.00	0.00	0.00%	Monthly Depreciation Expense
5500	Professional Association Membership Dues	248.00	33.00	686.00	266.00	400.00	171.50%	Professional Memberships for SWAN and Staff
5510	Miscellaneous	(235.76)	83.00	(415.91)	666.00	1,000.00	(41.59)%	Member Overpayments and Double Payments to be Reimbursed, Allowance for Doubtful Accounts Additions, Credit Card Overage Charges, as well as Reciprocal Borrowing and Vendor Adjustments from Prior Years
5515	Miscellaneous - E-Commerce Fees	<u>0.00</u>	<u>0.00</u>	<u>2.59</u>	<u>0.00</u>	<u>0.00</u>	0.00%	Fees for SWAN ProPay Account Used for Testing
<b>Total Expenses</b>		<u>307,894.51</u>	<u>339,977.00</u>	<u>2,111,937.90</u>	<u>2,303,031.00</u>	<u>3,385,086.00</u>	<u>62.39%</u>	
<b>Excess of Revenues over (under) Expenses</b>		<u>(33,594.16)</u>	<u>(64,850.75)</u>	<u>97,817.01</u>	<u>(102,016.00)</u>	<u>(83,560.00)</u>		



**SWAN**

Check/Voucher Register - Check and Disbursement Register

1003 - Cash- Hinsdale Bank Checking

From 2/1/2020 Through 2/29/2020

<b>Effective D...</b>	<b>Vendor Name</b>	<b>Transaction Description</b>	<b>Check Amount</b>
2/3/2020	Cintas #769	Mats for Door Entry	75.29
2/3/2020	ComEd	Electric 12/17/19-1/21/20	296.58
2/3/2020	Riverside Public Library	Refund for check #21658 RB Payment	136.07
2/3/2020	Reliance Standard Life Insurance Co.	LTD/STD Insurance for February 2020	928.58
2/3/2020	Steven Schlewitt	Travel Reimbursement 7/1/19-11/22/19	51.97
2/3/2020	Quail Ridge Drive Investors, LLC	February 2020 Rent Payment	211.63
2/3/2020	ICMA Retirement Corporation	Retirement Deductions and Contributions: Feb. 1, 2020	5,415.73
2/3/2020	ICMA Retirement Corporation	Retirement Deductions and Contributions: Feb. 1, 2020	1,729.90
2/6/2020	Paylocity Corporation	Net Wages: Feb. 1, 2020	38,614.62
2/6/2020	Paylocity Corporation	Payroll Taxes: Feb. 1, 2020	16,780.79
2/7/2020	Paylocity Corporation	Payroll Service Fees: Feb. 1, 2020	349.25
2/18/2020	First Bankcard	Feb. 2020 Credit Card Payment of Dec./Jan. Balances	7,860.54
2/18/2020	ICMA Retirement Corporation	Retirement Deductions and Contributions: Feb. 15, 2020	4,961.35
2/18/2020	ICMA Retirement Corporation	Retirement Deductions and Contributions: Feb. 15, 2020	1,729.90
2/19/2020	Claudia Nickson	Cataloging Users Meeting Snacks/Travel	72.11
2/19/2020	Comcast	Internet Service 2/15-3/14/20	1,260.00
2/19/2020	Genesis Technologies, Inc.	Copier Monthly Lease	128.35
2/19/2020	HR Source	Draft for Employment/Severance Agreement	475.00
2/19/2020	Limricc-Phip	Health Insurance for February 2020	23,886.32
2/19/2020	Wellness Insurance Network-WIN	Life Insurance for February 2020	174.39
2/19/2020	Marcive, Inc.	Authority Processing	275.22
2/19/2020	Nicor Gas	Gas 1/12-2/13/20	196.36
2/19/2020	Roselle Public Library District	Refund for Over-payment	0.90
2/19/2020	Rudolph Host	Travel Reimbursement-COSUGI Airfare	337.39
2/19/2020	T.A. Systems Inc.	Office Cleaning-February 2020	560.00
2/19/2020	Unique Management Services, Inc.	Placements for January 2020	35.80

**SWAN**

Check/Voucher Register - Check and Disbursement Register

1003 - Cash- Hinsdale Bank Checking

From 2/1/2020 Through 2/29/2020

<b>Effective D...</b>	<b>Vendor Name</b>	<b>Transaction Description</b>	<b>Check Amount</b>
2/19/2020	Unique Management Services, Inc.	Patron Notices for January 2020	1,291.66
2/20/2020	Paylocity Corporation	Net Wages: Feb. 15, 2020	35,514.63
2/20/2020	Paylocity Corporation	Payroll Taxes: Feb. 15, 2020	15,059.39
2/21/2020	Paylocity Corporation	Payroll Service Fees: Feb. 15, 2020	164.15
2/27/2020	Quail Ridge Drive Investors, LLC	March 2020 Rent Payment with Jan. & Feb. CAMS Adj.	9,644.45
		<b>Total 1003 - Cash- Hinsdale Bank Checking</b>	<b>168,218.32</b>
<b>Report Total</b>			<b>168,218.32</b>

# SWAN BOARD MEETING MINUTES

February 21, 2020 9:30 a.m.  
SWAN 800 Quail Ridge Drive, Westmont, IL

## 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. Ted Bodewes
- b. Jamie Bukovac
- c. Dawn Bussey
- d. Jane Jenkins
- e. Julie Milavec
- f. Robin Wagner
- g. Stacy Wittmann

## 2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director  
Dawne Tortorella, SWAN Assistant Director  
Ginny Blake, SWAN Office Manager  
Edith Craig, St. Charles Public Library

No public comment.

## 3. Action Item

Acceptance of the February 21, 2020 SWAN Board Meeting Agenda with changes noted.

Bukovac moved, seconded by Wittman that it be

RESOLVED, THAT THE SWAN BOARD amends the agenda to add a closed session  
ACCEPTS THE FEBRUARY 21, 2020 SWAN BOARD MEETING AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

## 4. Closed Session

EXECUTIVE SESSION FOR THE PURPOSES OF DISCUSSING "THE APPOINTMENT, EMPLOYMENT, COMPENSATION, DISCIPLINE, PERFORMANCE, OR DISMISSAL OF SPECIFIC EMPLOYEES OF THE PUBLIC BODY OR LEGAL COUNSEL FOR THE PUBLIC BODY." 5 ILCS 120/2(C) (1).

Milavec moved, seconded by Bukovac, that it be

RESOLVED, THAT THE SWAN BOARD GO INTO EXECUTIVE SESSION AT 9:36 AM

Motion carried by roll call vote with the following results:

Ayes: Bodewes, Bukovac, Bussey, Jenkins, Milavec, Wagner, Wittmann

Milavec moved, seconded by Bukovac, that it be

RESOLVED, THAT THE SWAN BOARD RECONVENE AT 10:18 AM

Motion carried by roll call vote with the following results:

Ayes: Bodewes, Bukovac, Bussey, Jenkins, Milavec, Wagner, Wittmann

**5. Action Item**

Approval of SWAN Financials, February 2020

Bukovac moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JANUARY 1, 2020 THROUGH JANUARY 31, 2020 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR JANUARY 2020 AS PRESENTED

Motion carried by roll call vote with the following results:

Ayes: Bodewes, Wittmann, Bussey, Wagner, Bukovac, Milavec, Jenkins

**6. Action Item**

Acceptance of the January 17, 2020 SWAN Board Meeting Minutes

Bukovac moved, seconded by Wittmann that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE JANUARY 17, 2020 SWAN BOARD MEETING MINUTES AS PRESENTED

Motion carried by unanimous voice vote

**7. Action Item**

Acceptance of the February 4, 2020 SWAN Committee of the Whole Meeting Minutes

Bukovac moved, seconded by Milavec that it be

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 4, 2020 COMMITTEE OF THE WHOLE MEETING MINUTES AS PRESENTED

Motion carried by unanimous voice vote.

**8. Reports**

**a. Board President Report**

Bodewes discussed and reviewed the procedure for Skog's review.

**b. Executive Director Report**

Skog summarized the discussion and recommendations from the Clarity Task Force. Skog will be making action steps for 2020. Skog discussed the ByLaws Review for the March Quarterly meeting. The FY21 Budget will be presented and is set for approval at the March Quarterly Meeting.

**c. Operations Report**

The board had a brief discussion on the Online Patron Registration. Bibliographic Database will have upgrade starting Sunday, February 23 and will be offline most of Monday, February 24<sup>th</sup>.

**d. Treasurer Report**

No report

**e. Board Calendar**

Reviewed and discussed the action item "Closed session minutes 6-month review" on the schedule for today.

**9. Discussion Item**

Update on EBSCO Group Purchase for SWAN Libraries

General questions from member libraries was discussed. The 18 libraries that would prefer not to pay was discussed. Skog explained the 3 funding options. Skog will present all 1 funding option to the membership at the Quarterly Meeting in March.

**10. Discussion Item**

Update on SirsiDynix Agreement Extension

Skog met with our new representative to discuss extension. Skog recapped the goals for the contract extension.

**11. Discussion Item**

Board Election Timetable

There are two positions up for election, President and Treasurer.

Election process will be announced at the Quarterly Meeting in March.

Bodewes would like to have the June Board Meeting at Thomas Ford Library.

**12. Discussion Item**

March 5, 2020 Quarterly Meeting Agenda

Action Item #6 & #7 should be switched. Discussion on “going fine free” will be on the agenda.

12: Next Board Meeting

The next SWAN Quarterly Meeting of Directors & Administrators will be held on March 5, 2020 at Oak Brook Public Library at 10:00 a.m.

The next SWAN Board Meeting will be held on March 20, 2020 at SWAN Quail Ridge at 9:30 a.m.

Adjournment

Minutes Prepared by Ginny Blake

Respectfully Submitted,

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Dawn Bussey

Board Secretary

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# SWAN Executive Director Report

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*March 20, 2020*

## COVID-19 Crisis Update

SWAN is providing day by day updates on the resource sharing system. Those can be followed on the COVID-19 page which has been configured to have a news feed. The current status of the resource sharing system was shared in a post on Tuesday, March 17, 2020. Rather than answer questions at the Board meeting on Friday about various configuration settings, we need to consider the role of the organization for the next 12-18 months.

### **Online Membership Meetings**

We are suggesting an online meeting to check in on libraries and discuss our weekly strategy. The RAILS emergency meeting was very positive and attended by over 500 online.

### **Community Forums**

Those online forums have been in a pilot phase and will need to be fully embraced as a way to have library staff engage with each other.

### **E-Content Strategy**

SWAN should help coordinate the OverDrive consortia with increased purchasing. We will have an EBSCO subscription starting July 1, 2020. Robin has been in touch with libraries confirming their communication with vendors and extension of contracts, licensing, and usage gates. More work is developing in this area and they will be enlisting the help of E-Resources Advisory and DUX in these efforts.

### **Online Patron Registration**

This system built by SWAN is flexible enough to allow card registration online which grants immediate access to e-content such as OverDrive, Article Search, and online databases within SWAN's OpenAthens system. With access to physical materials unavailable during closures, we can have this system set an expiration date far enough in the future until the full library card access can be verified and granted by library staff.

## Board Considerations

### **Bill Paying Authority**

The agenda for the March 20<sup>th</sup> meeting will include an action item to allow the Executive Director to sign all checks. We can utilize the treasurer's signature with a stamp and get payment approval before using the stamp.

### **Future Action on SWAN Reopen Date**

Libraries are all over the place with future reopening dates. SWAN libraries will have major headaches if we try to reopen staggered on different days, impacting holds fulfillment and RAILS delivery. We

recommend the Board take a step to approve a single reopening date for SWAN. The library could decide to reopen a day early if they chose to, but we would continue the practice of suspending holds and asking that holds not be filled until we bring everyone back online all at once. As Executive Director, I am more than happy to select this date and announce how and when it will take place.

## SWAN Strategic Plan 2019-2023

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

### **Tactical Plan 2020-2021**

The goals for the next year are being worked on which will need to incorporate the changed landscape of providing library services during a global pandemic.

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

### **SWAN ByLaws Review**

The SWAN ByLaws were brought forward for discussion and a vote at the March 5, 2020 Quarterly meeting. The proposed revisions vote failed to reach the 2/3 affirmative vote with 21 in favor, 22 against, 0 abstaining, and 54 members being absent.

Julie Milavec proposed that the SWAN ByLaws be revised, but that the advisory voting portions of the revisions not be included.

In lieu of the COVID-19 pandemic and the need for social distancing, the vote taken by the membership will require in-person meetings to modify SWAN's budget, approve new member libraries, and vote on new board members.

## EBSCO Subscription Database Group Purchase

The group-purchase was approved at the March 5, 2020 Quarterly meeting. Having these online research databases for all public libraries in SWAN will provide a huge assistance to the communities now forced into online learning and need for reliable e-content.

## Libraries Joining SWAN: Glenside, Roselle, Warrenville

Dawne and Aaron had a meeting on Friday, March 13<sup>th</sup> with the library directors the three prospective libraries. Our next meeting is April 1<sup>st</sup> and we will be working on the RAILS Catalog grant application that is due April 15<sup>th</sup>.



The question posed by Tiffany Verzani at the Quarterly meeting last month supposed that if a new library joins SWAN, where is the savings?

Below is a breakdown of the revenue and expenses. The answer is new libraries joining SWAN keep the consortia in the black. There is likely a misconception on how that additional revenue could lower a member library's membership fees. In this example, \$52,198.69 in additional revenue for the future fiscal cycle 2022 will have to be shared across the 97 libraries. This shared amount is low, but it certainly exists. In addition, new libraries positively impact the financial viability of the consortium.

<b>Fee Revenue</b>	<b>FY21</b>	<b>FY22</b>
<b>Glenside PLD</b>	\$ 22,277	\$ 44,554
<b>Roselle PLD</b>	\$ 15,144	\$ 30,288
<b>Warrenville PLD</b>	\$ 15,144	\$ 30,288
<b>New Library Revenue</b>	<b>\$ 52,565</b>	<b>\$ 105,130</b>
<b>Add-on Expenses</b>		
<b>SirsiDynix Maintenance Add-on</b>	\$0	\$15,840
<b>EBSCO Discovery Service Add-on</b>	\$1,500	\$3,000
<b>OpenAthens Add-on</b>	\$0	\$3,000
<b>Novelist Select Add-on</b>	\$1,500	\$3,000
<b>OCLC Add-on</b>	\$7,178	\$28,091
<b>New Library Add-on Expense</b>	<b>\$ 10,178</b>	<b>\$ 52,931</b>
<b>Total Expense</b>	<b>\$ 66,678.04</b>	<b>\$ 52,931.34</b>
<b>Over/(Under)</b>	<b>\$ 42,386.98</b>	<b>\$ 52,198.69</b>

## Monthly Financial Report

### Accounts Receivable Update

SWAN has received \$632,450.50 of the total invoiced third quarter SWAN fees of \$667,099.50 within less than two months of billing. As of February 29, the libraries with outstanding prior and current period SWAN fees, include:

- Harvey – Owing \$21,191.94 in total, which includes the third quarter of FY20 plus the most recent reciprocal borrowing invoice, the first and fourth quarters of FY19, as well as the fourth quarter of FY18 and partial fees for the third quarter of FY18. Their most recent payment was received on February 3rd in the amount of \$7,950.03 which was applied against their second

and third quarter fiscal year 2018 SWAN fees.

- Calumet Park – SWAN received identical payments from Calumet Park on July 15th, August 12th, September 23rd, October 11th, and November 14th in the amounts of \$3,755.00 that completely paid off all prior and current period SWAN fees. Additional payments received on December 5th and 30th as well as February 10th and 24th paid off their third quarter SWAN fees as well as all recently billed reciprocal borrowing fees, leaving them with an account credit (overpayment) totaling \$2,500.00 to be applied against their upcoming fourth quarter SWAN fees.
- University Park – Owing \$4,293.86 for first quarter FY20 SWAN fees plus the most recent fiscal year 2020 reciprocal borrowing invoice. On March 5th SWAN received payment in full for their outstanding quarterly invoice.

Internet Access Library fees were invoiced on January 29th in the total amount of \$3,639.00, and, as of February 29th SWAN has received \$1,516.25 within less than one month of billing.

# Operations Report: March 20, 2020

## Member Engagement – All Staff

The following abbreviations are used to show departments: UX – User Experience, Bib Srvs – Bibliographic Services, IT – Information Technology and Systems Support, Admin – Administration.

## Site Visits, Training, and Networking

During the past reporting period (February 17<sup>th</sup> – March 16<sup>th</sup>):

Date	Event Name	Attendees	Teams Represented	Topic
2/18/2020	Mobile Usability Testing (Downers Grove Public Library)	Tara, Crystal	UX	Site Visit, Research
2/18/220	Site Visit (Itasca Community Library) - Acquisitions review and configuration	Sam, Vickie	Bib Srvs, IT	Site Visit
2/18/2020	Training: Searching in WorkFlows	Claudia	Bib Srvs	Training
2/18/2020, 2/21/2020	Virtual Consultation (St. Charles Public Library) - Move	Dawne, Sam	Admin, Bib Srvs	Consultation
2/19/2020	Fine-Free Panel Discussion	Aaron, Dawne, Crystal, Vickie	Admin, UX, IT	Member meeting
2/20/2020	Public Services Users Meeting	Tara, Crystal	US	Member meeting
2/21/2020	SWAN Board Meeting	Aaron, Dawne, Ginny	Admin	Governance
2/24/2020, 3/4/2020	Site Visit (Dolton Public Library, South Holland Public Library, Harvey Public Library) - Project NextGen Grant	Dawne	Admin	Consultation
2/27/2020	E-Resource Advisory Meeting	Robin, Tara, Dawne	UX, Admin	Member meeting
3/3/2020	Training: BLUEcloud Analytics Overview	Dawne	Admin	Training
3/5/2020	SWAN Quarterly	Aaron, Ginny, Robin, Tara, Crystal, Dawne, Steven, Scott	Admin, UX, Bib Srvs, IT	Governance
3/5/2020	Cataloging Advisory Meeting	Scott, Sam, Claudia, Sue, Angela, Diane	Bib Srvs	Member meeting
3/5/2020	Site Visit (South Holland Public Library) - Cash Management	Vickie, Dave	IT, UX	Site Visit
3/11/2020	Book Club Users Meeting	Helen, Dawne, Vickie	Admin, IT	Member meeting
3/11/2020	Member Update: BLUEcloud Central 20.03.0	Dawne, Steven, Crystal Scott, Sam, Claudia	Admin, IT, UX, Bib Srvc	Training
3/11/2020	Site Visit (Westmont Public Library) - Fine Free Discussion	Dawne	Admin	Site Visit
3/12/2020	Acquisitions Users Meeting	Sam, Vickie	Bib Srvc, IT	Member meeting

3/12/2020	Virtual Consultation (Geneva Public Library) - Move	Dawne	Admin	Consultation
3/13/2020	Joining SWAN Meeting	Aaron, Dawne	Admin	Site Visit
3/16/2020	Training: Using OCLC Article Exchange	Dawne	Admin	Training

#### SirsiDynix & Vendor Partner Support & Consulting

- 3/5 – Consultation with Oak Park on Online Patron Registration/Digital Access
- 3/12 – Sure Sailing, consultation with SirsiDynix
  - Automating catalog updates to maintain processing implemented in Feb reindexing of bibliographic database
  - Review of user status updating to reflect blocks based on days overdue (possible option for libraries considering fine free)
- 3/16 – SirsiDynix SPP for User Role Management

### SWAN Assistant Director (Dawne Tortorella)

#### COVID-19

Since approximately March 3<sup>rd</sup>, SWAN Administration and Operational teams have been engaged in COVID-19 preparedness, communication, and system response. These decisions are constantly evolving, and we base decisions on assessment in the best interests of our libraries and their patrons. As the situation evolves and we receive feedback, we reassess and adjust. This is new territory for us all and appreciate positive feedback and flexibility as we rapidly address needs of our libraries.

For membership updates, visit the SWAN Support Site - <https://support.swanlibraries.net/covid19>

To assist patrons, the SWAN Patron Help Site has a featured page regarding COVID-19 information and closures - <https://swanlibraries.net/blog/2020/03/13/use-your-library-during-a-closing/>.

In addition to the rapid response to changing system needs and support tickets, we are working on some longer term resources for SWAN. Staff are working on e-content pathfinders and links to learning resources which libraries can share with patrons or copy to their own websites. We are escalating our online meeting and training recordings to make available for staff to view remotely. All scheduled meetings and training will be held virtually which may impact agendas. Our #1 priority is staying connected to our membership, listening to needs and on-the-ground work, and providing support.

#### Circulation Surge

Preliminary analysis of BLUEcloud Analytics circulation statistics for 15 days (March 1-March 15) show a dramatic surge in circulation prior to closure. We are gathering stories to include a more in-depth review of how patron behavior was impacted and how libraries responded. See listing after this report for initial data.

Some of our libraries experienced a 10-fold (1,000%) increase in circulation compared to prior week/same day. Social media was abuzz with empty Lucky Day, Display, and New Fiction/Non-Fiction shelves. Patrons really showed their reliance and appreciation of library resources – far better than hoarding toilet paper!

## **SWAN Bibliographic Services (Scott Brandwein)**

### **Cataloging Advisory Meeting**

The Cataloging Advisory Group met again and took on three major tasks: 1) Reformatting of support site documentation for cataloging, 2) redefining requirements and expectations for OCLC Cataloging Libraries (discussion only), and 3) approving a new framework for bibliographic quality control.

The group gave feedback on some draft work SWAN completed on the cataloging documentation to pare it down to the essentials of cataloging at SWAN. Previously, documentation parroted information found through other resources such as RDA, the Library of Congress' MARC Standards, and OCLC Bibliographic Formats and Standards. Now that Advisory has weighed in and refined the draft, SWAN will apply the principles discussed to our documentation over the coming weeks.

The group also gave feedback about the current form of the Cataloging Library Agreement and suggested ways to make expectations clearer. SWAN is considering a rewrite of this agreement and will work with administration with this goal in mind. We plan this to be a clarification and will not be moving the goal posts. Existing Cataloging Libraries' status is not in question.

Claudia Nickson put together a framework to evaluate incoming full cataloging, track issues, and provide feedback to member staff. Cataloging Advisory approved this framework and will be our pilot group. After a month of evaluation, Claudia will contact Advisory members with drafts of what their feedback would look like to ensure it is succinct and constructive. We will then provide the same service to all Cataloging Libraries. This is in the spirit of quality control, and it is not SWAN's intention to use this framework for punitive purposes. All feedback will be privately sent to cataloging points of contact.

### **Acquisitions Users Meeting**

The Acquisitions Users meeting took place Thursday, March 12<sup>th</sup> in person at RAILS Burr Ridge and online via GoToMeeting. Topics included the launch of SWAN Community Forums for Acquisitions, and update on current projects such as the removal of fiscal cycles and ONORDER user cleanup, and a demonstration of the new Cancelled Publication Patron Notification Tool.

This new tool was developed internally by SWAN staff, and it allows us to more easily clean up our data when libraries have open orders for publications that have been cancelled indefinitely. The tool cancels all associated holds and notifies patrons that their item will no longer be available. SWAN can then shadow the record, notify libraries of the situation, and libraries will be able to close out their orders as they see fit without being blocked by patron holds.

The meeting also included a discussion of training opportunities in Acquisitions, and we hope to use that feedback to develop a more robust curriculum of training videos and live online classes.

Finally, we discussed support site documentation and showcased some new documents covering fiscal rollover and a reference of what libraries use which vendors. We plan to continue refining the Acquisitions documentation in earnest in the coming months.

### **February 23-24 Weekend Bibliographic Updates**

The series of updates over the weekend preceding the Symphony rebuild went well, but not everything was able to finish due to time constraints. The following summary of changes was sent to the membership via SWANcom:

- *Removed GMDs from 214,840 records*
- *Removed 40,289 invalid 001 fields from 39,695 records*
- *Removed over 2 million 9xx junk fields from 759,260 records*
- *Removed 445,584 projected release dates and Fast, BISAC, and Sears subject headings from 215,758 records*
- *Standardized 7,640 Title Control Numbers*
- *Performed 409,282 item edits and 47,827 call number edits*

*Time constraints prevented us from accomplishing everything initially projected, but we intend to continue bibliographic cleanup over the coming weeks. For example, the removal of release dates and unused subject headings only covered about 4/5 of the database. We will complete this work a little at a time and then begin removing price information from ISBN fields and cleaning up 856 URL fields. What remains is of a much smaller scale than what was accomplished this weekend and can be doled out slowly as indexing bandwidth allows without interrupting regular operations.*

With extensive library closings due to COVID-19, we will also assess what work can be accomplished while library staff functions are reduced.

The remaining cleanup is currently underway. We are also devising a method to automate this cleanup daily, so such large steps are not required in the future. We have spoken with SirsiDynix and hope to get this established soon.

### **OHM Update (OSMOSIS Replacement)**

We are pleased to announce that our transition from TMQ's OCLC holdings management services to our internal OHM tool was a success. We were able to perform a bibliographic extract, compare it to the previous month's extract, gather holdings adds and deletes, and send those holdings to OCLC via API without incident. The statistics we gathered from this process are comparable to the statistics we have received in the past from TMQ, and SWAN will continue using this service for the foreseeable future.

We will be presenting the results of this testing to the other Illinois LLSAPs that have been involved on March 13<sup>th</sup> (postponed until March 20<sup>th</sup> due to crisis management of COVID-19 on March 13<sup>th</sup>). Our final steps are to develop a simple user interface to make this process easy to perform and to transition the LLSAPs to OHM in June.

There is still a lot of work to be done, but we are pleased to confidently confirm that we will be able to manage SWAN members' OCLC holdings on their behalf without relying on an outside vendor.

### Cataloging Counts: SWAN Bibliographic Services

*Counts do not include seventeen 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 February, there were 153 upgrades of minimal level records in OCLC to full records.

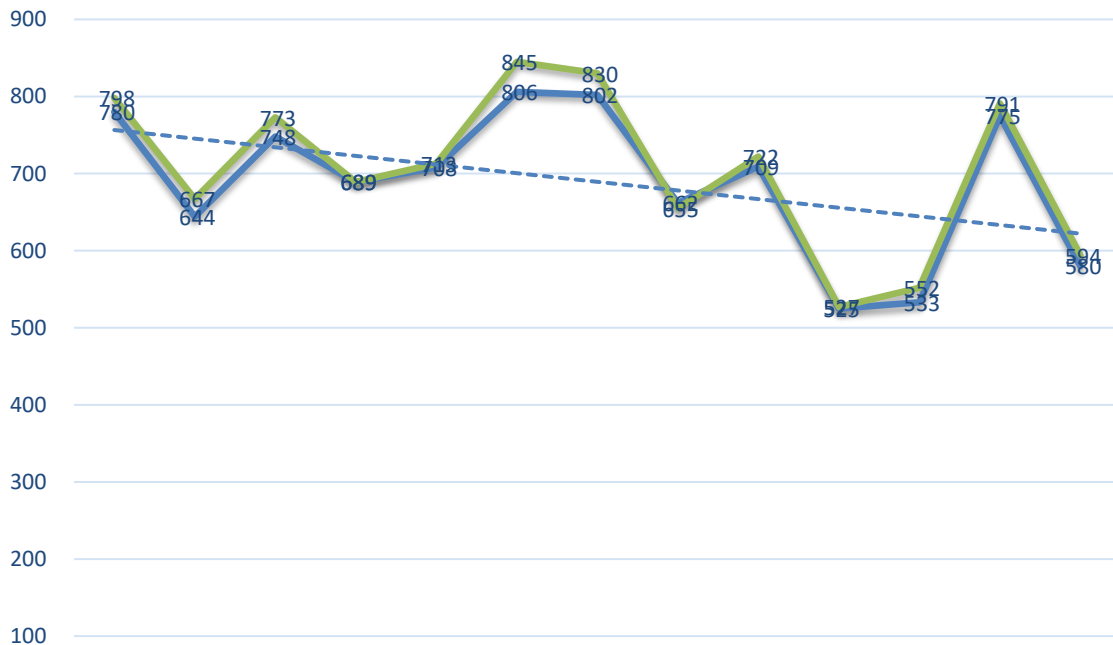
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
<b>Orig 2018</b>	122	89	147	70	119	148	118	167	116	209	194	92	<b>1,591</b>
<b>Copy 2018</b>	3,896	3,348	5,157	4,614	2,851	1,493	2,138	2,459	2,010	1,866	1,376	2,056	<b>33,264</b>
<b>Orig 2019</b>	126	82	106	211	92	163	127	175	171	102	97	107	<b>1,569</b>
<b>Copy 2019</b>	2,565	1,952	1,939	2,352	2,032	2,070	1,672	1,872	2,362	2,605	1,648	1,587	<b>24,656</b>
<b>Orig 2020</b>	99	111											
<b>Copy 2020</b>	1,908	1,717											

### SWAN IT & System Support Services (Steven Schlewitt)

#### Support Tickets

Notable ticket trends this month largely correlated to the evolving COVID-19 crisis. Members had a variety of questions ranging from the processing of materials, to holds and circ map change requests. In the 72-hour period following major statewide announcements (Friday, March 13th through Sunday, March 15th), the team fielded roughly 66 library closing requests which required making adjustments to those libraries' Days Closed configurations, suspending holds, adding banners to their Enterprise portals, ensuring their notification to RAILS delivery, and adding them to an ongoing list shared with patrons.

## SWAN Support Tickets Feb 2019- Feb 2020



	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Series1	780	644	748	689	708	806	802	662	709	525	533	775	580
Series2	798	667	773	689	713	845	830	655	722	527	552	791	594

Tickets Submitted to SWAN

### General Projects

- Project OHM development, live SWAN testing – Rudy with Scott (Bib Svcs)
- Follow-up on WorkFlows 3.6.2 client updates – Michael
- Staff laptop image refresh – Ian
- BLUEcloud Central Acquisitions configuration – Steven with Sam (Bib Svcs)
- BLUEcloud Pilot user additions – Steven, Michael
- Web Services 6.0 upgrade prep – Steven, Rudy
- Library “Fine Free” site visits and consultation – Vickie
- SWANx 2020 planning – Steven with Admin Team
- Systems, libraries, and staff security discussions and response planning – Steven, Rudy, Ian
- Library Market vendor coordination and setup for CSD – Ian, Rudy
- Custom development for removal of bills with deleted titles – Vickie, Dave
- Library addressing for EBSCO subscription – Ian
- St. Charles temporary closure and move VPN troubleshooting – Steven, Rudy
- “You Saved” email receipt configuration – Michael
- SWAN IT asset audit – Ian
- SWAN Patron Site system migration to Azure – Ian, Rudy



- Cash Management WorkFlows configuration for SHS – Dave, Vickie

### Online Patron Registration

Rapid progress is being made with the Online Patron Registration tool developed by Rudy, Steven, Vickie, and Dave. The team met with Oak Park staff on February 18<sup>th</sup> to review an early pilot, limited to just Oak Park staff to determine bugs and additional features. Through further discussion with Oak Park staff, the development of a new patron type, an “Online-Only” user was requested as to best suit the needs of the community. The team is currently working on development of the user and the logic to have the user created through the registration process. Although the COVID-19 closures will likely delay project progress, the project is close to a larger scale pilot, initially for Oak Park patrons and expanding to a limited group of SWAN libraries shortly after.

### Symphony Database Rebuild

The February 23<sup>rd</sup>/24<sup>th</sup> Symphony database rebuild was largely successful, completing several pending bibliographic record change and cleanup projects as well as completing a necessary annual database efficiency check. As the first database rebuild performed in the Azure environment, we did witness a slight improvement in performance. While previous database rebuilds have taken as much as 36 hours to complete, this rebuild concluded in approximately 23 hours. Through some testing and temporary system reconfiguration, we believe it’s possible to observe a more moderate improvement for future rebuilds; this initial Azure rebuild served as a baseline for that improvement.

### API Team Self-Checkout Development

Several months ago, the SWAN API Team, consisting of Steven, Rudy, Dave, Scott, and Michael took on a project exercise to create consistency and structure in their development processes by collaborating on a SWAN-developed self-checkout software that could be offered to SWAN libraries as an Open Source project in the future. With Rudy acting as the lead developer and Steven as the project manager, the team took on the project to better refine their use of “Agile” development principals, focused in iterative design. In February, the team held a design discussion meeting with other SWAN staff, Crystal, Claudia, and Vickie to draft potential user stories, personas, and features of the tool. The group came away with many ideas for the project and a general direction for the early stages of development. The intention is to have a beta version of the project to demo at SWAN eXpo 2020.

### Email Notice Tracking (as of March 15<sup>th</sup>)

Reading Date	Total Emails Sent	Success Rate	Bounces	Marked SWAN as SPAM
1/20/2020	388,977	98.99% (385,029)	0.11% (411)	0.00% (19)
2/14/2020	427,067	98.96% (422,632)	0.11% (449)	0.00% (6)
3/15/2020	411,235	99.04% (407,299)	0.12% (484)	0.00% (12)

### Outage Tracking (as of March 15<sup>th</sup>)

Date	Time	Elapsed (Min)	Service	Planned?	Lib Hours?	Reason
2/23/2020	18:30	1380 (23hr)	Symphony	Yes	Yes	Symphony database rebuild

## SWAN User Experience (Tara Wood)

### User Groups

The first Public Services User Group met on February 20<sup>th</sup> at RAILS Burr Ridge. Tara and Crystal led the first meeting. Debbie Walsh from National University of Health Sciences and Sue Pajor from Alsip-Merrionette Park Public Library District volunteered as co-chairs and will lead the meetings coming up in May and November.

The group brainstormed a long list of discussion topic ideas for future meetings and voted on them. Among the most popular topics were:

- Breaking silos- bridging the gap between circulation and reference
- Patterns in service failures- stress points, barriers to service
- Database usage and relevancy: need, marketing, usability
- Physical space and service (quiet spaces, desk locations, collection locations, office locations, study rooms)
- In-service ideas

The first E-Resource Advisory Group met February 27<sup>th</sup>. Discussion topics included statistics and reporting needs and troubleshooting practices around authentication for eBook platforms and databases. It was clear the group has a wealth expertise around troubleshooting, and the forums could be a good place to continue to share knowledge and tips. In addition, Robin updated the group on the EBSCO database group purchase, which was received enthusiastically from the group.

Circulation User Group met February 19<sup>th</sup>. Topics included items in MISSHLDSHF, preparation for the new minimum wage, and policies for using personal devices for work activities.

The March DUX meeting has been moved to April 2<sup>nd</sup> so that Tara can participate in the Evolving Manager Boot Camp with the SWAN management team. [As of March 16<sup>th</sup>, this workshop has been postponed by HR Source.]

### BLUEcloud Circulation

Crystal provided a BLUEcloud Circulation update on new features available this month. The hold expiration date is now automatically populated, catalog searching supports search by item barcode, and implementation of the Symphony notes tab. Crystal also distributed the first assignment to the Phase 2 participants.

### New Patron Help Site

The redesign of the patron help site is live! Feedback has been positive so far. You can read more on the SWAN support site: <https://support.swanlibraries.net/news/2020-03/67424>

## Support Site

- Tara updated the User Groups page to automatically pull in dates from L2 to help ensure accuracy and consistency of meeting dates listed.
- Crystal developed documentation for patron card renewal through Enterprise:  
<https://support.swanlibraries.net/node/67377>
- Crystal is preparing for a full content review of the support site, that is scheduled to start April 13<sup>th</sup>.

## BLUEcloud Mobile

Crystal and Tara visited Downers Grove Public Library to conduct usability testing of the BLUEcloud Mobile app. The usability testing report is available on the SWAN support site:

<https://support.swanlibraries.net/system/files/Members/202003/BLUEcloud%20Mobile%20Usability%20Test%20Report-%20Spring%202020.pdf>

## Group Database Purchase

With the approval of the EBSCO database purchase, Robin is preparing for the implementation process. The next step in the process is coordinating content selection for optional databases in Package B and working with libraries with existing EBSCO licenses that extend past June 30<sup>th</sup>, 2020. We will provide more information and a timeline for implementation on the SWAN support site shortly.

## Discovery Platform Evaluation

We are the final phase of the Discovery Platform Evaluation and plan to offer a full report of findings at the April 2<sup>nd</sup> DUX meeting. Tara worked with ByWater Solutions to complete the feature evaluation for the Aspen discovery platform. Tara and Steven completed the evaluation for Enterprise. We are still awaiting input from Bibliocommons to complete the evaluation for BiblioCore.

# March 1-15, 2020 Public Library Checkout Surge

Legend: Closed Surge (>50%) Reno-Close

The following chart illustrates the surge in checkouts once a closure was announced. Surge rate (Column P) illustrates factor of increase from previous same day-of-week activity. Depending on when closure was announced and actually occurred, activity surge may span more than one day. Libraries making the decision to close immediately did not see the same level of surge. Surges increases were typically regardless of library geographic location or size. Libraries shown in blue were not included in analysis since they are all working within planned closures due to renovations.

Library	2020-03-01	2020-03-02	2020-03-03	2020-03-04	2020-03-05	2020-03-06	2020-03-07	2020-03-08	2020-03-09	2020-03-10	2020-03-11	2020-03-12	2020-03-13	2020-03-14	2020-03-15	3/13 Surge	3/14 Surge	3/15 Surge
	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Fri	Sat	Sun
ADS		344	289	288	252	167	364		224	307	248	283	330			1.98		
AMS	218	327	409	299	385	244	303	172	287	419	341	373	332	706	730		2.33	4.24
BCS		96	74	88	99	60	41		113	20	53	63	80	163	21		3.98	
BDD	338	411	335	470	453	365	429	247	320	371	398	425	664	1,449	4,414	1.82	3.38	17.87
BFS	315	335	317	504	377	302	417	240	458	496	378	395	1,100	2,801	1,719	3.64	6.72	7.16
BIS		142	159	136	123	123	142		188	137	194	186	130					
BKS		75	102	52	74	50	40		89	100	125	49	93	27		1.86		
BLD	711	979	1,078	994	788	801	1,179	710	991	945	1,036	1,047	1,433	4,550		1.79	3.86	
BPS		15	42	25	24	33	22		53	25	24	9	37					
BRS		21	16	12	45	10			16	26	9	22	18					
BVD	110	183	226	124	156	193	165	133	185	308	177	257	281	493	633		2.99	4.76
BVS	2	128	133	112	105	100	162		111	136	129	116	126	321	1		1.98	
BWS	35	66	86	52	67	76	53	39	67	79	74	33	20	4				
BYS	249	634	452	454	477	288	510	287	472	578	349	495	655	1,114	898	2.27	2.18	3.13
CAS	8		8	13	8		7			5	13	4	13					
CCS		181	175	161	158	100	176		139	134	161	180	91	218				
CHS		55	61	15	47	27	49		73	51	80	86	34	49				
CIS	115	385	263	276	241	194	153	51	190	283	155	236	204	285	162		1.86	3.18
CNS		214	242	156	177	215	202		174	180	184	191	453	1,255		2.11	6.21	
CRS	137	229	229	146	254	203	152	106	190	227	159	245	157	279	257		1.84	2.42
CSD	386	732	510	588	637	687	635	398	630	614	577	698	1,050		2	1.53		
CTS		208	361	393	288	177	269		269	406	303	174	315			1.78		
CWS		135	83	112	92	57	79		150	95	72	64	189	312		3.32	3.95	
DGS	1,038	1,720	1,873	1,654	1,761	1,818	1,685	1,185	1,489	1,696	1,557	1,944	9,258			5.09		
DOS	16	26	31	15	10	13	14	7	25	32	31	20	16	51	8		3.64	
EPS	249	302	307	398	329	321	258	159	348	210	323	400	573	670	303	1.79	2.60	1.91
ESS	483	813	694	854	674	478	853	370	605	782	516	752	1,963			4.11		
EVS	47	264	235	252	275	179	193	96	225	252	258	254	251	380	198		1.97	2.06
FMS	192	262	326	259	267	214	157	116	138	241	264	236	323	1,604		1.51	10.22	
FPD		264	284	229	125	221	205		246	247	176	231	343	333		1.55	1.62	
FPS	126	223	180	246	226	231	155	85	257	226	189	215	648	636	505	2.81	4.10	5.94
FRS	377	599	683	533	577	566	539	309	466	612	566	752	779	2,256	2,828		4.19	9.15
GED	658	905	1,005	1,050	909	776	1,148	533	1,069	980	1,039	1,135	1,746	3,124	2,767	2.25	2.72	5.19
GHS	150	684	482	401	475	421	371	273	437	446	310	398	391					
GPS	34	111	84	46	111	60	91	28	129	69	128	112	62	88	43			1.54
GVD	527	908	1,066	1,105	916	1,019	1,110	662	1,263	1,372	1,468	1,301	1,911	81	15			
GWS		76	56	84	52	55	141		108	114	101	97	28	99				
HAS		31	26	22	11	15	14		28	16	6	27	21	22			1.57	
HDS	370	433	557	538	640	478	684	346	510	590	500	824	1,409	2,293		2.95	3.35	
HKS	21	62	51	67	63	32	20	35	36	21	67	87	53	86	258	1.66	4.30	7.37
HSS	30	55	96	64	81	57	79	52	59	85	75	60	76	1				
HWS	331	512	517	383	377	352	506	239	588	536	390	583	869			2.47		
INS	988	1,273	1,307	1,221	1,171	1,448	1,370	728	1,287	1,228	1,078	1,456	2,889	2,663		2.00	1.94	
ITD	138	253	202	132	163	235	157	133	114	217	182	277	286					

Library	2020-03-01	2020-03-02	2020-03-03	2020-03-04	2020-03-05	2020-03-06	2020-03-07	2020-03-08	2020-03-09	2020-03-10	2020-03-11	2020-03-12	2020-03-13	2020-03-14	2020-03-15	3/13 Surge	3/14 Surge	3/15 Surge
	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Sun	Fri	Sat	Sun
JDS		52	49	16	54	15	33		38	24	39	25	60	72		4.00	2.18	
KVD		28	16	26	8	25	11		46	9	51	4	5	30				2.73
LGS	290	509	600	519	704	557	559	260	457	535	678	773	1,346	1,438	5	2.42	2.57	
LPS	260	299	342	285	420	368	271	272	258	414	331	341	613	1,975		1.67	7.29	
LSS		359	283	301	245	214	271	4	226	211	252	255	285	336	19			
LYS		128	150	67	151	87	38		101	83	51	115	82	158				4.16
MCS		61	48	16	49	40	21		45	39	33	20	14	94				4.48
MDS		145	133	108	120	91	144		97	139	141	133	137	151		1.51		
MED	238	367	326	332	480	237	435	230	304	294	423	433	626	2,021	1,636	2.64	4.65	7.11
MKS			23	16	17	14	24		11	27	20	24	30	16		2.14		
MPS		57	84	55	37	80	27		88	86	76	81	74	6				
MTS	87	239	147	90	171	93	183	74	141	197	154	172	205	665		2.20	3.63	
MWS		45	33	60	22		58		37	14	42	14						
NLS	178	305	227	208	178	125	233	107	270	237	285	215	329			2.63		
NRS		178	137	160	210	167	169		133	183	145	211	348	706		2.08	4.18	
OBD	84	134	129	206	146	192	151	64	99	171	188	227	337	827		1.76	5.48	
OES	186		234	215	143	182	163	127		219	139	211	12					
OLS	594	1,369	881	1,278	995	842	744	542	969	891	849	829	1,286	2,429		1.53	3.26	
OPS	1,367	1,603	1,353	1,087	1,592	1,196	1,805	1,549	1,243	1,394	1,136	2,049	32	7				
OZS	371	359	279	404	448		449	261	357	354	237	577						
PFS	88	151	191	165	287	137	216	114	188	175	243	191						
PHS	104	329	270	222	271	221	233	76	266	313	316	352	405	932	316	1.83	4.00	4.16
PPS		121	101	67	66	77	82		44	117	66	106	108					
PSS		55	34	35	21	55	7		46	53	25	50	31	13				1.86
PTS		273	287	196	244	112	236		327	331	258	233	258	405		2.30	1.72	
RDS		7	7	16	20		3		12	18	2	20		13				4.33
RFS	229	438	356	259	260	343	338	347	322	373	342	569	2,591			7.55		
RGS		56	74	82	53	74	78		68	70	73	91	71	85				
RPS		65	74	61	86	55	22		69	124	35	64	77	224				10.18
RSS	182	205	290	188	211	159	231	148	166	295	253	286	547	1,864	978	3.44	8.07	6.61
SAS		41	13	48	8	9	17		15	14	27	25	13	21				
SCD	827	1,077	1,173	1,014	1,109	1,493	1,539	1,478	156	30	19	16	14					
SFS		135	100	124	111	79	108		78	105	97	74	143	308	1	1.81	2.85	
SGD	247	380	373	407	301	1	247	230	337	328	387	452		101	53			
SHS		377	333	202	256	182	291		246	361	218	232	253	468				1.61
SPS		111	122	145	78	62	94		94	94	111	59	65	277				2.95
STS		113	115	100	89	68	89		100	71	31	85	99					
SVS			64	44	45	17	45		16	51	32	34	22					
TCD	172	161	308	248	262	162	239	95	164	301	258	387	307	1,815	1			7.59
TFS	300	495	319	424	404	304	313	212	381	494	359	690	1,251	2,745		4.12	8.77	
THS		19	52	6	29		13		24	10	10	28	11	21				1.62
TPS	742	1,411	1,064	1,095	1,110	1,010	1,133	534	1,049	1,207	979	1,027	2,605	5,017	3,388	2.58	4.43	6.34
VPD	295	634	330	440	502	446	527	272	509	441	586	706	836	1,859	1,282	1.87	3.53	4.71
WCD	79	313	313	313	410	237	344	126	312	263	361	289	365			1.54		
WCS	223	156	197	203	209	220	221	134	210	185	159	261	275	378	520			1.71 3.88
WDD	76	186	135	159	181	155	129	112	181	232	147	216	118	472	660			3.66 5.89
WMS	353	558	503	509	538	258	516	277	509	454	451	548	588		2	2.28		
WOS		76	67	51	48	67	67		69	100	84	77	58	127				1.90
WRS	489	884	842	885	929	836	857	473	811	933	904	893	3,494			4.18		
	16,452	30,735	29,293	28,180	28,868	24,825	29,323	15,857	26,505	28,978	26,566	31,562	52,126	56,489	24,623	2.10	1.93	1.55

**SWAN**  
**Calendar-Timetable of Deadlines and Board Action Requirements**

<b>DATE</b>	<b>MEETING TYPE</b>	<b>ACTION ITEMS</b>
Monday, July 1, 2019		SWAN FY20 Budget goes into effect.
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-evaluation.
Thursday, August 1, 2019		LLSAP Grant application package due to RAILS
Friday, August 9, 2019	Regular SWAN Board Meeting	CANCELLED
Friday, August 16, 2019	SWAN Expo	Annual conference at Moraine Valley Community College
Friday, August 23, 2019	Regular SWAN Board Meeting	Discussion with Secretary on Closed Session Review
Thursday, September 5, 2019	Quarterly	Introduce new SWAN Board members
Friday, September 20, 2019	Regular SWAN Board Meeting	Closed session minutes 6 month review Identify SWAN policies to review. Review budget process timetable with SWAN Board.
August–September 2019		RAILS reviews LLSAP grant applications and determines awards
Tuesday, October 1, 2019		RAILS responds with award letter and grant agreement
Friday, October 18, 2019	Regular SWAN Board Meeting	Aaron begins work on FY21 budget, brings questions to SWAN Board if needed.
November [TDB]	Finance Committee	Aaron Skog and Treasurer review Budget; SWAN potential policies are reviewed.
Friday, November 15, 2019	Regular SWAN Board Meeting	Board accepts FY19 audit.
		Aaron to bring FY20 Budget draft; Board discuss Fees and determines next steps.
		Set Board approves meeting dates for 2020 calendar.
Thursday, December 5, 2019	Quarterly	Announce FY21 Budget Process
Friday, December 20, 2019	Regular SWAN Board Meeting	Review of FY21 Budget Draft.
		Approve FY21 LLSAP grant agreement
Wednesday, January 1, 2020		Signed LLSAP grant agreements due to RAILS
Friday, January 17, 2020	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.
January 2020 [TBD]	SWANcom	Board present draft budget to membership.
	SWANcom	Aaron Skog/Board announcement of draft budget to membership. Set February COW date and possible location of meeting.
Tuesday, February 4, 2020	Membership Meeting	Meeting to discuss FY21 budget, fees, and reserves worksheet.
Friday, February 21, 2020	Regular	Incorporate changes, suggestions to SWAN budget. Create recommendation to membership. SWAN Board Election Process Review.
		Review Board Election Timetable.
		Yearly review of SWAN Bylaws; establish committee if needed.
		Closed session minutes 6 month review.
Thursday, March 5, 2020	Quarterly	Roll call vote to approve SWAN budget. Announce Board election process.
Friday, March 20, 2020	Regular SWAN Board Meeting	Determine if Finance/Personnel Committee meeting is needed.

**SWAN**  
**Calendar-Timetable of Deadlines and Board Action Requirements**

<b>DATE</b>	<b>MEETING TYPE</b>	<b>ACTION ITEMS</b>
March 2020 [TBD]	Finance Committee/ Personnel Committee Joint [if needed]	SWAN potential policies are reviewed. Yearly Employee Handbook review based on employment law requirements/recommendations.
Friday, April 17, 2020	Regular SWAN Board Meeting	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 2020 [TBD]	SWANcom	Announce election info.
Friday, May 15, 2020	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 4, 2020	Quarterly	Board Election Results. Vote on Bylaw amendments (if any).
Friday, June 19, 2020	Regular SWAN Board Meeting	Review/Write Off Allowance for Doubtful Accounts
		RAILS provides FY22 consortial support grant applications to consortia.
		Director Evaluation - Provide results and discuss (Executive Session).
Tuesday, June 30, 2020		OCLC State-wide Group Services Agreement Ends
Wednesday, July 1, 2020		SWAN FY21 Budget goes into effect
		FY21 RAILS LLSAP grant payments and in-kind services begin
Friday, July 17, 2020	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.
Sunday, January 31, 2021		FY21 LLSAP Grant semiannual reports due to RAILS

# SWAN Board Elections

In July 2020, SWAN will have two positions up for election to the SWAN Board. This timetable has been updated with corrected June dates.

## Timetable

Election Process Announced	March 5, 2020 (Quarterly)
Self-Nominations Accepted	March 5 – 22, 2020
Names of Candidates Released	April 6, 2020
In Person Ballot at June Quarterly Meeting	June 4, 2020 (Quarterly)
Results Announced	June 4, 2020 (Quarterly)
Elected Candidates invited to June SWAN Board Meeting	June 19, 2020
Candidates' Terms Begin	July 1, 2020
July Board Meeting	July 17, 2020



## PART I

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

### Category 1: Organizational Leadership

<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>• Understands and implements the mission of the organization.</li> <li>• Works as an advocate for the organization before RAILS, Illinois State Library, SWAN members, and the general public.</li> <li>• Stays current with new ideas and trends among libraries.</li> <li>• Effective decision maker: gathers input, makes timely decisions and communicates results.</li> <li>• Proactive problem solver.</li> <li>• Articulates a guiding vision.</li> </ul>
<b>2</b>	<b>Meets Expectations</b>	
<b>1</b>	<b>Does Not Meet Expectations</b>	
<b>0</b>	<b>No Information</b>	
<b>Behavioral Evidence:</b>		

### Category 2: Business and Financial Management

<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>• Keeps informed about financial needs of the organization.</li> <li>• Understands and supervises the financial accounting programs for the organization.</li> <li>• Ensures that organization funds are spent appropriately, always in the best interest of those we serve.</li> <li>• Provides the board accurate, understandable information about the financial status of the organization through regular financial reports.</li> <li>• Makes well-supported budgeting recommendations to the board.</li> <li>• Assists the board in keeping the organization financially sound.</li> <li>• Explores and proposes to the board new potential sources of finance for programs and services.</li> <li>• Plans and organizes work effectively.</li> <li>• Ensures that all governmental and legal requirements of the organization are met.</li> </ul>
<b>2</b>	<b>Meets Expectations</b>	
<b>1</b>	<b>Does Not Meet Expectations</b>	
<b>0</b>	<b>No Information</b>	
<b>Behavioral Evidence:</b>		

### Category 3: Customer Service

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<ul style="list-style-type: none"> <li>• Understands the needs of the SWAN membership and seeks to fill those needs with the organization's programs and community services.</li> <li>• Gains respect and support of other persons and organizations who come in contact with our organization.</li> <li>• Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.</li> </ul>
<b>Behavioral Evidence:</b>			

### Category 4: Relationship with the Board

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<ul style="list-style-type: none"> <li>• Keeps board members informed about issues, needs and operation of the SWAN organization.</li> <li>• Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis.</li> <li>• Interprets the intent of and executes board policy.</li> <li>• Seeks and accepts from the board and constructive criticism of work.</li> <li>• Supports board policy and actions to staff, customers and the public.</li> <li>• Understands his/her role in administration of board policy.</li> </ul>
<b>Behavioral Evidence:</b>			

### Category 5: Personal Characteristics that Impact Job Performance

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<ul style="list-style-type: none"> <li>• Maintains high standards of ethics, honesty and integrity in personal and professional relationships.</li> <li>• Works well with individuals and groups.</li> <li>• Exercises good judgment in arriving at decisions.</li> <li>• Maintains poise and emotional stability in the full range of professional activities.</li> <li>• Writes clearly and concisely.</li> <li>• Responds well when faced with unexpected/disturbing situations.</li> <li>• Remains open to ideas, suggestions and criticism from the board.</li> <li>• Admits mistakes.</li> <li>• Intellectually curious.</li> </ul>
<b>Behavioral Evidence:</b>			

### Category 6: Personnel/Management and Development

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>Justifies the need for staff development funds, actively campaigns for them and accounts for their use.</li> <li>Analyzes staff functioning periodically with the object of creating the greatest efficiencies.</li> <li>Emphasizes equal opportunity employment and affirmative action hiring practices.</li> <li>Delegates authority and efficiently organizes the work of personnel.</li> <li>Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation.</li> <li>Addresses performance issues and takes actions necessary to correct problems, both with staff and him/herself.</li> </ul>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<b>Behavioral Evidence:</b>

### Category 7: Innovation/Improvement

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>Seeks out and promotes change that will better serve patrons and members.</li> <li>Constantly pushes to improve efficiency &amp; effectiveness.</li> <li>Demonstrates concern about quality and getting better results.</li> <li>Functions well in fast-paced, changing environment.</li> <li>Anticipates change and develops appropriate coping strategies.</li> <li>Actively works on personal development; seeks out feedback on how to improve.</li> <li>Responds effectively and proactively to organizational changes.</li> <li>Accomplishes responsibilities with superior outcomes.</li> <li>Demonstrates resolve and urgency to get things done.</li> <li>Commits to reach timely and successful closure on work.</li> <li>Strong work ethic; does whatever it takes to get the job done.</li> <li>Drives to excel in all matters.</li> <li>Participates in conferences and training.</li> <li>Stays abreast of current trends and makes recommendations to the board.</li> </ul>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<b>Behavioral Evidence:</b>

### Category 8: Planning and Problem Solving

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>• Works with SWAN Board to establish strategic goals that enable the organization to better serve the community and anticipate future needs.</li> <li>• Supports a vision that keeps the organization current and knowledgeable in technology, programming and services.</li> <li>• Establishes clear long and short term objectives that are attainable and promote betterment of the organization.</li> </ul>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<b>Behavioral Evidence:</b>

### Category 9: Interpersonal Effectiveness

	<b>3</b>	<b>Exceeds Expectations</b>	<b>Competency Description</b> <ul style="list-style-type: none"> <li>• Establishes rapport and maintains productive relationships with subordinates, board, members and community.</li> <li>• Handles differences openly, candidly and constructively with the best interests of the organization in mind.</li> <li>• Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged.</li> <li>• Willingly accepts responsibility for actions and eagerly gives credit to staff.</li> <li>• Creates strong, collaborative work groups focused on attaining superior results.</li> <li>• Encourages a culture of open communication.</li> </ul>
	<b>2</b>	<b>Meets Expectations</b>	
	<b>1</b>	<b>Does Not Meet Expectations</b>	
	<b>0</b>	<b>No Information</b>	
			<b>Behavioral Evidence:</b>

**PART II**

**Describe 3-5 areas where performance is particularly effective:**

- 1.
- 2.
- 3.
- 4.
- 5.

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

- 1.
- 2.
- 3.
- 4.
- 5.