SWAN BOARD MEETING AGENDA

March 18, 2022 9:00 a.m.
Online Meeting
Per Illinois Public Act 101-0640, this meeting will be held by remote attendance
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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 18, 2022 SWAN Board Meeting Agenda

    RESOLVED, THAT THE SWAN BOARD ACCEPTS THE MARCH 18, 2022 SWAN BOARD
    MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, February 2022 (Exhibit pgs. 6-13)

    a. Balance sheet and detail of expenditures for February 2022

    b. Approval of the payment of bills for February 1, 2022 through February 28, 2022 in the
    amount of $315,669.30
    RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR FEBRUARY 1
    THROUGH FEBRUARY 28, 2022 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF
    EXPENDITURES FOR JANUARY 2022

5. Action Item – Acceptance of the February 18, 2022 SWAN Board Meeting Minutes (Exhibit pgs. 14-17)

    RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 18, 2022 SWAN BOARD
    MEETING MINUTES AS PRESENTED

6. Reports
    a. Board President Report
    b. Executive Director Report (Exhibit pgs. 18-21)

     c. Operations Report (Exhibit pgs. 22-38)

     d. Treasurer Report

     e. Board Calendar (Exhibit pgs. 39-40)

7. Information Item – SWAN Strategic Summit: presentation by SirsiDynix (9:30am CST)

8. Information Item – SWAN Strategic Summit: presentation by ByWater Solutions (10am CST)

9. Information Item – SWAN Strategic Summit: presentation by EBSCO (10:30am CST)

10. Information Item – SWAN Strategic Summit: presentation by Unique Management (11am CST)

11. Break 11:30 – 12:45pm CST

12. Information Item – SWAN Strategic Summit: presentation by Sikich on Cyber Security Risk Assessment (1pm CST) (Exhibit pgs. 41-59)

13. Information Item – SWAN Strategic Summit: presentation by SWAN managers on 2021-2022 Tactical Plan (2pm CST) (Exhibit pgs. 60-77)

14. Information Item – SWAN Strategic Summit: presentation by OCLC (3pm CST)

15. Adjournment

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

SWAN Board Member	Library	Office	Term Expires
Ted Bodewes	Thomas Ford Memorial Library	President	July 1, 2023
Jennifer Cottrill	Midlothian Public Library	Vice President	July 1, 2023
Dawn Bussey	Glen Ellyn Public Library	Treasurer	July 1, 2022
Jane Jenkins	Green Hills Public Library District	Secretary	July 1, 2022
Charity Gallardo	La Grange Public Library		July 1, 2024
Tim Jarzemsky	Bloomindale Public Library		July 1, 2024
Jesse Blazek	Palos Heights Public Library		July 1, 2022

SWAN Strategic Summit: Schedule

March 18, 2022

9:00am

SWAN governing board business and approvals

The business of SWAN includes

- Approval of minutes
- Approval of finances
- Ratification of FY23 budget

9:30am

SirsiDynix

Berit Nelson, SirsiDynix Chief Product Officer

The direction of SirsiDynix software development is led by Berit Nelson, who will provide an overview of the company's BLUEcloud software, and its role within a worldwide library software platform.

10:00am

ByWater Solutions

Mark Noble, Aspen Discovery Team Lead, mark@bywatersolutions.com
Jordan Fields, Aspen Product Librarian, jordan@bywatersolutions.com

ByWater Solutions provides SWAN support and software development for Aspen Discovery. Mark and Jordan are company leads on the library catalog project called Aspen Discovery. They will provide background on the creation of Aspen and outline the direction of its next features based on community feedback.

10:30am

EBSCO

Christopher Holly, Director of SaaS Innovation.
312-513-8293 cholly@ebsco.com

SWAN utilizes several services through EBSCO.

- EBSCO Discovery Service
- OpenAthens

- EBSCO subscription databases
- Novelist Select

The services provided by EBSCO will be outlined, which is called Article Search within SWAN. There are several library software projects EBSCO supports, including Koha, Evergreen, and FOLIO which are all open-source projects.

Unique Management Solutions

Robert Klaus, President, UMS
p: 812-207-2018, m: 502-797-6000, rob@uniquelibrary.com

Unique is a company many libraries are familiar with. SWAN has been partnered with UMS for over 15 years. The company's communication services, and collection services are major components of the SWAN library services platform.

- Notice printing
- MessageBee phone notification
- Material recovery

UMS will outline its role with SWAN libraries and highlight its newest initiatives.

LUNCH BREAK 11:30 – 12:45

SWAN Information Security Audit & Sikich

Steven Schlewitt, SWAN IT & System Support Manager & Ken Squires, Sikich

Sikich and SWAN have completed a risk analysis of the information technology platform of SWAN, and outline the next steps for mitigating those risks.

SWAN Tactical Plan

Dawne Tortorella, Assistant Director
Tara Wood, User Experience Manager
Scott Brandwein, Bibliographic Services Manager
Steven Schlewitt, SWAN IT & System Support Manager

Overview of the major initiatives for 2022, and their role within the SWAN strategic plan.

- Aspen Discovery
- BLUEcloud Staff
- Library collection management

2:30pm

SWAN Board actions and business

Any items on the agenda that remain for discussion and approval.

3:00pm

OCLC

Bruce Crocco, Vice President, Library Services for the Americas

Don Litner, Senior Library Services Consultant

The collaborative work between SWAN and OCLC has enhanced services to SWAN libraries, but also resulted in improvements to OCLC WorldShare Management services for libraries worldwide.

- WorldShare ILL
- WorldCat Discovery

The WorldShare Management System platform for library circulation, cataloging, and acquisitions will be outlined.

3:30pm

Meeting Adjourn

SWAN Library Services
Balance Sheet
As of February 28, 2022

	Balance End of Month
ASSETS	
Cash and Cash Equivalents	
Hinsdale Bank - Operating - 2176	$ 1,539,406.08
Hinsdale Bank - MM - 5010	983,470.57
Propay Funds	$ 42.86
Total Cash and Cash Equivalents	$ 2,522,919.51
Current Assets	
Accounts Receivable	72,648.76
REINT Receivable	-
Other Receivables	-
Deposits	23,467.08
Prepaid Expenses	8,952.46
Spares Inventory	1,732.50
Total Current Assets	$ 106,800.80
Capital Assets, net	
Building and Improvements	6,895.00
Equipment	36,500.50
Computers	324,383.36
Accumulated Depreciation	(346,583.95)
Total Capital Assets, net	$ 21,194.91
Total Assets	$ 2,650,915.22
LIABILITIES	
Current Liabilities	
Deferred Revenue	$ 1,819.50
Deferred Revenue - MAGIC Fee Supplement Grant	54,810.00
Accrued Payroll	40,906.76
Compensated Absences	108,060.39
Lease Payable	39,788.11
Total Current Liabilities	$ 245,384.76
Long Term Liabilities	
Total Liabilities	$ 245,384.76
FUND BALANCE	
Beginning Net Assets	
Unrestricted	2,237,560.37
Total Beginning Net Assets	2,262,362.37
Current YTD Net Income	143,168.09
Total Fund Balance	2,405,530.46
Total Liabilities and Fund Balances	$ 2,650,915.22

Statement of Revenue and Expenses Summary
For the 8 Months Ended February 28, 2022

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4000 - Membership Fees	$1,238.83	$2,192,721.29	$2,921,563.44	$ 728,842.15	75.05%
4100 - Membership Reimbursements	-	443,901.54	463,984.00	20,082.46	95.67%
4200 - Reimbursement for Losses	-	39,910.27	30,900.00	(9,010.27)	129.16%
4300 - Grant Revenue	-	394,018.25	522,691.00	128,672.75	75.38%
4500 - Investment & Interest	86.59	297.62	2,000.00	1,702.38	14.88%
4600 - Reserve Fund Transfer	-	-	90,000.00	90,000.00	0.00%
Total Revenue	1,325.42	3,070,848.97	4,042,804.44	971,955.47	75.96%
Expenses					
5000 - Salaries & Wages	112,782.92	917,640.44	1,546,800.00	629,159.56	59.33%
5020 - Personnel Benefits	35,381.32	289,895.07	500,000.00	210,104.93	57.98%
5100 - Building & Grounds	802.40	82,632.60	125,854.00	43,221.40	65.66%
5200 - Professional Development	1,095.95	4,264.83	16,200.00	11,935.17	26.33%
5300 - Membership Development	-	467.32	2,000.00	1,532.68	23.37%
5400 - Information & Technology Services	14,883.38	1,090,464.48	1,267,800.00	177,335.52	86.01%
5500 - General Office	199.21	1,714.77	3,000.00	1,285.23	57.16%
5600 - Hardware & Equipment	296.95	2,362.42	4,700.00	2,337.58	50.26%
5700 - Insurance	-	11,188.03	9,400.00	(1,788.03)	119.02%
5800 - Contractual Services	2,670.30	49,741.03	103,060.00	53,318.97	48.26%
5900 - Library Materials & Content	32.39	473,855.21	497,250.00	23,394.79	95.30%
6000 - Interest & Fees	368.51	3,454.68	3,740.00	285.32	92.37%
6100 - Other Expenses	-	-	4,522.00	4,522.00	0.00%
Total Expenses	168,513.33	2,927,680.88	4,084,326.00	1,156,645.12	71.68%
Excess Revenues less Expenses	$ (167,187.91)	$ 143,168.09	$ (41,521.56)	$ (184,689.65)	

Statement of Revenue and Expenses
For the 8 Months Ended February 28, 2022

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4010 - SWAN Full Membership Fees	$ 1,238.83	$ 2,192,721.29	$ 2,917,863.44	$ 725,142.15	75.15%
4011 - SWAN Internet Access Membership Fees	0.00	0.00	3,700.00	3,700.00	0.00%
4190 - Member Group Purchase Receipts	0.00	443,901.54	463,984.00	20,082.46	95.67%
4220 - Reimbursement Losses for Resource Sharing	0.00	39,910.27	30,000.00	(9,910.27)	133.03%
4230 - Collection Agency Fees	0.00	0.00	900.00	900.00	0.00%
4240 - E-Commerce Transactions	0.00	0.00	11,666.00	11,666.00	0.00%
4310 - RAILS Support to SWAN	0.00	392,018.25	522,691.00	130,672.75	75.00%
4320 - Other Grant Revenue	0.00	2,000.00	0.00	(2,000.00)	0.00%
4510 - Interest Income	86.59	297.62	2,000.00	1,702.38	14.88%
4600 - Reserve Fund Transfer	0.00	0.00	90,000.00	90,000.00	0.00%
Total Revenue	1,325.42	3,070,848.97	4,042,804.44	971,955.47	75.96%
Expenses					
5000 - Salaries & Wages	112,782.92	917,640.44	1,546,800.00	629,159.56	59.33%
5021 - FICA Expense	7,832.06	66,470.30	118,400.00	51,929.70	56.14%
5022 - State Unemployment Insurance	0.00	(6,580.00)	0.00	6,580.00	0.00%
5023 - Worker's Compensation	0.00	3,815.73	3,000.00	(815.73)	127.19%
5024 - Retirement Benefits	10,393.60	91,624.14	140,900.00	49,275.86	65.03%
5025 - Health, Dental, Life And Disability Insurance	16,996.66	133,928.90	234,600.00	100,671.10	57.09%
5026 - Tuition Reimbursements	0.00	0.00	2,500.00	2,500.00	0.00%
5085 - Staff Wellness	159.00	636.00	600.00	(36.00)	106.00%
5110 - Rent/Lease	0.00	75,440.08	110,104.00	34,663.92	68.52%
5120 - Utilities	652.40	3,663.77	5,700.00	2,036.23	64.28%
5130 - Property Insurance	0.00	897.75	0.00	(897.75)	0.00%
5140 - Repairs & Maintenance	150.00	681.00	1,050.00	369.00	64.86%
5150 - Custodial Service & Supplies	0.00	1,950.00	9,000.00	7,050.00	21.67%
5220 - Staff Meetings	597.95	597.95	600.00	2.05	99.66%
5230 - Staff Professional Development	498.00	1,567.70	8,800.00	7,232.30	17.81%
5240 - Professional Association Membership Dues	0.00	820.00	2,500.00	1,680.00	32.80%
5250 - Educational Material	0.00	0.00	800.00	800.00	0.00%
5260 - Online Learning	0.00	1,279.18	3,500.00	2,220.82	36.55%
5310 - Travel Reimbursement	0.00	467.32	800.00	332.68	58.42%
5350 - Marketing & Promotional Material	0.00	0.00	1,200.00	1,200.00	0.00%
5410 - Infrastructure Licensing	0.00	5,475.03	0.00	(5,475.03)	0.00%
5420 - Application Software Licensing	353.64	15,618.10	22,000.00	6,381.90	70.99%
5430 - Server Software Licensing	10,719.72	66,415.60	62,000.00	(4,415.60)	107.12%
5440 - Library Services Platform	0.00	883,359.09	1,036,800.00	153,440.91	85.20%
5450 - Data Management Services	0.00	27,864.27	27,500.00	(364.27)	101.32%
5460 - Information Subscription Service	0.00	65,876.50	76,600.00	10,723.50	86.00%
5470 - Subscription Support Services	1,739.16	8,514.66	9,900.00	1,385.34	86.01%
5480 - Telecommunications	670.86	12,861.23	20,400.00	7,538.77	63.05%
5490 - Group Purchases - Services	1,400.00	4,480.00	12,600.00	8,120.00	35.56%
5510 - Office Supplies	66.39	1,396.20	1,500.00	103.80	93.08%
5520 - Postage	132.82	318.57	1,500.00	1,181.43	21.24%
5610 - Equipment Rental/Maintenance	296.95	1,685.75	3,700.00	2,014.25	45.56%
5620 - Hardware	0.00	676.67	1,000.00	323.33	67.67%
5700 - Insurance	0.00	11,188.03	9,400.00	(1,788.03)	119.02%
5810 - Legal	0.00	0.00	5,000.00	5,000.00	0.00%
5820 - Accounting	1,030.00	10,610.00	17,560.00	6,950.00	60.42%
5830 - Consulting	0.00	22,000.00	38,000.00	16,000.00	57.89%
5840 - Payroll Service Fees	476.56	3,839.71	3,600.00	(239.71)	106.66%
5850 - Contractual Agreements	0.00	2,000.00	0.00	(2,000.00)	0.00%

Statement of Revenue and Expenses
For the 8 Months Ended February 28, 2022

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
5860 - Notification & Collection	1,163.74	11,291.32	38,000.00	26,708.68	29.71%
5870 - Recruitment	0.00	0.00	900.00	900.00	0.00%
5910 - Print Materials	0.00	0.00	5,000.00	5,000.00	0.00%
5920 - Reimburse for Resource Sharing	32.39	38,080.03	30,000.00	(8,080.03)	126.93%
5940 - E-Commerce Payment Transactions	0.00	0.00	11,666.00	11,666.00	0.00%
5990 - Group Purchases - Content	0.00	435,775.18	450,584.00	14,808.82	96.71%
6010 - Bank Fees	368.51	3,007.34	3,700.00	692.66	81.28%
6020 - Merchant Account Fees	0.00	447.34	40.00	(407.34)	1118.35%
6110 - Depreciation	0.00	0.00	2,322.00	2,322.00	0.00%
6130 - Vacation Expense	0.00	0.00	2,200.00	2,200.00	0.00%
Total Expenses	168,513.33	2,927,680.88	4,084,326.00	1,156,645.12	71.68%
Excess Revenues less Expenses	$ (167,187.91)	$ 143,168.09	$ (41,521.56)	$ (184,689.65)	

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Vendor Checks						
Aaron Skog				8643	02/16/22	145.00
5220	Staff Meetings	Aaron Skog - Target Gift Cards	145.00			
Bensenville Community Public Library District				8644	02/16/22	1,393.00
4010	SWAN Full Membership Fees	Bensenville Community Public Library District	1,393.00			
ICS Learning Group				8645	02/16/22	350.00
5470	Subscription Support Services	ICS Learning Group - Inquisiq LMS	350.00			
IHLS-OCLC				8646	02/16/22	271,760.90
5440	Library Services Platform	IHLS-OCLC - ILLINET - 7/1/21 - 6/30/22	275,526.96			
5440	Library Services Platform	IHLS-OCLC - Credit memo	-3,766.06			
Lauterbach & Amen, LLP				8647	02/16/22	1,030.00
5820	Accounting	Lauterbach & Amen, LLP January 2022	1,030.00			
LIMRiCC				8648	02/16/22	21,685.08
5025	Health, Dental, Life And Disability Insurance	LIMRiCC - Feb. 2022	21,685.08			
MissionSquare Retirement				8649	02/16/22	250.00
5024	Retirement Benefits	MissionSquare Retirement - annual plan fee Jan-March 2022	250.00			
Nicor Gas				8650	02/16/22	390.48
5120	Utilities	Nicor Gas - 1/13/22-2/14/22	390.48			
Reliance Standard Life Insurance Co.				8651	02/16/22	905.30
5025	Health, Dental, Life And Disability Insurance	Reliance Standard Life Insurance Co. LTD	417.76			
5025	Health, Dental, Life And Disability Insurance	Reliance Standard Life Insurance Co. STD	487.54			
SirsiDynix, Inc.				8652	02/16/22	960.00
5490	Group Purchases - Services	SirsiDynix, Inc. Pseudo Lib.	960.00			
Unique Integrated Communications, Inc.				8653	02/16/22	413.74

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
5860	Notification & Collection	Unique Integrated Communications, Inc. - Notices - Jan.	413.74			
Unique Integrated Communications, Inc.				8654	02/16/22	750.00
5860	Notification & Collection	Unique Integrated Communications, Inc. MessageBee	750.00			
Unique Integrated Communications, Inc.				8655	02/16/22	440.00
5490	Group Purchases - Services	Unique Integrated Communications, Inc. - curbside comm. feb.	440.00			
Wellness Insurance Network-WIN				8656	02/16/22	171.00
5025	Health, Dental, Life And Disability Insurance	Wellness Insurance Network-WIN - Feb. 2022	171.00			
First Bankcard				50084	02/28/22	184.39
5510	Office Supplies	First Bankcard - Gov Doc Poster for QR	32.95			
5510	Office Supplies	First Bankcard - Amazon office supplies	33.44			
5520	Postage	First Bankcard - USPS - postage	118.00			
First Bankcard				50140	02/28/22	518.03
5230	Staff Professional Development	First Bankcard ER&L registration/Hofstetter	249.00			
5230	Staff Professional Development	First Bankcard ER&L registration/Wood	249.00			
5920	Reimburse for Resource Sharing	First Bankcard paypal pymt - Aspen testing	10.02			
5920	Reimburse for Resource Sharing	First Bankcard paypal pymt - Aspen testing	10.01			
First Bankcard				50141	02/28/22	671.01
5220	Staff Meetings	First Bankcard Gift Cards - SWAN Holiday party	435.00			
5220	Staff Meetings	First Bankcard Amazon stationary	17.95			
5420	Application Software Licensing	First Bankcard Mailchimp Monthly	38.24			
5420	Application Software Licensing	First Bankcard - Mydirectvote	165.00			
5520	Postage	First Bankcard - Postage	14.82			

SWAN Library Services
Check Register
All Bank Accounts
February 2022

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
First Bankcard				50142	02/28/22	13,261.10
5140	Repairs & Maintenance	nestlabs	150.00			
5420	Application Software Licensing	snagit	150.40			
5430	Server Software Licensing	microsoft premium	18.00			
5430	Server Software Licensing	microsoft basic	24.00			
5430	Server Software Licensing	microsoft azure VM reservations	841.84			
5430	Server Software Licensing	microsoft azure	4,145.53			
5430	Server Software Licensing	microsoft go to meeting	100.00			
5430	Server Software Licensing	microsoft azure	4,471.17			
5430	Server Software Licensing	microsoft azure VM reservations	847.61			
5430	Server Software Licensing	status cake	195.92			
5430	Server Software Licensing	microsoft basic	24.00			
5430	Server Software Licensing	microsoft premium	18.00			
5430	Server Software Licensing	to balance payment	33.65			
5470	Subscription Support Services	logmein	100.00			
5470	Subscription Support Services	logmein	100.00			
5470	Subscription Support Services	logmein - rescueassist	110.00			
5470	Subscription Support Services	sendgrid	348.12			
5470	Subscription Support Services	logmein	100.00			
5470	Subscription Support Services	ZOOM support service	149.90			
5470	Subscription Support Services	logmein - rescueassist	110.00			
5470	Subscription Support Services	sendgrid	371.14			
5480	Telecommunications	grasshopper	47.72			
5480	Telecommunications	microsoft skype	288.00			
5480	Telecommunications	grasshopper	47.14			
5480	Telecommunications	microsoft skype	288.00			
5610	Equipment Rental/Maintenance	genesis monthly	84.30			
5610	Equipment Rental/Maintenance	genesis monthly	84.30			
5920	Reimburse for Resource Sharing	paypal charges	3.09			
5920	Reimburse for Resource Sharing	paypal charges	9.27			
ComEd				50143	02/16/22	261.92
5120	Utilities	ComEd 12/16- 1/20	261.92			
Genesis Technologies, Inc.				50145	02/22/22	128.35

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
5610	Equipment Rental/Maintenance	Genesis Technologies, Inc. monthly fee	128.35			
					Check List Total	315,669.30

SWAN Board Meeting Minutes

February 18, 2022, 9:30 a.m.
LaGrange Public Library
10 W Cossit Avenue, La Grange, IL 60525

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. Jesse Blazek - absent
   b. Ted Bodewes
   c. Dawn Bussey – absent
   d. Jennifer Cottrill
   e. Charity Gallardo
   f. Tim Jarzemsky
   g. Jane Jenkins

2. **Introduction of Visitors/Public Comment**
   Aaron Skog – Executive Director – SWAN
   Dawne Tortorella – Assistant Director - SWAN
   Ginny Blake – Business Manager – SWAN

   Kate Buckson – Executive Director - LaGrange Park Public Library District

   No public comment

3. **Action Item**
   Acceptance of the February 18, 2022, SWAN Board Meeting Agenda

   Cottrill moved, seconded by Jenkins that it be

   > RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 18, 2022
   > SWAN BOARD MEETING AGENDA AS PRESENTED

   Motion carried unanimous voice vote:

4. **Action Item**
   Approval of SWAN Financials January 2022

   Gallardo moved, seconded by Jenkins that it be

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JANUARY 1, 2022, THROUGH JANUARY 31, 2022, AND ACCEPTS THE BALANCE SHEET AND DETAILS OF EXPENDITURES FOR JANUARY 2022 AS PRESENTED

Motion carried by roll call vote with the following results:
Ayes: Bodewes, Cottrill, Gallardo, Jarzemsky, Jenkins

5. **Action Item**
Acceptance of the January 21, 2022, SWAN Board Meeting Minutes

Cottrill moved, seconded by Jenkins that it be:

RESOLVED, THAT THE SWAN BOARD APPROVES THE JANUARY 21, 2022, SWAN BOARD MEETING MINUTES

Motion carried by unanimous voice vote

6. **Action Item**
SWAN's IT infrastructure-as-a-service is paid for monthly as a credit card expense. The growth of this infrastructure since July 1, 2021 with the addition of web services for Support, helpdesk ticketing, community forums, and the patron help website were transitioned from RAILS datacenter. Aspen Discovery server is now our largest server in SWAN's infrastructure, and the secondary Aspen test server was added 6 months ago. Additional services SWAN provides are subscription based and require payment via credit card. The increase to the limit will help avoid reaching the maximum each month. All credit card expenses are reviewed per our Internal Controls.

Approve raising SWAN credit card limit

RESOLVED, THAT THE SWAN BOARD APPROVE A PURCHASE LIMIT FROM $25,000 to $40,000 FOR THE SWAN ORGANIZATION CREDIT CARD

Motion carried by unanimous voice vote

7. **Reports**

   a. Board President Report
      Bodewes encouraged the board members to reach out to anyone they may know that would like to run on the RAILS Board for the upcoming open seat.

   b. Executive Director Report
      Skog updated the board in respect to the RAILS E-News dated February 9,2022.

The Board discussed letter from Anne Slaughter with RAILS regarding IHLS/SHARE meeting dedicated to "LLSAP Brainstorming". Steven Schlewitt (SWAN) will be presenting with Sikich at the March 18th vendor meeting regarding the SWAN Information Security Audit.

    c.   <u>Operations Report</u>
        Reviewed as presented.

    d.   <u>Treasurer Report</u>
        None

    e.   <u>Board Calendar</u>
        The April Board meeting has changed from April 15th to April 22nd.
        One remaining item that Skog & Jenkins will complete.

8. Discussion Item
Baker & Taylor rental collection analysis report
Reviewed as presented.

9. Discussion Item
SWAN Fiscal Year 2023 draft budget

Skog presented the FY23 budget draft along with the timeline and highlights. This will be voted on at the March 3rd Quarterly meeting.

10. Information Item
SWAN board election 2022 process

Dawn Bussey, Jane Jenkins & Jessie Blazek's terms end on 6/30/22. Bodewes outlined the election process.

11. Information Item
SWAN Quarterly meeting March 3, 2022, draft agenda
Several items will be added to the Agenda draft for the Quarterly meeting after discussion amongst the board.

12. Adjournment
Bodewes adjourned the meeting at 11:42 a.m.

Minutes Prepared by Ginny Blake

Respectfully Submitted,

_____

Jane Jenkins

Board Secretary

SWAN Executive Director Report

March 18, 2022

Update on Activities

Budget Activity

The revised budget for FY22 will go into effect April 1st and be reflected in the May financial reports.

SirsiDynix was notified on March 3rd, 2022, after the SWAN Quarterly meeting, to remove services associated with Enterprise from the SWAN annual maintenance for a total of $58,735.16.

The FY23 budget was approved, and the documents have been posted to SWAN Support. Those include the budget, membership fees, and EBSCO year-3 fees.

https://support.swanlibraries.net/about/budget

RAILS Consortia Committee update

The LLSAP Sustainability Working Group will meet Monday, March 21st. The Committee will meet on Monday, April 18th at 10am.

Funding & Advocacy: International Coalition of Library Consortia (ICOLC)

I have been participating in the International Coalition of Library Consortia working group for Strategies for Open Collaboration in Library Consortia. The group's working goal is to "provide suggestions for how libraries can interact with OCLC, other vendors, and the open-source community to address issues identified in that report (e.g., pricing, standards and interoperability, and access to and visibility of library holdings)."

Group activities include vendor pricing and cost transparency, development of a base vendor agreement template for libraries, and building a resources list for libraries of open-source and proprietary solutions. The goal is to build a set of resources for libraries—academic, public, schools, and special types—to leverage mutually satisfactory negotiated agreements.

Funding & Advocacy: ILA Public Policy Committee

I attend the ILA PPC meetings to monitor legislative issues that could affect SWAN and its member libraries. I attended the recent legislative meet-ups for the west and south side suburban libraries.

Board Considerations

SWAN Board Strategic Planning Retreat

The goal of this summit is to introduce the SWAN Board to our primary vendor partners and become familiar with the services provided to SWAN and the near term direction of these services. This event is intended to replace what would normally be board officer and executive director meetings with vendors at ALA, PLA, or ILA conferences which have been curtailed for the past two years during the global pandemic. The agenda is included in this month's board packet as a stand-alone document.

Monthly Financial Report

Balance Sheet

The Fund Balance Unrestricted line remains at $2,237,560.37 with no change from the month prior. The approved Sikich security audit will be paid from reserves, as was approved at the September membership meeting.

Fund Balance Unrestricted	$2,237,560.37
FY22 expenses to be paid from reserve	($43,500.00)
	$2,194,060.37
SWAN annual expense budget	$4,031,138.44
	54%
Number of months operating expense in reserve	6.5

Revenue & Expense Report

This month would be 67% of the budgeted revenue and expenses. SWAN's financials are presented in a cash basis for this current fiscal year 2022. The total revenue reflects library membership fee payments for three quarters, which would bring in 75% of SWAN revenue.

SWAN FY22	FY22 Budget	Ending February 2022	Percentage of budget YTD 67%
Total Revenue	$4,031,138.44	$3,070,848.97	76%
Total Expenses	$4,072,660.00	$2,927,680.88	72%
Over / (Under)	**($41,521.56)**	**$143,168.09**	

Accounts Receivable Update

4010 - SWAN Full Membership Fees: the third quarter invoices were sent out in January. We are currently at 75.11% of what should be 75% for this line.

4190 – Member Group Purchase Receipts: for this fiscal year we decided to invoice the EBSCO database group-purchase libraries their full amount due rather than adding the payment to the quarterly membership fees. We have received 95.67% of the $463,984 budget line.

4220 - Reimbursement Losses for Resource Sharing: the invoices issued as part of the SWAN-to-SWAN member library for lost and paid material are recorded in this line. This line will offset against the 5920 Reimburse for Resource Sharing expense line.

4310 – RAILS Support to SWAN: the third payment to SWAN was received in January, so this line is now precisely at 75% as expected. The fourth payment will be made in April.

4510 – Interest Income: SWAN's Money Market is performing very poorly due to the economic downturn. Even within this year's budget expecting only $2,000 in gained interest, year-to-date we have only received a small percentage of the budgeted revenue.

Accounts Payable Update
5000 – Salaries & Wages: this line remains under budget for the year-to-date expenses.

5022 – State Unemployment Insurance: this line received a reimbursement from Illinois as part of pandemic relief.

5023 – Worker's Compensation insurance: this line in January was adjusted for 3 months prepaid expenses of insurance coverage for July, August, and September 2022.

5110 – Rent/Lease: the expenses in this line will reflect 1 additional month of rent payments and appear overbudget.

5120 – Utilities: there are two Comcast expenses adjusted this month, reclassifying those in the proper telecommunications budget line, and this line is now at 52.83% expended.

5130 – Property Insurance: the deduction this month is to book 3 months of insurance for July, August, and September to prepaid expenses. While the FY22 budget line is $0 for this expense, we decided to retain a small insurance policy for flood protection for the SWAN office. We no longer pay insurance coverage for the RAILS datacenter.

5410 – Infrastructure Licensing: this line is no longer used and reflects some misclassified expenses in this budget line meant for 5420 Application Software Licensing.

5440 – Library Services Platform: the OCLC invoice for 2021 was adjusted, reissued, and paid. However, the check was accidentally issued directly to OCLC instead of IHLS. This correction will appear in February's financial report to the board.

ByWater Solutions provides support to SWAN's Aspen Discovery catalog, and two quarterly payments have been made of the $85,000 total. Activity includes a 1-year subscription paid for EBSCO Discovery Service and OpenAthens, plus a full year's payment to SirsiDynix for the annual maintenance.

5460 - Information Subscription Service budget line is 86% spent as the EBSCO 1-year subscription to Novelist Select is fully recorded in this budget line.

5700 – Insurance: expenses for D&O, business, and cybercrime are fully paid for FY22. The 3 months of July, August, and September were booked to prepaid expenses this month, January 2022.

5840 – Payroll Service Fees: this line is overbudget for this year due to additional subscription expenses for the Time & Labor module added to SWAN's Paylocity subscription. This service was discontinued and will not be part of the subscription for the remainder of the budget year.

5990 – Group Purchases – Content: this line budgeted at $450,584 is 95.60% spent due to the EBSCO database group purchase year-2 subscription from RAILS at $430,774.

Operations Report: March 2022

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 15th – March 14th) regular user group meetings and member engagement are noted. Robin has been actively consulting with libraries on their digital archives as part of their initiative to find solutions to help our libraries in this area. On-site visits are highlighted in green.

Date	Event Name	Attendees	Teams Represented	Topic
2/15/2022	Training: Aspen Admin Training - Purchase Suggestions	Tara, Crystal	UX	Training
2/15/2022	Library Consultation (Park Forest) - fine free	Vickie, Michael	IT	Consultation
2/16/2022	Circulation Users	Crystal, Vickie, Helen, +others	UX, IT, Admin, Bib Srvs	Member meeting
2/16/2022	Library Consultation (Downers Grove) - PayPal	Steven	IT	Consultation
2/16/2022	Library Consultation (Brookfield) - PayPal	Tara	UX	Consultation
2/16/2022	Library Consultation (Crete) - Digital archives	Robin	UX	Consultation
2/16/2022	Library Consultation (Palos Heights) - Digital archives	Robin	UX	Consultation
2/16/2022	Library Consultation (Elmwood Park) - Digital archives	Robin	UX	Consultation
2/16/2022	Office Hours: Circ and Hold Maps	Vickie, Michael	IT	Training
2/17/2022	Library Consultation (Bloomingdale) - Digital archives	Robin	UX	Consultation
2/17/2022	Training: Let's Talk Holds	Dawne, Helen, Crystal, Sam, Vickie	Admin, UX, IT, Bib Srvs	Training
2/17/2022	Library Consultation (West Chicago) - PayPal	Tara	UX	Consultation
2/17/2022	Library Consultation (Roselle) - Digital archives	Robin	UX	Consultation
2/18/2022	SWAN Board Meeting (La Grange)	Aaron, Ginny, Dawne	Admin	Governance
2/18/2022	Library Consultation (Batavia) - Digital archives	Robin	UX	Consultation
2/18/2022	Library Consultation (Beecher) - Digital student cards	Vickie, Dawne	Admin, IT	Consultation
2/21/2022	Office Hours: Aspen	Tara, Crystal, Robin	UX	Training

Date	Event Name	Attendees	Teams Represented	Topic
2/22/2022	SWAN Fireside Chat #35	Steven, Tara, Vickie, Dave, Helen, Aaron	Admin, Bib Srvs, IT, UX	Member meeting
2/22/2022	Library Consultation (Riverdale) - Fine free	Vickie, Michael	IT	Consultation
2/23/2022	Office Hours: BLUEcloud Staff	Claudia, Scott, Crystal, Sam, Dave, Dawne	Bib Srvs, UX, IT, Admin	Training
2/23/2022	Library Consultation (Glenwood-Lynwood) - PayPal	Steven	IT	Consultation
2/23/2022	Training: Pseudo Libraries (Matteson, Stickney)	Steven, Dawne, Dave	IT, Admin	Training
2/24/2022	Training: ILL Boot Camp - Going Paperless	Helen, Dawne, Vickie	Admin, IT	Training
2/24/2022	E-Resource Advisory	Robin, Tara	UX	Member meeting
2/28/2022	Training: IPLAR Stats	Dawne, Robin, Helen, Vickie	Admin, UX, IT	Training
3/1/2022	Training: Aspen Admin - Record Grouping	Scott, Tara	Bib Srvs, UX	Training
3/2/2022	Office Hours: Circ/ILL/Outreach	Dawne, Helen, Vickie, Crystal, Sam	Admin, UX, IT, Bib Srvs	Training
3/2/2022	Library Consultation (Oak Park) - Koios integration	Steven, Tara, Aaron	IT, UX, Admin	Consultation
3/3/2022	SWAN Quarterly Meeting	Aaron, all staff	Admin, UX, IT, Bib Srvs	Governance
3/3/2022	Site Visit (Grand Prairie) - SonicWall	Dave	IT	Site Visit
3/3/2022	Site Visit (Calumet Park) - SonicWALL	Rudy	IT	Site Visit
3/3/2022	Training: Generic Accounts - When and how to use	Vickie, Michael	IT	Training
3/3/2022	Library Consultation (Berkeley) - Fine free	Vickie, Michael	IT	Consultation
3/8/2022	Office Hours: Aspen	Tara, Robin, Crystal, Scott, Angela, Aaron, Dawne	UX, Bib Srvs, Admin	Training
3/8/2022	Office Hours: Cataloging	Bib Srvs team	Bib Srvs	Training
3/8/2022	Library Consultation (Downers Grove) - cataloging	Claudia, Sam	Bib Srvs	Consultation
3/9/2022	Book Club Users Group	Helen, Dawne, Vickie	Admin, IT	Member meeting
3/9/2022	Site Visit (Bensenville) - Digital archives	Robin	UX	Site Visit
3/9/2022	Office Hours: BLUEcloud Analytics	Dawne, Michael	Admin, IT	Training
3/9/2022	Site Visit (Calumet Park) - credit card swipes	Dave	IT	Site Visit

Date	Event Name	Attendees	Teams Represented	Topic
3/14/2022	Consultation (River Forest) - Sonicwall	Steven	IT	Consultation
3/14/2022	Consultation (Downers Grove) - Internet Access Schools	Helen, Dawne	Admin	Consultation

Research & Development, Vendor Engagement

Meetings represent formal project-based meetings with vendors and collaboration projects within the larger library community. Continued work with Sikich for our security risk assessment and development of the Plan of Action & Milestones is reflected. Also of note is our continuing involvement in Aspen communities, both with ByWater and the larger user community. This month we also met with our colleagues at other resource sharing consortium in Illinois.

Date	Event Name	Attendees	Teams Represented	Topic
1/18/2022	Aspen for Symphony Users	Tara, Scott, +others	All	Research & Development
Tuesdays: 2/15/2022-3/8/2022	ByWater - Aspen weekly check-in	Tara, Steven, Scott, Rudy, Dawne, Aaron, Crystal, Robin	UX, Admin, IT, Bib Srvs	Research & Development
2/24/2022, 3/7/2022, 3/8/2022	Sikich Risk Assessment Review	Aaron, Steven, Dawne	Admin, IT	Research & Development
2/23/2022	SirsiDynix Sure Sailing	SWAN staff from all areas	Bib Srvs, IT, UX, Admin	Support
2/18/2022, 3/4/2022	OCLC Holdings Update: LLSAP Cataloging Managers & Key Staff (statewide & OCLC)	Scott, Dawne, Rudy	Bib Srvs, Admin, IT	Partnerships
3/3/2022	Aspen Gathering	Tara, Robin, Crystal, Scott	UX, Bib Srvs	Partnerships
3/8/2022	SirsiDynix BcAcq Troubleshooting	Sam, Scott, Dawne, Dave, Aaron, Steven, Rudy, Gail (WVD)	Bib Srvs, Admin, IT	Partnerships

SWAN Assistant Director (Dawne Tortorella)

Book Club Users – KitKeeper group combined

For the past 18 months our KitKeeper pilot has been developing procedures and standards for sharing book club kits. Downers Group Public Library and Geneva Public Library are sharing over 175 book club kits containing multiple copies of titles for book club groups. These book club kits circulate as a set and can be reserved for specific time periods by any library participating in use of KitKeeper. Even if libraries do not have their own kits to share, they can participate in the program making reservations on the kits shared by others.

To further encourage participation and encouraging any libraries interested, the Book Club Users group will be expanded to include discussion, development, and expansion of KitKeeper. Lizzie Matkowski, Downers Grove Public Library, Lauren Maxwell, Geneva Public Library, and Helen Pinder, SWAN will continue to support both the Book Club Users and KitKeeper program.

SWAN's Bibliographic Services team has helped Geneva catalog these kits so that that are discoverable in Aspen, and can assist other libraries to update their kits following the KitKeeper cataloging standards. Through consistent cataloging these kits will be more easily surfaced in Aspen and appear as a special format in the grouped record of the work.

As part of our ongoing efforts to improve accessibility standards of software supported, we will be working with KitKeeper's developer, Plymouth Rocket, to improve the administrative interface's accessibility.

SWAN Learning Management System

Crystal Vela and Claudia Nickson are leading the efforts to develop online training and support our online learning management system. There are 84 library staff registered in the online learning system. As expected, entry level courses have the most registrants. Advanced courses in technical services serve a more specific audience, and as such, have fewer enrollees. We will continue to balance both ends of this spectrum as we work on new courses. The charts below reflect course registrations and completion.

National Change of Address: NCOA 2021

Libraries have been working to review and update or remove patron records returned in NCOA processing. Last month we reported 107,427 records returned with changed addresses. In the past month, 16,598 of those have been removed or updated. We continue to work with libraries in selecting and updating patron records based on the library's preferred criteria.

Resource Sharing

Scott and Helen will be presenting at OCLC's virtual Resource Sharing Conference 2022. Their session, "Working smarter not harder: how to automate your holdings and configure policies to expedite fulfillment" will share how we have worked to configure and automate WorldShare ILL through "automatic no" based on availability, custom holdings groups within our statewide delivery system, deflections, and patron-initiated requests. SWAN also supports the OCLC Holdings Manager, OHM, which sets/unsets holdings in WorldCat holdings for our state consortium partners, improving accuracy in lending outside of SWAN.

Internet Access Libraries

With adoption of the Aspen catalog and use of pseudo libraries, we have an opportunity to improve the workflow of supporting the school districts which contract as Internet Access libraries. These school

districts place holds on items through the online catalog which are transited to either a public library for pick-up or directly to the school district through RAILS delivery. We are testing new procedures to avoid the awkward and error-prone checkouts directly to these INTACC_MED profile schools. Downers Grove Public Library will be our first library to test this new procedure.

These changes will expedite delivery to the schools, provide consistent circulation rules, and avoid items mismarked and lost in delivery.

Resource sharing: a look at the numbers

Two years ago, we experienced the pandemic surge with a peak circulation count over 55,000 on March 14, 2020. Since then, our highest circulation was at the start of summer with 35,360 on June 7, 2022. The end of mask mandates in the state, effective February 28, 2022, does not appear to have had any impact on circulation. Circulation has been slightly down since February 28th from the previous month.

Checkouts 9/1/2019 - 03/12/2022 [100 SWAN Libraries]
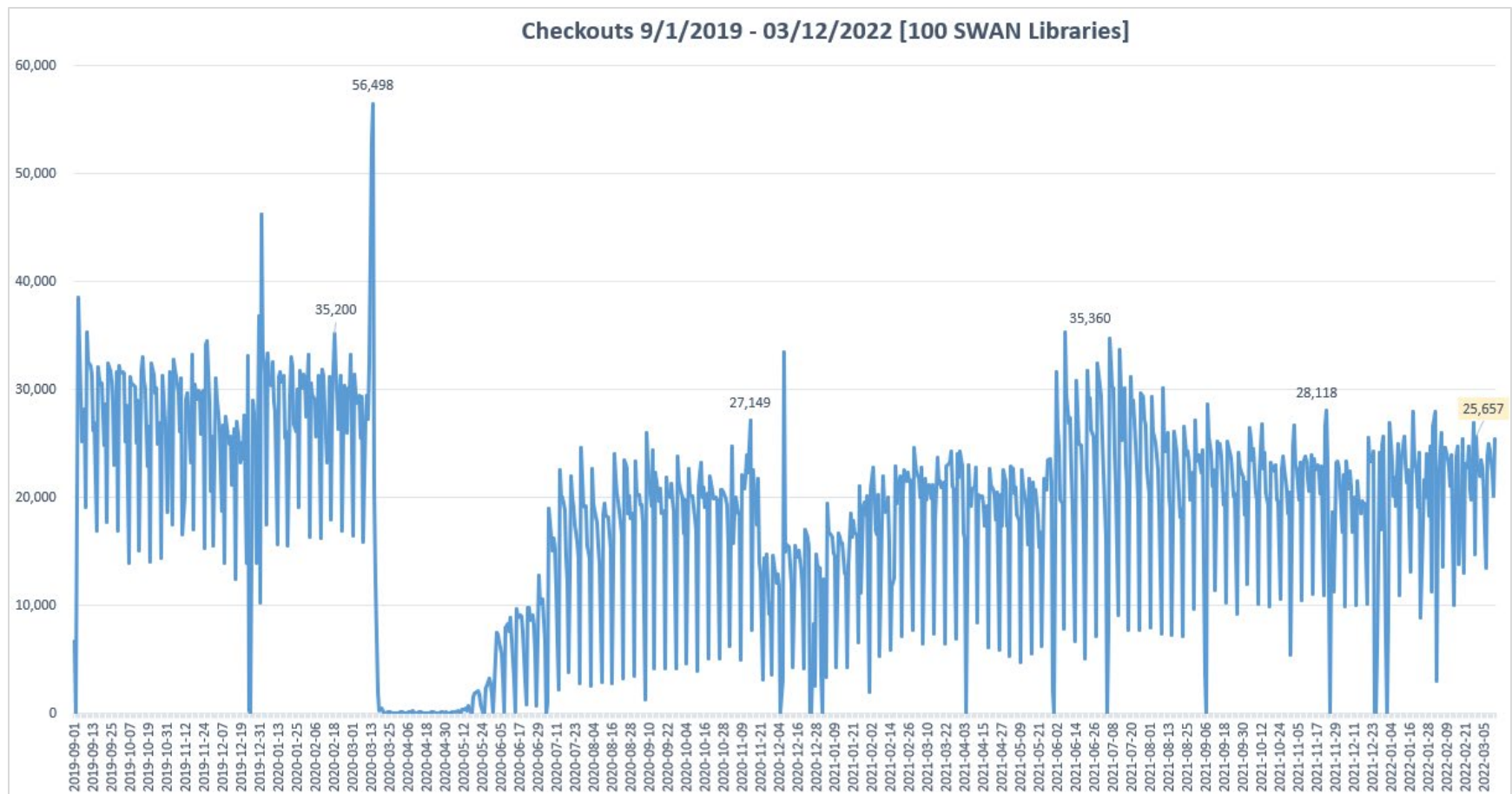
Comparing February circulation of this year against the most recent pre-pandemic February (2020), we are holding steady at 70%.
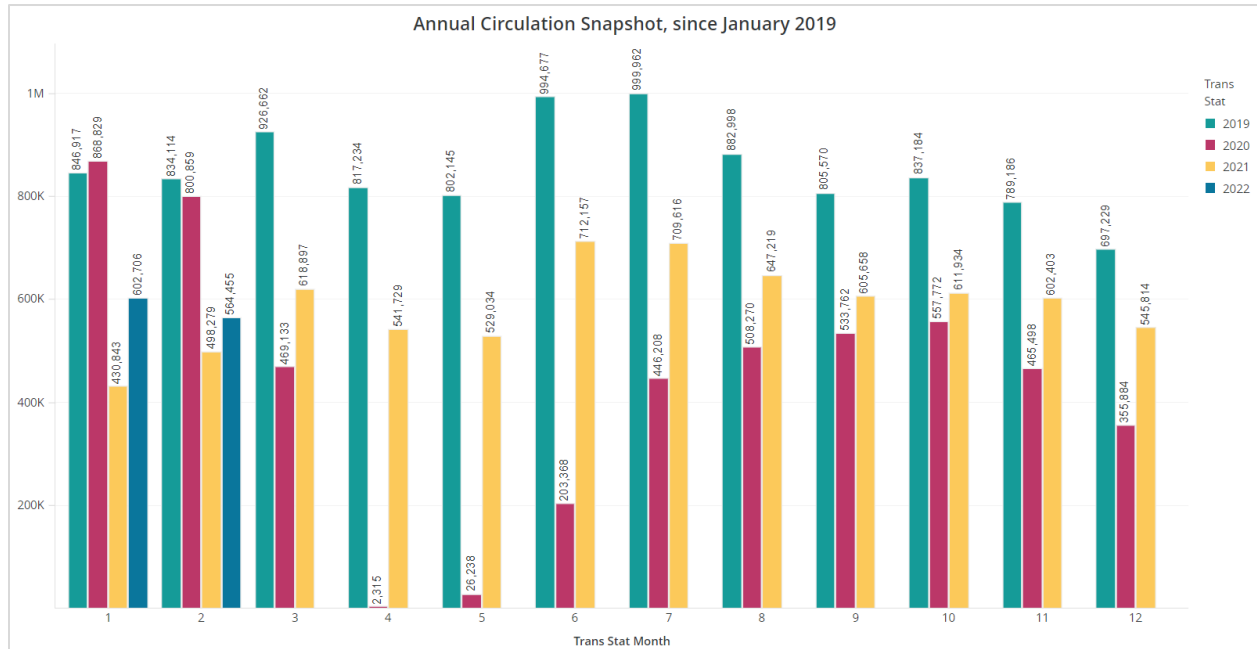
Holds

January - March 2021 we saw a peak in number of holds placed. Worth noting is that February 2020 we had more people placing holds than February 2022 (38,982 vs 35,237). This 10% drop in patrons placing holds is notable. We do not have data on number of patrons placing holds prior to February 2020.
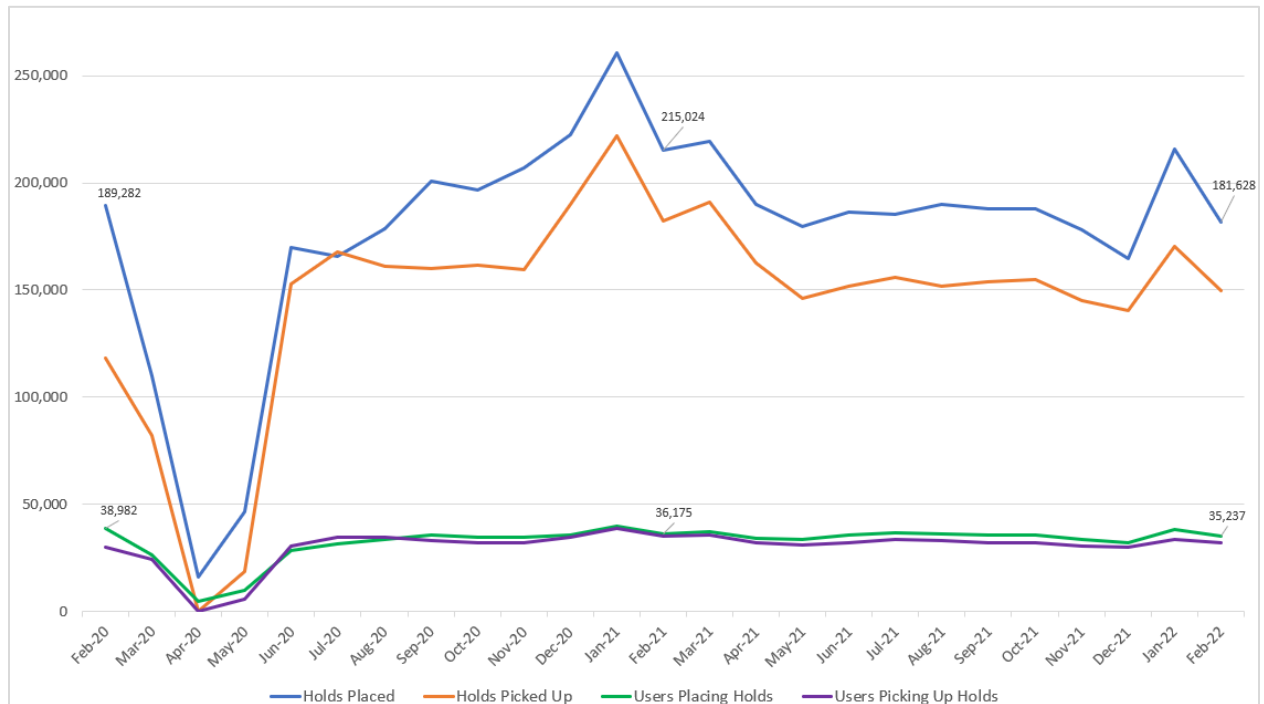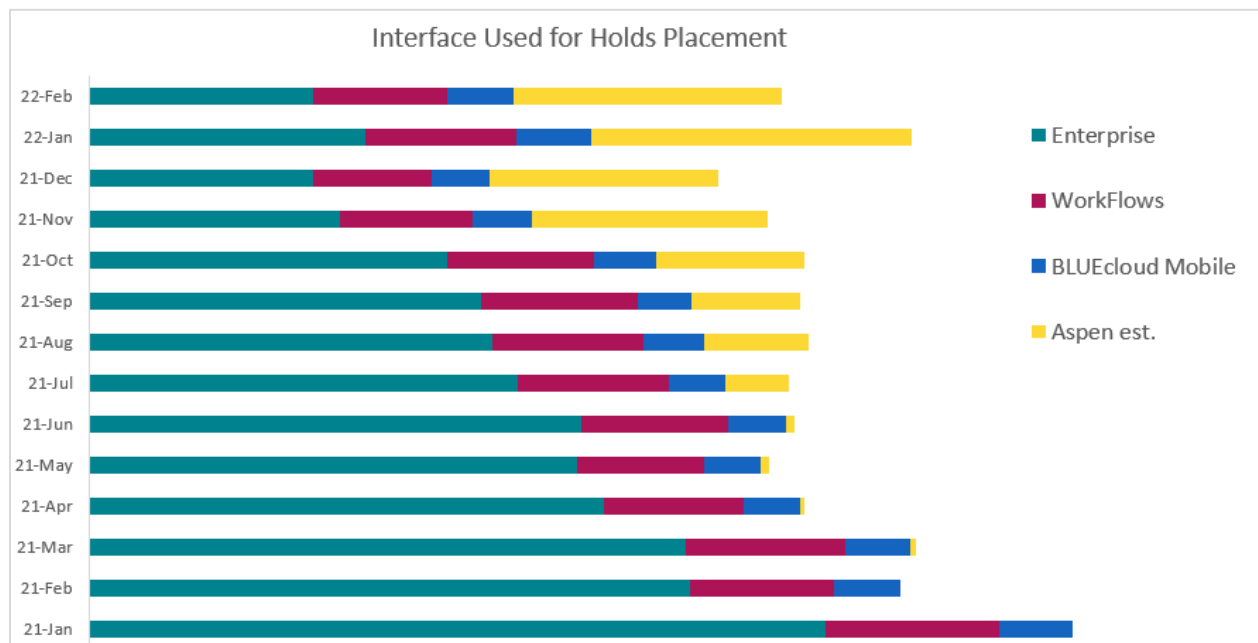
Holds & Aspen

Increased adoption of Aspen shows the growing use of Aspen vs Enterprise for holds placement. As the old SirsiDynix mobile app Bookmyne has reached end-of-life, holds placed through that interface have decreased.

| Hold Client	2021												Total	2022		Total
	21-Jan	21-Feb	21-Mar	21-Apr	21-May	21-Jun	21-Jul	21-Aug	21-Sep	21-Oct	21-Nov	21-Dec		22-Jan	22-Feb	
Enterprise	192,620	156,930	156,104	134,491	127,413	128,638	111,989	105,235	102,339	93,572	65,351	58,241	1,432,923	72,091	58,215	130,306
WorkFlows	45,214	37,888	41,698	36,617	33,224	38,324	39,465	39,607	40,925	38,262	34,749	31,307	457,280	39,646	35,442	75,088
BLUEcloud Mobile	19,318	17,121	16,997	14,669	14,939	15,227	14,957	15,980	14,009	16,232	15,474	15,101	190,024	19,467	17,094	36,561
Other Web Services	3,541	2,975	3,000	3,000	1,600	2,000	2,200	1,800	1,900	661	600	200	23,477	600	400	1,000
Unknown	0	30	16	23	166	9	143	22	29	0	3	28	469	11	0	11
Bookmyne	93	73	59	77	107	50	42	101	73	58	63	39	835	58	44	102
SIP2	1	6	2	3	0	3	3	4	2	7	0	0	31	0	0	0
BLUEcloud Circ	6	1	2	0	0	3	5	4	9	0	3	48	81	5	39	44
Aspen est.			1,452	1,307	1,978	2,247	16,443	27,238	28,707	39,000	61,646	59,876	239,894	83,663	70,394	154,057
	260,793	215,024	219,330	190,187	179,427	186,501	185,247	189,991	187,993	187,792	177,889	164,840	2,345,014	215,541	181,628	397,169
% Placed by Patron	83%	82%	81%	81%	81%	79%	79%	79%	78%	80%	80%	81%	80.50%	82%	80%	81.08%
% mobile apps	8.80%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9.32%	9.16%	9.34%	9.66%	9.49%
% Placed in Aspen			1%	1%	1%	1%	9%	14%	15%	21%	35%	36%		39%	39%	
% Placed in Enterprise	74%	73%	71%	71%	71%	69%	60%	55%	54%	50%	37%	35%		33%	32%	

Aspen placed holds are shown in yellow and represent 39% of total holds placed in January 2022 and February 2022.

As of February 9, 2022, Aspen release 22.02.00 provides notes on holds to distinguish between patron initiated holds and those placed through Aspen's "masquerade mode" feature, i.e, hols placed by library staff on behalf of the patron. From February 9, 2022 – February 28, 2022, patrons placed 46,347 holds directly in Aspen. In the same time period, staff representing 41 agencies (libraries and branch/pseudo locations) placed 1,239 holds through Aspen.

Reviewing use of masquerade mode statistics shows that libraries with drive-up windows are using this feature more extensively. This may be related to the ease of using masquerade mode to assist patrons in

setting up use of the alternate pick-up locations offered. Below, the left ring chart represents patron-placed holds in Aspen; the right represents staff placement. Staff from Glen Ellyn, Geneva, and Indian Prairie are taking advantage of masquerade mode to assist patrons in this transition. These trends may not continue as more patrons become acquainted with the new catalog.
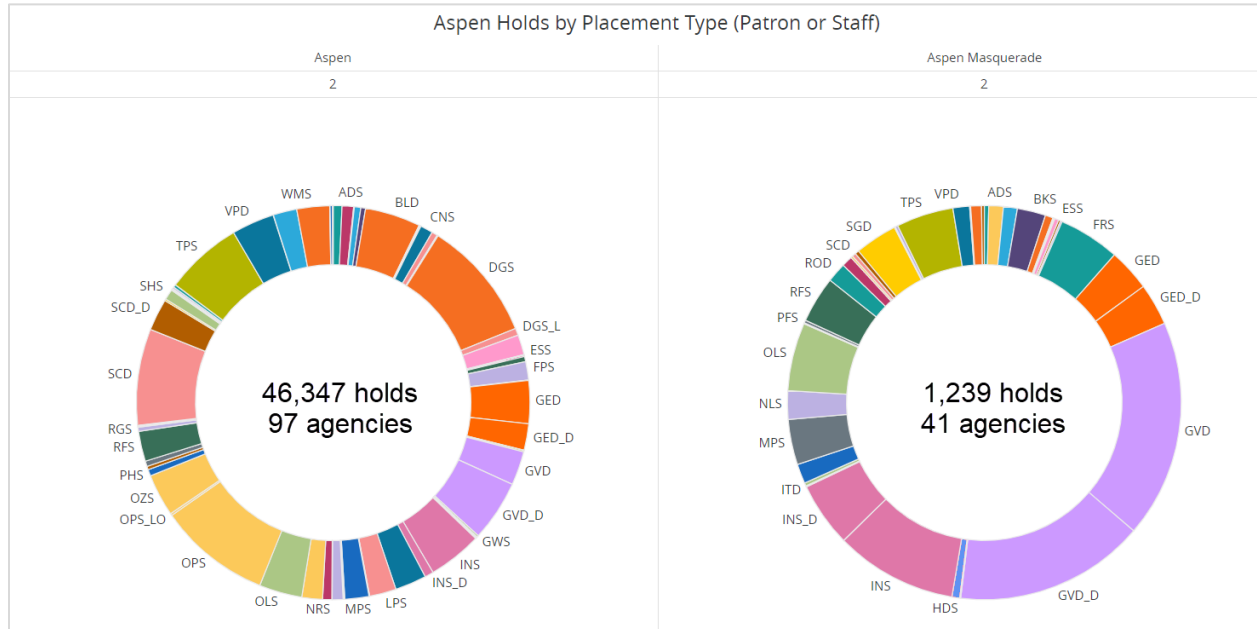
Aspen release 22.02.00 update also provides the ability to compare percentage of hold pick-up library to item library match. While item barcode associated with a hold is randomized, it does look for a matching catalog key. Items associated with holds matching the pick-up library shows an increase in Aspen. We believe this is due to the smart holds algorithm where selection of catalog key when placing a hold on a grouped record first looks to that library's holdings.

Findings from February 9th – 28th show Aspen holds by patrons are associated 25.15% with the pick-up library. Enterprise holds in the same time period matched pickup library 18.07%. This 7% increase is indicative of this smarter algorithm in matching title level placement. As an example, patrons can place a hold at the grouped record level and the hold will be placed against the format owned by my library (DVD vs Bluray).

	Holds Placed	Random library	Item Lib = Hold Lib	% Hold on Local Item
Aspen All	47,586	35,767	11,819	24.84%
Aspen Masquerade	1,239	1,078	161	12.99%
Aspen Patron	46,347	34,689	11,658	25.15%
Enterprise	40,419	33,116	7,303	18.07%

Patron Placed Holds in OPAC 2/9 - 2/28/2022
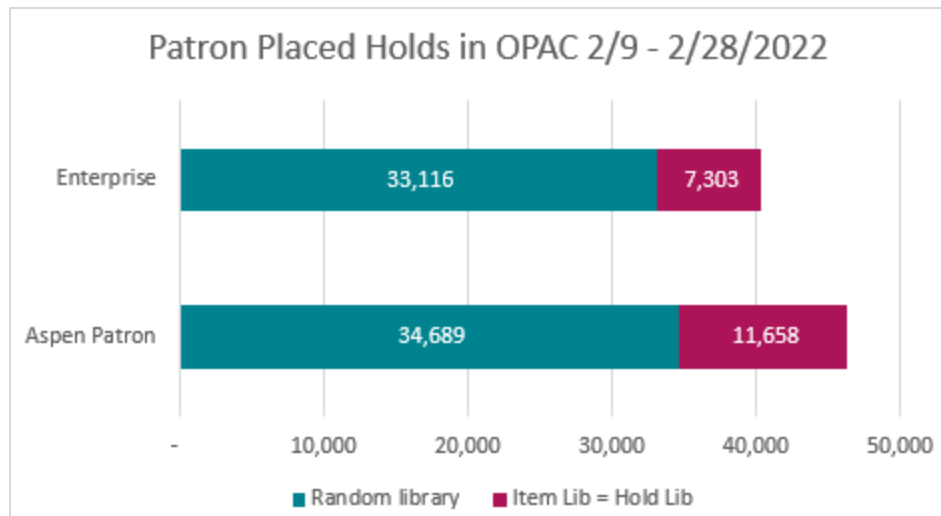
System-wide transits

Again, transits dropped from pre-pandemic comparison in same period. Reviewing this trend over time we hope to continue refining holds placement and staff procedures for pulling local items throughout the day to reduce number of items transiting.

Items Placed In Transit
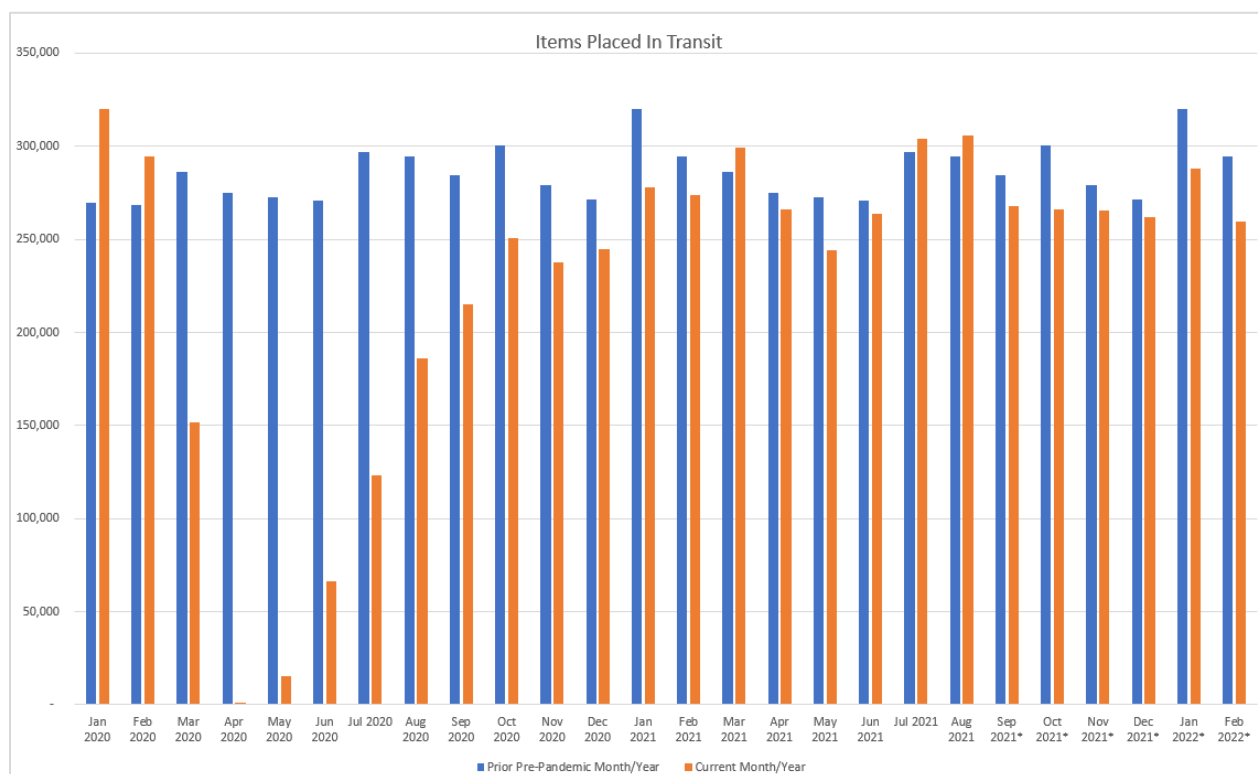
SWAN Bibliographic Services (Scott Brandwein)

BLUEcloud Cataloging Pilot

The BLUEcloud Pilot will soon be underway. We have identified six pilot libraries who will participate, representing both our Cataloging and Pre-Cat libraries and a range of use cases. We are currently gathering information from them about expected staff participation so we can configure log-in access. Depending on availability, we will be scheduling a kick-off meeting at the beginning of April to brief them on expectations and what we hope to learn.

We are also drafting documentation and training materials, which will be working documents that we expand and revise based on feedback from the pilot group. We are excited to see how we can build out this tool to help libraries streamline their cataloging while supporting more accurate data to the collective database.

Baker & Taylor BTCat Pilot

Bibliographic Services will soon be concluding our evaluation of the Baker & Taylor cataloging tool BTCat. We have spent a lot of time with the tool testing the cataloging and organizational functions including record search and display, Z39.50 integration to outside sources such as OCLC, record editing and validation, authority control, and export.

Recently we have set up some of the tool's advanced functions so we can commence the second phase of our trial. We have connected it to Web Services, allowing for the direct overlay of records from the BTCat interface. This also allows for live searching and editing of SWAN records, which involves an interface to enhance bibliographic data using an outside source in a side-by-side display. This is similar to the record editing tool that BLUEcloud Cataloging provides.

We are also testing BTCat's integration into Baker & Taylor's ordering processes. We have connected the service to the account we use for ordering materials for the Rental Collection Pilot. BTCat may be able to act as a pipeline for record delivery of delivered items, streamlining the data entry aspect of processing new items.

Once our evaluation is complete, we will write a report on what we have discovered and the viability of this tool in the SWAN ecosystem.

OCLC Holdings Update

SWAN has coordinated with the other Illinois consortia and set up a schedule to get each group's holdings updated through OCLC's offer. We will initiate SWAN's update first on Monday, March 14th. Until we submit our official request and discuss matters with our OCLC representatives, we are unsure exactly when the update will take place, but it should be within two weeks of initiation. The update itself takes about a day to complete. First all OCLC holdings will be deleted, then OCLC will use the data we provide to add holdings back to the database. Any Local Holdings Records that were present on deleted items will be restored as well.

There may be a brief lapse in ILL requests from member libraries while the update is taking place, but processing of existing requests as well as borrowing can still take place. We will notify the membership when the update is complete and will spot check the results.

Cataloging Counts: SWAN Bibliographic Services

Counts do not include sixteen 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 140 upgrades of minimal level records in OCLC to full records.

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Orig 2020	99	111	69	152	98	129	88	102	76	62	56	46	**1,088**
Copy 2020	1,908	1,717	1,863	2,270	2,357	2,496	2,237	1,886	2,405	1,723	1,901	1,704	**24,467**
Orig 2021*	41	53	54	73	49	88	49	71	80	65	72	104	**799**
Copy 2021*	1,632	1,847	1,911	1,480	1,720	1,756	1,580	1,916	2,367	1,463	2,295	1,802	**21,769**
Orig 2022	84	143											
Copy 2022	1,808	2,283											

* In January 2021, one of our Bibliographic Services Support Specialists reduced hours from 37.5 to 19.5 per week.

SWAN IT & System Support Services (Steven Schlewitt)

Support Tickets

Notable support trends for the last month included questions relating to the Aspen rollout and NCOA patron purge requests. Many libraries have sought to purge patrons identified by NCOA as out of state or out of the SWAN service area. Sunday, February 13th through Tuesday the 15th, the Symphony production server encountered overnight indexing issues, causing intermittent record access issues. While the root cause was not determined, the issue was resolved with an abbreviated database rebuild on Tuesday night. These types of indexing issues drive SWAN's need for regular, annual database maintenance through rebuild processing. Our next scheduled database rebuild will be Sunday, April 17th.

SWAN Support Tickets February 2021 - February 2022

	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan-22	Feb
Opened	678	746	629	755	882	881	777	805	872	801	663	806	883
Closed	662	721	636	738	878	902	767	835	850	799	660	806	915
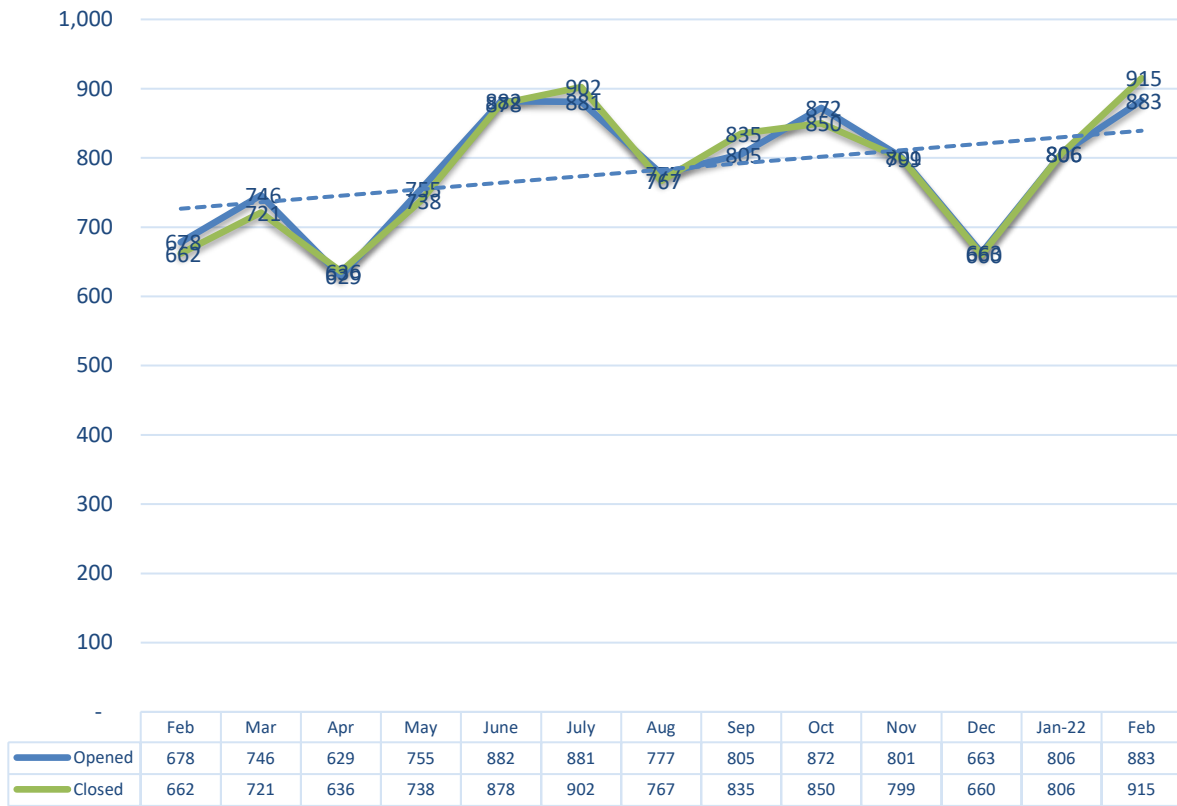
Tickets Submitted to SWAN

Aspen Project

- PayPal credentials collection and pilot testing – Steven with Tara (UX)
- CPU performance testing and additional system upgrades – Rudy, Steven
- PayPal Symphony payment type cleanup – Dave
- Library logos/graphics hosting updates – Rudy
- Accelerated Reader harvest troubleshooting – Rudy, Steven with Tara (UX)
- Electronic resource sideload permission troubleshooting – Steven with Robin (UX)
- Update to catalog URLs in notices and email receipts – Michael

Vendor Integrations

- Unique Management Services collections reports encryption and configuration – Rudy
- Pseudo libraries for MTS, SFS, LGS, and school districts – Steven, Dave with Dawne (Admin)
- SirsiDynix support VPN setup – Rudy
- Koios-Aspen integration for OPS, GED – Steven, Ian with Tara
- Baker & Taylor Cataloging (BTCat) integration setup – Steven with Scott (Bib Srvcs)

General Projects

- Geo-redundant backup testing and configuration for Azure – Ian, Rudy

- SonicWall End of Life (EOL) hardware upgrade consultations –Rudy, Dave
- Firewall Self-Maintenance VPN consultations – Steven, Rudy
- NCOA 2021 cleanup and purge requests – Dave, Vickie, Michael
- BLUEcloud Central user setups and role cleanup – Dave, Michael
- BLUEcloud Analytics personalized login cleanup – Vickie
- SWAN support site / Drupal server upgrade testing – Rudy
- SirsiDynix Single Sign-On pilot setup – Ian, Rudy, Steven
- Linux server urgent patching for "Dirty Pipe" system vulnerability – Rudy, Michael
- Windows 11 SWAN staff deployments – Ian
- Log aggregation tool, security consultants research – Steven, Rudy, Ian
- Symphony database rebuild report testing – Rudy, Steven
- SWAN patron site Linux OS upgrade – Rudy
- Symphony TEST server recloning – Ian
- SWAN Expo 2022 session planning – Steven with Mgmt Team

Upcoming Symphony Database Rebuild and Downtime

As announced in the March 3rd quarterly meeting and in a support site news post, the IT team will be overseeing a Symphony Database Rebuild on Sunday, April 17th. Many libraries are closed for the holiday on the 17th, but any remaining open will need to use WorkFlows in Offline mode throughout the day. Several other SWAN services will be intermittently unavailable during the process. Additional communications will be issued via SWANcom and updates to the news post as the date approaches.

Sikich Risk Assessment & Security Initiative

Sikich provided a summary of their findings from the risk assessment this month and finalized risk register documents. The next steps will involve working with Sikich to draft of 14 policy documents associated with the NIST SP 800-171 framework. These policies will guide SWAN's projects to further secure systems and data, and adopt procedures. Additionally, Steven, Dawne, and Aaron sought advice regarding PCI compliance, leveraging Sikich's expertise in legal policy.

Email Notice Tracking (Last 6 Months)

Reading Date	Total Emails Sent	Success Rate	Bounces	Marked SWAN as SPAM
10/12/2021	411,748	97.40% (401,050)	0.11% (452)	0.00% (18)
11/10/2021	412,684	97.55% (402,569)	0.24% (983)	0.01% (47)
12/10/2021	417,626	94.01% (392,619)	0.19% (814)	0.01% (44)
1/14/2022	400,681	96.40% (386,275)	0.12% (472)	0.01% (49)
2/10/2022	406,965	97.18% (395,480)	0.38% (1,541)	0.01% (36)
3/11/2022	410,446	97.03% (398,240)	0.15% (696)	0.01% (44)

Phone Notice Tracking (Last 6 Months)

Month	Total Calls Attempted	Success Rate	Failed
September	5594	96.53% (5400)	3.46% (194)
October	9185	96.79% (8899)	3.11% (286)
November	8540	96.64% (8253)	3.36% (287)
December	7956	96.62% (7687)	3.33% (265)
January '22	8846	96.99% (8580)	3.00% (266)
February	7197	97.19% (6995)	2.79% (201)

Outage Tracking (as of 3/11/2022)

Date	Time	Elapsed (Min)	Service	Planned?	Lib Hours?	Reason
No notable outages for this period						

SWAN User Experience (Tara Wood)

User groups

Circulation Users

Circulation Users met February 16th. Topics included a discussion on preferred pronouns in patron records, proof of residency verification, damaged versus unusable items, circulation rules for schools and teachers, and sharing about masking requirements.

E-Resource Advisory

E-resource Advisory met February 24th. Topics included sharing of statistics on Overdrive checkouts in Enterprise and Aspen, a possible group discount for Comics Plus, and a discussion of the new NISO metadata requirements for e-books.

Aspen rollout

The Aspen soft launch is complete! Patrons at all SWAN libraries now have access to start using Aspen through a link from the Enterprise catalogs. Beginning in April, SWAN will work with libraries to ensure their website links and OPACs are updated to ensure a smooth transition.

Research and development

The [22.03 release](#) went live March 9th, and it included some nice search improvements. The next several releases will focus on enhancements to search, facets, and record grouping.

In addition, ByWater is exploring some interface enhancements to menus, facets, and the My Account interface. SWAN has volunteered to conduct usability testing of the interactive mockups once the designs are ready for testing. We plan to recruit participants across all SWAN libraries for remote testing sessions.

We continue to track all member-generated research and development requests in [Known Issues on the SWAN support site](#).

BLUEcloud Circulation

Crystal is working with IT & Systems Support to create new logins for circulation support staff at the Circulation Advisory libraries, and she has been actively adding new suggestions to the SPP. In late March, Tara and Crystal will visit Eisenhower Public Library to observe how their staff are using BLUEcloud Circulation at their circulation desk.

Digital Archives

Robin met with 9 libraries about the Illinois History Digital Imaging Grant and to identify current needs and opportunities for digital archives among SWAN libraries: Crete, Palos Heights, Elmwood Park, Bloomingdale, Roselle, Batavia, Lansing, Messenger, Homewood.

They also visited Elizabeth Morris at Bensenville Public Library to learn more about their digitization tools and workflows. They will meet with the Illinois State Library later this month to further discuss the Illinois History Digital Imaging Grant and they have another site visit planned with Palos Heights.

Group Purchases

Robin worked with RAILS and EBSCO to finalize the price for the EBSCO group purchase for year 3, which included an increase of 2% and no libraries opting out.

In addition, they worked on a group discount for Comics Plus and a demo session for members, which will be announced on the SWAN support site.

Support

We continue to see an increase in support tickets in the UX team. In February 2022 we closed 71 tickets.

Trainings

Robin conducted a training with Dawne on compiling IPLAR statistics.

Professional Development

Crystal completed two webinars, "Using Markers in Storyline 360" and "What is Accessible E-Learning."

Tara and Robin submitted their presentation recording to the Electronic Resources & Libraries 2022 virtual conference, "Take Action: Improve Digital Accessibility in Your Organization," which is available as an on-demand presentation with a Q&A on March 16th.

DATE	MEETING TYPE	ACTION ITEMS
Thursday, July 1, 2021		SWAN FY21 Budget goes into effect.
Friday, July 23, 2021	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.
Friday, August 20, 2021	Regular SWAN Board Meeting	Decision if meeting will meet a quorum
Friday, August 20, 2021	SWAN Expo	CANCELLED Annual conference at Moraine Valley Community College
Thursday, September 2, 2021	Quarterly	Introduce new SWAN Board members
Wednesday, September 15, 2021		RAILS LLSAP Funding application due
Friday, September 17, 2021	Regular SWAN Board Meeting	Closed session minutes 6 month review
Identify SWAN policies to review. Review budget process timetable with SWAN Board.
October		RAILS reviews LLSAP grant applications and determines awards
Friday, October 22, 2021	Regular SWAN Board Meeting	Aaron begins work on FY23 budget, brings questions to SWAN Board if needed.
Wednesday, November 17, 2021	Finance Committee	Aaron Skog and Treasurer review Budget; SWAN potential policies are reviewed.
Friday, November 19, 2021	Regular SWAN Board Meeting (Glen Ellyn)	Board accepts FY21 audit.
		Aaron to bring FY23 Budget draft; Board discuss Fees and determines next steps.
		Set Board approves meeting dates for 2022 calendar.
Thursday, December 2, 2021	Quarterly	Announce FY23 Budget Process
Friday, December 17, 2021	Regular SWAN Board Meeting (Glen Ellyn)	Review of FY23 Budget Draft.
		Approve FY23 LLSAP grant agreement
Thursday, January 13, 2022	SWANcom	Aaron Skog/Board announcement of draft budget to membership. Set February COW date and possible location of meeting.
Friday, January 21, 2022	Regular SWAN Board Meeting (La Grange)	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 Succesion Plan for ED.
January 2022 [TBD]	SWANcom	Board present draft budget to membership.
Monday, January 31, 2022		Signed LLSAP grant agreements due to RAILS
Tuesday, February 1, 2022	Membership Meeting	Meeting to discuss FY23 budget, fees, and reserves worksheet.
Friday, February 18, 2022	Regular SWAN Board Meeting (La Grange)	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.
Thursday, March 3, 2022	Quarterly	Roll call vote to approve SWAN budget. Announce Board election process.
Friday, March 18, 2022	Regular SWAN Board Meeting (virtual)	Determine if Personnel Committee meeting is needed.
		Ratify budget
		Sikich security audit findings presentation

DATE	MEETING TYPE	ACTION ITEMS
March 2022 (TBD)	Personnel Committee [if needed]	SWAN potential policies are reviewed. Yearly Employee Handbook review based on employment law requirements/recommendations.
Friday, April 22, 2022	Regular SWAN Board Meeting (Midlothian)	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 2022 (TBD)	SWANcom	Announce election info.
Friday, May 20, 2022	Regular SWAN Board Meeting (Bloomingdale)	Review Board Self-Evaluation Results.
		Director Evaluation - Review document in preparation to complete for June. Assign deadline for completion.
Thursday, June 2, 2022	Quarterly	Board Election Results. Vote on Bylaw amendments (if any).
Friday, June 17, 2022	Regular SWAN Board Meeting (Bloomingdale)	Review/Write Off Allowance for Doubtful Accounts
		RAILS provides FY24 consortial support grant applications to consortia.
		Director Evaluation - Provide results and discuss (Executive Session).
Thursday, June 30, 2022		OCLC State-wide Group Services Agreement Ends

SWAN LIBRARY SERVICES

PROJECT SUMMARY:
CYBERSECURITY RISK ASSESSMENT

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OVERVIEW

What is the Sikich Risk Assessment?

- Assessment of SWAN's risk management policies and security practices compared to the NIST SP 800-171 framework

What is NIST SP 800-171 and why should we follow it?

- National Institute of Standards and Technology Special Publication 800-171
- Industry-established requirements protects "controlled, unclassified information"
- Ensures SWAN complies with an industry-recognized set of policies for data handling, system security and configuration
- For comparison, SirsiDynix follows NIST SP 800-53, a similar framework
- Risk and Authorization Management Program (RAMP) is becoming common practice at state level, emphasizing the necessity of SWAN having a framework like NIST 800-171

SWAN database consists of approximately 1-million patron records

- Current cost to remediate a breach is typically $150 per record, posing significant financial risk without a guiding framework

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ASSESSMENT PROCESS
SUMMARY

Determine Baseline:
- Areas of risk were then identified by compliance with NIST SP 800-171's 110 controls.

Collect Data
- Sikich collected SWAN's formal policies, procedures, and associated documents.

Perform Interviews:
- Sikich conducted nine interviews covering 15 risk/security categories.
- Steven, Dawne, Aaron, Ginny, Ian, Rudy, Dave participated

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Sikich Interview Topics

Network Overview	Infrastructure Management	System & Information Integrity
Threat Intelligence & Detective Controls	Governance & Risk Management	Incident Response
Audit & Accountability	Access & Data Management	Identification & Authentication
Infrastructure Management	IT Asset Management	Media Protection
Personnel Security	Resources & Training	Physical Security Management

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KEY RISK
SUMMARY

Information Security Program Risk

Current Risk					
	Impact				
Likelihood	Severe - 5	High - 4	Unacceptable - 3	Acceptable - 2	Negligible - 1
Imminent - 5	0	1	0	0	0
Frequent - 4	0	2	2	0	0
Likely - 3	0	24	17	2	0
Foreseeable - 2	0	5	56	1	0
Not Foreseeable - 1	0	0	0	0	0

Key Risk		
Risk #	**Vulnerability**	**Current Risk**
55	Documentation: There was limited evidence of a documented, formalized practice to cover the preparation, automated detection, or intake of IT-related incident reporting, analysis, containment, eradication, and recovery.	20
26	Process/Technical: There was no evidence of a practice for consistently creating, retaining, and monitoring system audit logs and records across all critical information systems. For example, there was no log aggregation and correlation process in place. Documentation: Logging policies were not formally documented.	16
31	Audit: No formal audit practice was in place. Process/Technical: No log correlation and analysis practice existed.	16

RISK PER SECURITY DOMIAN

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4

4
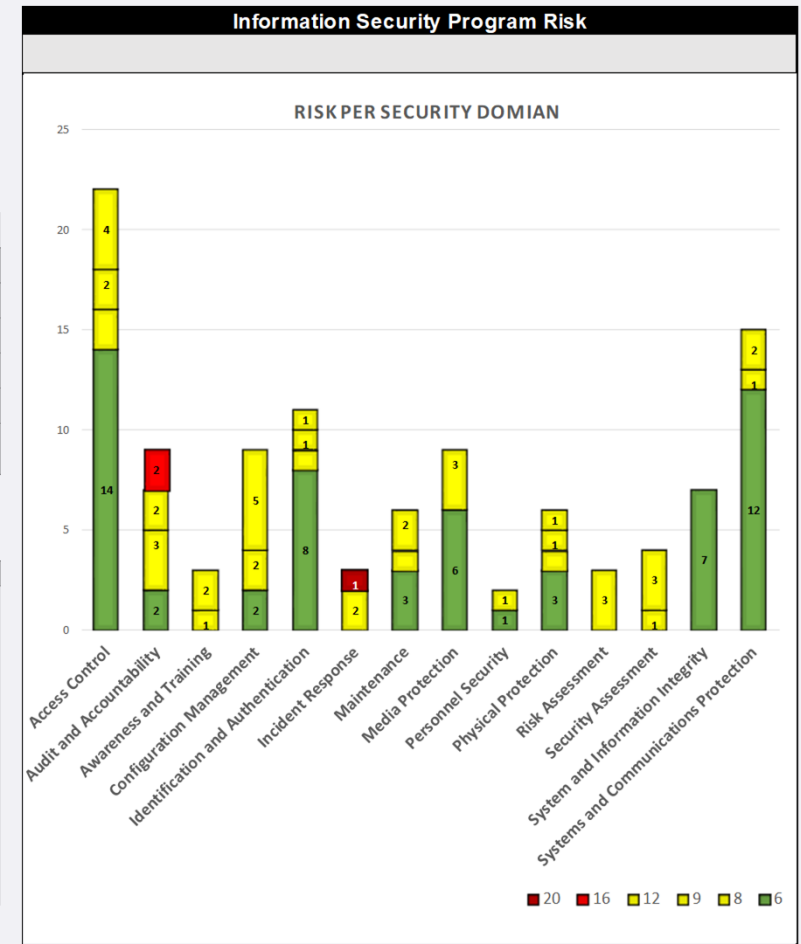
CYBERSECURITY RESILIENCE
SWAN'S STANDINGS

IDENTIFY
Business objectives and obligations
Inventory assets, risks and vulnerabilities

PROTECT
Limit impact
Access control, system hardening, vulnerability remediation, firewalls
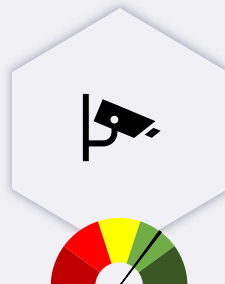
DETECT
Timely discovery
Events, anomalies, security analytics
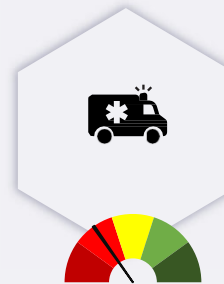
RESPOND
Call to action
Forensics, containment, eradication
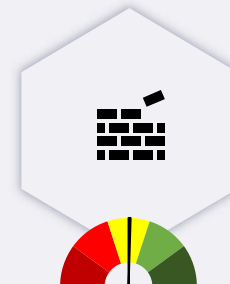
RECOVER
Normal operations
Backups, disaster recovery, restoration

Risk Levels
Severe
High
Unacceptable
Acceptable
Negligible

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IDENTIFY
BUSINESS OBJECTIVES AND OBLIGATIONS

Unacceptable

Risk

Information security program documentation, including identity, network, vulnerability, and risk management policies and procedures, was limited.

Impact

A lack of documented practices could lead to human error in the implementation of effective security controls. Furthermore, inconsistent and ineffective security practices could lead to known vulnerabilities and risks going unnoticed, impacting the organization's ability to fulfill its mission, objectives, and obligations.

Remediation

SWAN is:
- Working with Sikich to create and publish information security policies
- Defining risk and vulnerability management practices
- Creating an audit plan to ensure security controls remain effective

Sikich performed a risk assessment and is in the process of creating risk treatment plans.

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IDENTIFY
SWAN EXAMPLES

Unacceptable

- SWAN's 1-million record patron database
- Personally identifiable patron data such as addresses, emails, phone numbers

Asset

- SWAN integrates with over 80 3rd party vendors to accommodate library subscriptions

Risk

- Some 3rd party vendors utilize unsecured SIP2 to transfer extensive patron data across the internet, which can be easily collected by nefarious parties

Vulnerability

- Review all vendor integrations and revisit alternative, more secure options with the vendors
- Ensure vendors have signed and observe SWAN's Vendor Access Agreements
- Employ industry-recognized "Principal of Least Privilege" for all integrations to limit database access for all vendors
- Create formal internal policies for establishing new vendor connections

Solutions:

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PROTECT
LIMIT IMPACT

Acceptable

Risk

Impact

Remediation

Information security best practices and standards were not consistently defined to make sure that systems had been configured to industry standards.

A formal change management program had not been established to make sure that changes were tracked, reviewed, and approved before implementation.

Systems may not be configured to industry hardening standards, which could lead to an attacker compromising weak security controls and creating a system or data breach.

Inconsistent change management practices could lead to a significant impact on business processes due to unavailable critical resources and systems.

SWAN is:
- Establishing system standards from configuration hardening best practices (e.g., DISA STIGs, CIS Benchmarks, or OEM security guides) for test, development, staging, and production environments
- Implementing a formal process to approve and track change management services and solutions changes, including a Change Advisory Board

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PROTECT
SWAN OBSERVATIONS

Acceptable

Access control
- The ILS server is accessed by over 4,000 library staff users across at least 7 integrated platforms

System Hardening
- Firewalls, VPN, and encrypted connectivity ensure only permitted library staff have access to the servers
- Strong passwords and authentication are used by SWAN staff to perform system administration

Vulnerability Remediation
- All SWAN systems are patched/updated at least monthly
- Passwords are shared with library staff in methods that are secure and accountable
- Monthly patron purges eliminate inactive and unnecessary patron data

Solutions
- Staff should utilize strong passwords, personalized logins (whenever possible) and login analytics across all SWAN platforms
- A SWAN-wide directory services utility can unify logins across platforms
- Patron data can be further limited, collecting only essential info and removing extraneous sensitive data
- Change logging can help to troubleshoot server issues

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DETECT
TIMELY DISCOVERY

Acceptable

Risk

There were no log aggregation and correlation processes in place.

A formal audit practice was not in place to review and investigate logged events.

There was no evidence of a documented security monitoring practice.

Impact

Use of informal log management practices and solutions increase the likelihood of suspicious activities going unnoticed.

A malicious user could perform an attack for a significant period of time with the ability to compromise systems and data without being identified.

Remediation

SWAN is:
- Documenting log management policies, standards, and procedures
- Configuring systems to store and forward logs to a centralized log repository, which will provide log correlation and alerting for unusual or suspicious activity
- Refining logging alerts to make sure IT staff are notified of critical events

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DETECT
SWAN OBSERVATIONS

Acceptable

Events
- 2.5 trillion intrusion attempts occur globally each year
- Recently a SWAN-integrated service, PressReader, shared news of a non-compromising breach
- Hundreds more of these may go unnoticed by SWAN or partnered vendors each day

Anomalies
- Intrusion can be detected by through unexpected server activity, logs
- Logs and alerts are currently maintained across SWAN servers to mixed success

Security Analytics
- Log aggregation can be translated to security analytics dashboard and indicate possible issues

Solutions
- Implement Security Information and Event Management (SIEM) tools which aggregate logs, in the event of critical issues. monitor systems, and notify
- Replacement of ageing Cacti system with Zabbix (in the short-term)
- Refine current logging practices on the SWAN servers, regularly purging unnecessary logs and using policies to define what constitutes an anomaly

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RESPOND
CALL TO ACTION

High
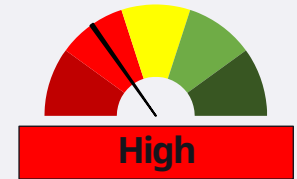
Risk

There was limited evidence of a documented, formalized practice covering the preparation, automated detection, or intake of IT-related incident reporting, analysis, containment, eradication, and recovery.

There was no evidence of a capability to formally test IT incident response capabilities.

Impact

An inconsistent incident response program increases the likelihood of a security event being mishandled.

Mishandled incidents could lead to the organization not fulfilling external obligation (legal, contractual, and regulatory) reporting requirements, which could increase the impact of potential fines and incident handling fees.

Remediation

SWAN is:
- Developing an Integrated Security Incident Response Team (ISIRT)
- Documenting a formal incident response plan and reporting requirements
- Establishing annual incident response training, including for IT and executive management

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RESPOND
SWAN OBSERVATIONS

High
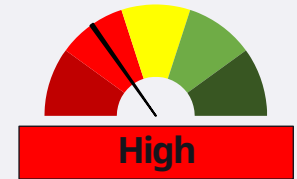
Forensics
- SWAN supports an average of 642 server connections per minute each day, with traffic from across the globe
- Differentiating this traffic from suspicious or malicious traffic is a growing challenge
- An average of 18 attacks occur each minute globally
- Most businesses now expect threats to be imminent to some degree

Containment
- Threat mitigation starts with a foundation of system hardening - strong passwords, secure networks, minimized exploitable data

Eradication
- Threat eradication comes from early response through alert notifications to responsible staff, AI-based monitoring, and predetermined methods for isolating breaches

Solutions
- Dedicate a consistent team, guidebook to investigate security concerns
- Leverage machine learning and threat detection tools in Microsoft Azure
- Investigate Managed Detection and Response (MDR) security alerting services
- Establish consultation services in preparation for a breach
- Practice procedures annually

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RECOVER
NORMAL OPERATIONS

Unacceptable

Risk

Formal disaster recovery policies were not in place for alternate worksites.

A risk treatment Plan of Action and Milestones (POAM) was not in place.

A system backup policy was not formally documented.

There was a limited number of documented incident response recovery playbooks.

Impact

Inconsistent recovery practices could lead to a significant impact on business processes due to unavailable critical resources and systems.

Informal remediation planning increases the likelihood of risk treatment efforts not being scheduled according to priorities.

Remediation

SWAN is:
- Updating disaster recovery and business continuity plans
- Documenting backup policies for systems
- Creating incident response recovery playbooks as part of the incident response plan

Sikich performed a risk assessment and is in the process of creating risk treatment plans.

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RECOVER
SWAN OBSERVATIONS

Unacceptable

- All SWAN servers, files, and email are backed up and verified daily utilizing Microsoft Azure
- Critical server backups and files are exported and retained outside of Azure

Backups

- Leveraging Microsoft Azure tools, SWAN servers are geo-redundant ensuring a data center loss can be recovered within minutes

Disaster Recovery

- Alternate server environments outside of Azure and outside of the geographic region can ensure a timely restoration of services

Restoration

- Establish procedures for consistent recovery
- Document server, data assets and how they're backed up
- Practice procedures annually

Solutions

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CONCLUSIONS
SWAN TAKE-AWAYS

Convert the INFORMAL to FORMAL

Have practices and procedures reviewed by an outside expert

Establish baseline policies

Create formal process documentation to follow consistently

Audit server/network configurations regularly

Leverage system logging, security alerting

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Next Steps
SWAN PROJECTS

Draft Policies and Procedures

Draft SWAN-specific NIST policies and establish protocols from Sikich-provided templates

Define Responsibilities

- Establish Integrated Security Incident Response Team (ISIRT) to call on in the event of a breach our significant system event.
- Establish a Board liaison for security updates and consultation.

Adopt Tools

- Implement Security Information and Event Management (SIEM) tools to aggregate logs, monitor systems, and notify of critical issues
- Implement Managed Detection and Response security alerting services
- Implement a membership-wide Directory Services to assist with account management
- Leverage Microsoft Azure monitoring and security.

Review Setup

- Audit all system configurations for consistency
- Audit all user permissions and means of access, seek SirsiDynix's consultation for assistance with Symphony
- Inventory vendor integrations, agreements
- Communicate new policies and procedures to the membership, as applicable

Correct Issues

- Secure all vendor connectivity
- Maintain a lean patron database with only active patrons and minimal private data
- Practice new procedures *regularly*

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Next Steps
NIST POLICY ADOPTION

Access Control Policy	**Audit & Accountability Policy**	**Awareness & Training Policy**	**Configuration Management Policy**	**Identification & Authentication Policy**
Incident Response Policy	**Maintenance Policy**	**Media Protection Policy**	**Personnel Security Policy**	**Physical Protection Policy**
	Risk Assessment Policy	**Security Assessment Policy**	**System & Communications Protection Policy**	**System & Information Integrity Policy**

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ACCOUNTING TECHNOLOGY ADVISORY

LinkedIn: www.linkedin.com/company/sikich
Facebook: www.facebook.com/sikichllp
Twitter: www.twitter.com/sikichllp
Blog: www.sikich.com/insights

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SWAN Tactical Plan

IN SUPPORT OF STRATEGIC PLAN FOR FISCAL YEARS 2021 & 2022

AARON SKOG, EXECUTIVE DIRECTOR, SWAN

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

Completed Goals: 2019 - 2021

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

- Form operational think tank, aka Clarity Task Force
- Curriculum of training for library staff
- Study ILS processing inefficiencies
- Expand online documentation
- Assess discovery platform & provide recommendation
- Implement new discovery platform (Aspen)
- Form item type task force
- Initiative for online self-paced training
- Institute monthly office hours for key applications and services

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

- Complete infrastructure migration
- BLUEcloud Mobile app
- OCLC Holdings Manager
- Offer e-content group purchases
- Evaluated BLUEcloud staff interface
- Perform assessment of BLUEcloud Acquisitions
- Automate delivery in-transit label
- Negotiate extension of SirsiDynix agreement
- Negotiate 3-year agreements with EBSCO
- Migrate servers & services from RAILS to SWAN infrastructure
- Replace automated voice notification
- Add 3 new libraries: SWAN100 project
- Develop AV item type recommendations
- Establish parameters for Fine Free
- Pilot Baker & Taylor rentals
- Build "Your Library Statistics" monthly report
- Implement Book Club Reservation system
- Implement Pseudo Libraries for drive-up and locker pick up
- Automate monthly removal of inactive patron records

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

- Evaluate organization legal entity
- Revise budget structure

Objective 4: Increase Presence of the Patron Perspective

- Develop & deploy online patron registration
- Incorporate patron help into public catalog
- Increase protection to patron personal identifiable information (PII)
- Develop accessibility standards

Objective 5: Strengthen the Collective Identity

- Pilot online membership forums
- SWAN eXpo 2019
- Clarify role of advisory & user groups
- Hold SWAN eXpo 2020 web series
- Convene monthly Fireside Chat sessions

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

- Underway

Tactical Plan: proposed initiatives for 2022

Timeline categorization represents when activity begins in earnest. Many of the tactical plan work efforts will continue across multiple quarters, with many becoming adopted ongoing practice.

Provide Recommendation on Marketing Automation Platform for Libraries

Objective 2

Aaron Skog, Executive Director

The COVID-19 pandemic has revealed a deep need for SWAN member libraries to have a set of tools for digital marketing directly with library patrons that goes beyond a weekly newsletter. The SirsiDynix Community Engagement Platform is a new component of the SirsiDynix Library Services Platform. Patron Point is another service with wide adoption, including the CLEVNET library consortium.

Update: Whitepaper for December Quarterly

Aaron has received demonstrations and interviewed customers of Patron Point and OrangeBoy Savannah. Also included in demonstrations is the just released SirsiDynix CEP, and the OCLC Wise platform.

Create, Recruit, and Hire Web Application Development Position

Objective 2

Aaron Skog, Executive Director

Once the parallel discovery platform is up and running in SWAN's test environment, the decision on recruiting and hiring the new Web Application Development position will need to move forward.

Update: On Hold

The Executive Director took steps to eliminate a full-time staff position and prepare the personnel budget for the Web Application Developer. However, this position creation and recruitment is on hold due to the pandemic.

Create Structure/Procedures for Handling Libraries in Staff Furlough

Objective 1

Dawne Tortorella, Assistant Director

The global pandemic has led to many SWAN member libraries to take unprecedented steps in shutting down and furloughing library staff. This scenario has already occurred in April 2020 and requires SWAN to develop an approach for managing the library's online collection and suspended resource sharing.

Update: On Hold

The furloughing of library staff during the pandemic largely did not take place. However, we have seen an increase in staff turnover at member libraries. An additional goal "Training initiative for online self-paced training" was created to accommodate this observed need among member libraries.

Standardize the Management of Holds for New Items (Clarity Recommendation)

Objective 1

Dawne Tortorella, Assistant Director

Clarity identified that the way libraries in the consortium handle new items creates friction among libraries who need local copies for home library patrons, and confusion in accurately explaining the hold queues. The March-April 2020 shutdown of SWAN's resource sharing presents a unique opportunity to revamp the resource sharing configuration in handling new items. SWAN will provide a recommendation for handling new materials within the consortium and create a set of benchmarks for reviewing and moving new items back into the generally available collection.

Update: Extended to June, 2022 (recommendation to be presented to membership)

Consistency and reduction in item types associated with new and special collections, representing book and audio-visual material types, is the first step in providing some uniform sharing practices. Expansion of reciprocity resource sharing group usage provides another tool in managing unique situations, both permanent and temporary, in the membership. Based on consolidation of item types, review of priority placement of local copy in Aspen, and analysis of high demand holds supplement through rentals, a proposal for more uniform practice in transiting new materials will be presented to the membership. Pilot libraries wishing to implement recommendation will be tracked through circulation efficiency (time with patron vs time in transit) of new items to measure effectiveness.

Continue BLUEcloud Staff Interface Pilot & Targeted Deployment

Objective 2

Samantha Dietel, Consultant, Bibliographic Services [Acquisitions]

Claudia Nickson, Consultant, Bibliographic Services [Cataloging]

Crystal Vela, Consultant, User Experience [Circulation]

Dave Pacin, Systems Administrator, IT & Systems Support Manager [Security & Account Deployment]

Maintain ongoing SharePoint project repository and active participation in SirsiDynix Strategic Partners Program (SPP), including staff from SWAN member libraries. Provide Member Update Sessions with new releases and assignments to member participants. Expand participation as product feasibility addresses niche services areas. Phase II pilot of Circulation targets public service staff.

Update: Underway & Ongoing

SWAN has an online portal for the libraries participating in the BLUEcloud pilot and two online meetings took place to provide updates. The SWAN pilot of BLUEcloud Staff has Eisenhower Public Library District using the BLUEcloud Circulation at its circulation desk by library staff. The Eisenhower pilot was on hold during the pandemic. Bibliographic Services expanded the initial pilot of BLUEcloud Cataloging during

the pandemic in April 2020. SWAN continues to provide the SirsiDynix SPP updates with interface changes and member library requests/suggestions.

Starting in November, 2021, Circulation Advisory members are actively testing circulation functionality and a completing gap analysis to be shared with SirsiDynix developers. January-February, 2022, templates for pre-cats will be developed and deployed to cataloging pilots libraries. With major enhancements and bug fixes implemented in Fall 2021, new acquisitions libraries may be considered for production use of BLUEcloud Acquisitions.

Support & promote the EBSCO Group-Purchase

Objective 2

Robin Hofstetter, Consultant - Electronic Resources, User Experience

Tara Wood, User Experience Manager

SWAN will provide centralized management and configuration of databases, including links for remote access use. The responsibility of SWAN will be to serve as a centralized point-of-contact for sales and contract renewal, centralized support and troubleshooting – through SWAN help/ticket system.

We will provide instructional support through library subject guides and online tutorials, accessible from the SWAN patron website. This entails online training for library staff in use of resources, including targeted resources to assist library staff in collection development, reference, and readers advisory (working in collaboration with SWAN member library experts). SWAN will provide training and support in reporting statistics; consortium-wide statistical analysis. SWAN will provide continued collaboration with RAILS and the Illinois State Library to expand access to electronic resources with significant cost savings.

Update: Ongoing

The EBSCO group-purchase has each library's databases listed on the patron help site under the "Articles & Databases" category. Promotional material was provided to libraries as graphics to be shared online. Online training has been provided and is available as an on-demand video on SWAN Support. Robin has an online class on EBSCO statistics scheduled for October.

Form Governance Study Committee

Objective 3

Aaron Skog, Executive Director

Ted Bodewes, Board President

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. The SWAN Board will formally call upon library directors and administrators to self-nominate for the Board appointed Governance Study Committee.

Update: On Hold

The Governance Study Committee written charge is complete. Ted and Aaron agree that library director's time and availability at this time is at a premium but will revisit this goal at the January 2021 SWAN Board meeting.

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.

Update: On Hold

HR Source has been contracted to work with SWAN on the survey. The survey was planned development and to be issued in October 2020. However, with continued exceptions to normal activities during the pandemic, this survey is on hold until a closer return to status quo.

Continue to Improve Patron Data & ILS Platform Security

Objective 2

Steven Schlewitt, IT & System Support Manager

SWAN's 3rd party integrations with a number of vendors needs to move away from SIP2 and over to a secure system for authenticating patrons. This effort will entail SWAN IT & System Support educating the membership on the issues within the flawed, "easy" methods presented by 3rd party vendors.

Update: Ongoing

Vendors offering 3rd party integration are required to sign a Vendor Access Policy which outlines privacy, security, and connectivity requirements. New vendors are provided with secure access through web services which includes support from SWAN development staff in access data securely. Recent vendors integrations include Plymouth Rocket, MeeScan, and Patron Point. Work continues with e-Book and e-streaming services to migrate from SIP2 to web services. SWAN has developed a guide to authentication methods to assist vendors and partners in determining the best approach for connecting to SWAN's systems.

Continue to Improve ILS Platform System Reliability

Objective 2

Steven Schlewitt, IT & System Support Manager

With new tools available in the Azure Cloud infrastructure, the IT and System Support team will finalize a plan for essential infrastructure disaster recovery, incorporating responses for service outages and security threats. Execute a planned fire drill of system outage to test redundancy and backup recovery.

Update: Ongoing

COVID-19 redirected IT and Systems Support efforts to managing changing ILS configurations, reports, and policies. Planned disaster recovery drill has been postponed until after SWAN100 project. Infrastructure fail-over network enhancements were operationalized in response to the August 2019 storm which impacted SWAN headquarters enabling additional service support migrating to the cloud infrastructure established in 2018.

Work in 2021 included review of backup processed and archival storage for recovery. Platform security was a major component in the work contracted in Fall 2021 with Sikich for their Information Security Risk Assessment Services.

Expand Patron Driven Acquisitions AV Experiment

Objective 4

Scott Brandwein, Bibliographic Services Manager

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 existing 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. In 2019, SWAN experimented with patron driven acquisitions for the St Charles Public Library music collection. This experiment revealed a workable solution that could be targeted for specific collection development such as purchasing music AV.

Form School & Public Library Task Force

Objective 2

Dawne Tortorella, Assistant Director

Tara Wood, User Experience Manager

SWAN public libraries have long developed and supported collaboration with public and private schools in their service area. The challenges of these times call upon expanding this collaboration. SWAN's public libraries have increased access to electronic resources through virtual programming, and the group licensing of EBSCO research databases has increased access to electronic resources and opportunities exist to leverage the SWAN resource sharing consortium to extend virtual access for children and students.

Update: Ongoing

During 2020, additional documentation and shared practice was developed for supporting teacher cards, out-of-district students, and students within the SWAN membership. Working with our SWAN library member, Bensenville School District #2, SWAN has entered into an IL-NDPA (Illinois - National Data Privacy Agreement) with Bensenville School District #2. This agreement is a master agreement with BSD#2 which other school districts may "piggy-back" on this original agreement.

Update: On Hold

While work with supporting schools, teachers, and students is ongoing, formation of the Task Force to further expand services and outreach to these populations is on hold. This is due to member library staff limitations and school constraints during these times. When our member libraries and school partners have capacity to work more closely on partnerships, this work with commence.

Initiatives 2023

Objective 2

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.

Build Web Interface for Library Self-Check System

Building on the success of the custom Online Patron Registration interface which integrates with the SirsiDynix Web Services and Symphony ILS, SWAN would like to provide member libraries a web-application that could serve as low-cost self-check system.

Objective 5

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

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.

Completed Goals

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

Form Operational Think Tank, AKA Clarity Task Force

Clarity issued its report in November 2019. The report in full can be found online under the Strategic Plan Objective 1 on the SWAN support site (link to PDF). Findings from the Task Force have been added to the 2020 Tactical Plan.

Create a Curriculum of Training for Library Staff

SWAN created a curriculum of training for member library staff and provided these classes as ongoing online or in-person events. Courses include self-paced instructions on cataloging, serials, series, circulation basics, and patron management. Ongoing webinars are recorded for just-in-time learning. The SWAN Support Site was revamped to provide a more focused and sequenced list of training. https://support.swanlibraries.net/meetings-trainings/training/search

Conduct ILS Processing Inefficiencies Evaluation

The Symphony ILS configuration was reviewed for holds management, lending, and record loading within the Acquisitions workflow. SWAN's configuration and procedures are continuously reviewed, and documented both on the SWAN Support Site for members and internal knowledge base documentation for SWAN staff .

Create More Online Documentation

The SWAN support website relaunched in December 2018 and staff continued focus on writing documentation for library staff. Annually a content audit is managed by the UX team and content review assigned throughout SWAN staff. The latest audit was completed in summer 2021.

Assess the Discovery Platform for SWAN & Provide Recommendation

SWAN User Experience Manager completed catalog and discovery interface studies in 6 months intervals. Discovery & User Experience members were trained in user interface testing. The Discovery Platform Evaluation is posted online and the Aspen Discovery Service received the highest score of the platforms evaluated by SWAN.

https://support.swanlibraries.net/documentation/67126

Recommend Replacement of Discovery Interface

The Enterprise discovery interface was identified within the Clarity report as a major stumbling block for SWAN libraries in providing patrons a streamlined interface for print, e-content, and eBooks. The first

phase of the SWAN Aspen Discovery project concluded August 2020.

Implement Parallel Discovery Platform (Aspen)

The Aspen Discovery Service was set up in May 2020 and development of various e-content integration took place with a service agreement between SWAN and ByWater Solutions. The SWAN Aspen Project has involved the DUX advisory and a pilot with SWAN member libraries will take place as the next goal.

The catalog was deployed to the first group of libraries in October 2021, with the second group set for January 2022. The subscription to SirsiDynix Enterprise will no longer be included in the upcoming budget, effectively ending the use of Enterprise for SWAN libraries May 1, 2022.

Form Item Type Task Force (Clarity Recommendation)

Clarity identified the need to consolidate Symphony Item Types. The approach of using a task force was modified due to the global pandemic that arrived in March 2020.

The decided approach during the pandemic is to utilize Cataloging, Circulation, and DUX advisory groups to discuss SWAN's recommended Item Type configuration. This topic is a focal topic for FY20, illustrating the interdependency between technical services, circulation, and the patron experience. The plan is to continuously work with libraries to move toward a more manageable set of item types which present a consistent experience to the patron. Advisory group work and library consultations will continue to evaluation and implement these changes.

Led by Samantha Dietel, Bibliographic Services Consultant, book, audio-visual, and LoT (Library of Things) item types have been consolidated. Libraries continue to schedule one-on-one consultations and collection analysis with Sam to modify their collections and policies.

Training initiative for online self-paced training

The pandemic has made it evident that one-on-one training with new library hires is ever more a challenge with social distancing guidelines in place. SWAN created a series of online self-paced training using video instruction, interactive exercises and simulations, and learner engagement. A key focus of this training initiative is to combine situational scenarios are teachable moments to assist in onboarding and continual reinforcement of skills. Advisory groups continue to assist in identifying these situational training lessons.

SWAN now has a subscription to the software platform Articulate 360 which includes tools for rapid course development in a responsive format, allowing staff to review training on desktop, tablet, or mobile device. Style guide and templates for consistent learning experience were created.

As of November, 2021, seven online courses have been developed and deployed. In Fall, 2021, Inquisiq, an LMS (Learning Management System) was added to our toolset. This LMS allows tracking of learners and certification. Self-registration will open up in early 2022 for library staff.

Institute Monthly Office Hours for Key Applications and Services

Starting in January 2021, SWAN offered monthly office hours in cataloging, circulation, interlibrary loan, and BLUEcloud Analytics. Additionally, special sessions were offered for academic and special libraries. Aaron also hosted bi-monthly Directors' Office Hours. All of these casual, member-driven problem-solving sessions were open for shared discussion and specific case study. They proved to be valuable to members and SWAN staff and often identified areas where additional clarification, instructions, and procedures were required. These will continue and be expanded in 2022 to include Aspen Theme-based sessions, Circulation & Hold Map, and BLUEcloud staff.

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

Complete Infrastructure Migration

The transition to new servers and firewalls was completed in January 2019. The new volume email service was leveraged to provide an email lookup web application to member library staff. Cloning and backups procedure documentation was updated internally.

Membership Implementation Schedule

The Executive Director provided a recommendation on new libraries being allowed to join on a window that opens every other year, with a go-live set for the fourth quarter of the calendar year starting in 2020.

Internet Access membership was modified to only be provided to school libraries that have an existing partnership with a SWAN public library member.

Offer Library Patrons Mobile Application through BLUEcloud Mobile

All SWAN libraries now have a mobile app that has individual library branding (called Mobile templates). The SWAN Mobile app integrates with each library's e-content through the SirsiDynix eResource Central metadata harvest.

The mobile app feature set was expanded in 2021 to support self-checkout. Ten SWAN libraries have implemented this service.

Create New OCLC Holdings Update Process for SWAN: OHM

The long-standing arrangement of updating OCLC through The MARC of Quality (TMQ) will come to an end in 2019. SWAN has replaced this process for updating OCLC holdings with a new system called OCLC Holding Management (OHM). This was completed in a collaborative arrangement amongst our consortia peers (Illinois and SirsiDynix consortia).

Since June 2020, SWAN has provided monthly OCLC holdings updates for our consortia partners (CCS, Pinnacle, PrairieCat, RSA, SHARE/Heartland, and SWAN).

Study & Offer E-Content Consortia Purchases

The membership indicated a high level of interest in a consortium purchase for online subscriptions and e-content for library patrons. The SWAN Electronic Resources Consultant completed an e-content subscription through EBSCO offering to the 92 public libraries.

Additional opportunity for group discounts included Kanopy with SWAN libraries procuring a 10% discount in FY 2022 based on participation levels.

Evaluate BLUEcloud Staff Interface

Perform research/evaluation/usability testing on the new web-based interface BLUEcloud Staff which will replace the Java based client WorkFlows. Phase I evaluation includes Cataloging and Circulation. SWAN libraries (La Grange, St. Charles, SWAN headquarters) also participated in a controlled Phase III Pilot of BLUEcloud Acquisitions under the direction of SirsiDynix. All participants in pilot activities are also engaged in SirsiDynix Strategic Partners Program (SPP) feedback and activities.

In 2022, a production-readiness phase begins for libraries well suited for use of BLUEcloud staff.

Perform an Assessment of BLUEcloud Acquisitions

The BLUEcloud platform includes for SWAN a new system for library acquisitions. SWAN, LaGrange Public Library, and St Charles Public Library District participated in an official pilot for BLUEcloud Acquisitions with SirsiDynix. The assessment was shared at the December 2019 Quarterly membership meeting.

In December 2020, three new libraries joining SWAN, Glenside Public Library District, Roselle Public Library District, and Warrenville Public Library District implemented BLUEcloud Acquisitions in production.

Automated Delivery In-Transit Label

SWAN staff deployed an automated In Transit Delivery Label using the software development skills currently in-house. This tool is now in wide use throughout the membership, and is being made a requirement for new member libraries to use at go-live.

The BLUEcloud Central update of Fall 2021 has embedded this functionality into BLUEcloud Circulation. We shared our development of the Transit Delivery Label code with SirsiDynix in hopes of making this a part of the BLUEcloud functionality. It is exciting to see this work implemented into BLUEcloud.

Negotiate Extension of SirsiDynix Agreement

Executive Director negotiated renewal options for SirsiDynix vendor and presented a recommendation to SWAN Board for approval.

Year 6: May 1, 2020 (Extension begins, 0% escalation)

Year 7: May 1, 2021 (0% escalation, ability to remove specific products such as Enterprise begins)

Year 8: May 1, 2022 (0% escalation)

Year 9: May 1, 2023 (1.9% escalation)

Year 10: May 1, 2024 (1.9% escalation)

Negotiate Long Term Agreements with EBSCO & OCLC

EBSCO is now in a multiyear contract with fixed escalation rates. The EBSCO role is in SWAN's e-content platform with EBSCO for Discovery Service, Novelist Select, and OpenAthens. The OCLC statewide group services contract for cataloging and statewide resource sharing preclude SWAN from negotiating a contract outside of that negotiated by the Illinois State Library.

Migrate RAILS Hosted Servers to SWAN Infrastructure

SWAN transitioned its ticketing system, support site, and single-sign-on service out of the RAILS network and into SWAN's Azure infrastructure by June 30, 2021.

Migration of all RAILS hosted services including OTRS ticketing system, Drupal support site, and mailman subscription lists were migrated in early 2021. RAILS support of these services was discontinued in June 2021. All of these services are now hosted in our cloud infrastructure.

Replace SWAN Automated Voice Notification

SirsiDynix Voice Automation reached end of life and was replaced in June 2021. SWAN selected the 3rd party solution from Unique Management, using a service called MessageBee. This system could stand in front of any ILS SWAN choses in the future.

Add Three Libraries to SWAN – SWAN100 Project

The public libraries Glenside, Roselle, and Warrenville were added as full SWAN members in December 2020. The project was funded by RAILS Catalog Grants to cover one-time costs. Mapping of item types which drive circulation and holdability followed consolidated recommendations as prioritized by the Clarity Task Force. This group of libraries will serve as configuration models for other libraries moving to a more streamlined use of policies. These libraries are the first in SWAN to use BLUEcloud Acquisitions in production.

Develop Audio-Visual Item Type Recommendations for SWAN100

We established a standard set of audio-visual item types for new libraries joining SWAN. Sam Dietel created the standard set of AV Item Types for Symphony and used that during the data mapping phase with Glenside, Roselle, and Warrenville Public Library Districts. Consultations will continue with libraries wishing to move towards this consolidated set of audio-visual item types.

Establish Uniform Parameters for Fine Free

SWAN developed a uniform set of guidelines to provide a consistent staff and user experience in implementing fine free policies across the SWAN consortium. SWAN staff are consulting with libraries to review circulation rules, holdability, item types, user profiles, and bill forgiveness during the process of implementation for a library. The guidelines are all posted on the SWAN Support site. In addition to guidelines established in early March 2020, Fine Free For Now options were introduced during COVID-19 closures allowing libraries to quickly transition to temporary use for patron service.

As of September 2021, Fine Free For Now options were no longer available. Libraries returned to pre-COVID circulation rules or adopted permanent fine free rules. As of November 2021, 59 of 95 SWAN public libraries are fine free.

Pilot BLUEcloud Acquisitions and Baker & Taylor Rental

SWAN implemented BLUEcloud Acquisitions into SWAN's production BLUEcloud environment and conducted a limited rental program with Baker & Taylor to target high demand holds introducing additional copies into circulation. This pilot is intended to test BLUEcloud Acquisitions in production, maintaining close working collaboration with SirsiDynix development team and a major SWAN library vendor. In addition, implementation of Baker & Taylor rentals provides a controlled test of introducing needed copies to meet high demand within the consortium. SWAN now has a contact with Baker & Taylor for rental copies. The first order of rental items were placed in August 2020. The next order will be created and placed using BLUEcloud Acquisitions. Items selected are based on high demand holds and are immediately holdable for any patrons. These items will be continuously shared, with opportunities for testing roaming collections. When circulation demand ceases, the items will be returned to Baker & Taylor.

As part of the rental subscription, a set number of items can be retained permanently. In collaboration with our book club kit pilot, popular titles once removed from SWAN item circulation are re-deployed to support book club kits. Currently Geneva Public Library is working with SWAN to supplement book club kits with targeted copies, giving these resources renewed use and extended sharing across the membership.

Build "Your Library Statistics" Monthly Report

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.

As of July 2020, libraries receive a consolidated Monthly Snapshot in PDF format. This report shows circulation activity throughout the consortium, with a local focus across three dimensions: 1) item library – what items in library's collection/items circulated, 2) station library – what was the activity within the library for staffing, 3) user library – where did a library's patron go to checkout material and where was this material supplied from. These reports provide a numeric and visual presentation of the who, what, where associated with evaluating circulation activity. It also includes a percentage

comparison across the SWAN consortium. The PDF reports are now being delivered to member libraries via email each month.

Implement Book Club Reservation System

In 2021, Helen Pinder, Resource Sharing Consultant teamed with Lauren Maxwell, Geneva Public Library and Lizzie Matkowski, Downers Grove Public Library to implement KitKeeper as a shared reservation system for book club kits. Shared processing flows, cataloging standards, and kits assembly guidelines were developed by the pilots - https://support.swanlibraries.net/documentation/83064.

The project is now open to any library wishing to participate in sharing book club kits. Training sessions and demonstration have been conducted. Oak Lawn Public Library and Westmont Public Library are currently onboarding.

Implement Pseudo Libraries for Drive-Up and Locker Pick Up

In June 2021, seven libraries (Downers Grove, Indian Prairie, Geneva, Glen Ellyn, Oak Park, St. Charles, Villa Park) launched pseudo library locations to support drive-up windows and lockers. Special processing instructions, analytics, and enhancements to the online catalog for patrons to select these locations were developed. The work and success of this project was shared by the group at SLUI (SirisyDynix Library Users of Illinois) in the fall.

Automate Monthly Removal of Inactive Patron Records

As of September 2021, an automated monthly removal of inactive patron records is processed. This transition to an automated process allows libraries to review and update patron records before they are eligible for removal the next month, if desired. This automated process eliminates the previous annual process, providing a more consistent work pattern for library staff and leveling of patron counts for reporting purposes.

Protecting personal identifiable information is critical to SWAN. Removal of inactive records helps protect our patrons' privacy and minimizes potential for security breach.

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

Evaluate Organization Legal Entity

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.

Revise SWAN Budget Structure

The FY18 audit management letter recommended SWAN create accounting funds in addition to the operating budget fund. The SWAN budget fund structure with goals of segregated operations, grants, capital improvements, and collections was completed as part of the FY21 SWAN budget.

Objective 4: Increase Presence of Patron Experience

Develop & Deploy Online Patron Registration

Develop and implement the ability for patrons to register online for a library card.

Develop & Incorporate Patron Help into Public Catalog

Redesign patron facing website into a patron-focused help system, providing a platform for instruction, linked from the online public access catalog.

Develop Accessibility Standards

SWAN is committed to providing accessible software and services to our member libraries to serve people with a wide range of hearing, movement, sight, and cognitive ability. In September 2021, our Accessibility Statement was published which includes evaluation of products for accessibility, education and training, and working with partners to address any accessibility issues.

https://support.swanlibraries.net/node/87821

Objective 5: Strengthen the Collective Identity

Pilot Online Membership Forums

The SWAN Community Forums was rolled out in 2019 and is now available for all SWAN user groups.

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Plan SWANx19 Event

The annual user group SWANx19 theme was rebranded as SWAN eXpo. The event feedback and results was shared at the September 2019 Quarterly membership meeting.

Clarify Role of SWAN Advisory & User Groups

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. Refer to the User Groups detailed on the SWAN Support site:

https://support.swanlibraries.net/meetings-trainings/user-groups

Hold SWAN eXpo Web Series to Substitute 2020 Event

The in-person event held at Moraine Valley Community College was instead converted to a series of webinar sessions recruited from member library staff and SWAN staff. The web series was held from April to June and recordings are posted online. Nine sessions were held from April-July, 2020. Outside speakers presented 3 sessions, SWAN staff 3 sessions, and SWAN member library staff 3 sessions for a balance of topics ranging from cataloging, collection development, technology, and virtual services during pandemic.

Convene Monthly Fireside Chat Sessions

Starting in March, 2020, SWAN has offered weekly, bi-weekly, and now monthly membership gatherings. These initially served as a vehicle to communicate urgent news during the pandemic and have grown into monthly recaps of projects and happenings within our SWAN community. Input from members indicate that these sessions are of value and help keep us connected and working towards shared goals.

https://support.swanlibraries.net/covid-19/fireside-chats