

SWAN BOARD MEETING AGENDA

September 19, 2025 9:30 a.m.

**Tinley Park Public Library
7851 Timber Drive
Tinley Park, IL 60477-5387**

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 September 19, 2025, SWAN Board Meeting Agenda

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE SEPTEMBER, 2025 SWAN BOARD MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, July 2025 (Exhibit pgs. 3-13)
 - a. Balance sheet and detail of expenditures for July 2025
 - b. Approval of the payment of bills for July 1, 2025, through July 31, 2025 in the amount of \$319,100.92

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JULY 1 THROUGH JULY 31, 2025 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR JULY 2025

5. Action Item – Approval of SWAN Financials, August 2025 (Exhibit pgs. 14-20)
 - a. Balance sheet and detail of expenditures for August 2025
 - b. Approval of the payment of bills for August 1, 2025, through August 31, 2025 in the amount of \$50,889.01

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR AUGUST 1 THROUGH AUGUST 31, 2025 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR AUGUST 2025

6. Action Item – Acceptance of the July 18, 2025, SWAN Board Meeting Minutes (Exhibit pgs. 21-24)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE JULY 18, 2025 SWAN BOARD MEETING MINUTES AS PRESENTED

7. Action Item – Acceptance of the September 15, 2025, SWAN Strategic Planning Committee minutes (Exhibit pgs. 25-26)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE SEPTEMBER 15, 2025 SWAN STRATEGIC PLANNING COMMITTEE MEETING MINUTES AS PRESENTED

8. Reports
- a. Board President Report
 - b. Executive Director Report (Exhibit pgs. 27-34)
 - c. Operations Report (Exhibit pgs. 35-52)
 - d. Treasurer Report
 - e. Board Calendar (Exhibit pgs. 53-54)
9. Discussion Item—Strategic planning activities: Identifying Stakeholders & Power Versus Interest Grid (Exhibit pgs. 55-61)
10. Discussion Item – Review FY27 budget timetable (Exhibit pg.s 62-63)

11. Adjournment

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

SWAN Board Member	Library	Office	Term Expires
Samantha Johnson	Roselle Public Library	Secretary	July 1, 2026
Jennifer Cottrill	Midlothian Public Library	Vice President	July 1, 2026
Dawn Bussey	Glen Ellyn Public Library	Treasurer	July 1, 2027
Zach Musil	Tinley Park Public Library	President	July 1, 2027
Laura Van Cleve	Richton Park Public Library		July 1, 2028
Ridgeway Burns	Itasca Community Library		July 1, 2028
Benjamin Weseloh	West Chicago Public Library		July 1, 2028

SWAN Library Services

Balance Sheet

As of July 31, 2025

	Balance End of Month
ASSETS	
Cash and Cash Equivalents	
Hinsdale Bank - Operating - 2176	215,039.12
Hinsdale Bank - MM - 5010	1,982,844.90
IMET Funds	370,959.44
Propay Funds	42.86
Total Cash and Cash Equivalents	<u>\$ 2,568,886.32</u>
Current Assets	
Accounts Receivable	482,312.77
REINT Receivable	7,601.50
Other Receivables	-
Deposits	23,467.08
Total Current Assets	<u>\$ 513,381.35</u>
Capital Assets, net	
Building and Improvements	6,895.00
Equipment	36,500.50
Computers	324,383.36
Accumulated Depreciation	(353,549.65)
Total Capital Assets, net	<u>\$ 14,229.21</u>
Other Assets	
Intangible Right to Use Asset - Office Space	234,201.57
Accumulated Amortization - Right to Use Asset	(205,640.28)
Subscription Asset	1,933,499.27
Accumulated Amortization - Subscription Asset	(1,338,020.80)
Total Other Assets	<u>\$ 624,039.76</u>
Total Assets	<u>\$ 3,720,536.64</u>
LIABILITIES	
Current Liabilities	
Library Consortia Special Interest Group Funds	6,153.86
Accrued Payroll	57,702.49
Compensated Absences	122,929.42
Total Current Liabilities	<u>\$ 186,785.77</u>
Long Term Liabilities	
Lease Liability - Right to Use Asset	35,466.58
Subscription Liability	230,629.50
Accrued Interest Liability - SBITA	6,659.48
Total Long Term Liabilities	<u>\$ 272,755.56</u>
Total Liabilities	<u>\$ 459,541.33</u>
FUND BALANCE	
Beginning Net Assets	
Unrestricted	2,910,584.43
Total Beginning Net Assets	<u>\$ 2,910,584.43</u>
Current YTD Net Income	<u>\$ 350,410.88</u>
Total Fund Balance	<u>\$ 3,260,995.31</u>
Total Liabilities and Fund Balances	<u><u>\$ 3,720,536.64</u></u>

Statement of Revenue and Expenses Summary

For the 1 Month Ended July 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4000 - Membership Fees	\$855,120.75	\$855,120.75	\$2,936,839.02	\$ 2,081,718.27	29.12%
4100 - Membership Reimbursements	960.00	960.00	301,600.00	300,640.00	0.32%
4200 - Reimbursement for Losses	9,064.86	9,064.86	85,400.00	76,335.14	10.61%
4300 - Grant Revenue	-	-	501,394.00	501,394.00	0.00%
4400 - Registration & Event Receipts	-	-	6,260.00	6,260.00	0.00%
4500 - Investment & Interest	8,801.44	8,801.44	106,000.00	97,198.56	8.30%
4600 - Reserve Fund Transfer	-	-	45,000.00	45,000.00	0.00%
Total Revenue	873,947.05	873,947.05	3,982,493.02	3,108,545.97	21.94%
Expenses					
5000 - Salaries & Wages	185,012.67	185,012.67	1,639,608.00	1,454,595.33	11.28%
5020 - Personnel Benefits	19,776.16	19,776.16	448,700.00	428,923.84	4.41%
5100 - Building & Grounds	306.51	306.51	46,560.00	46,253.49	0.66%
5200 - Professional Development	1,742.25	1,742.25	25,501.00	23,758.75	6.83%
5300 - Membership Development	370.72	370.72	11,494.00	11,123.28	3.23%
5400 - Information & Technology Services	297,396.53	297,396.53	1,232,100.00	934,703.47	24.14%
5500 - General Office	605.85	605.85	4,100.00	3,494.15	14.78%
5600 - Hardware & Equipment	-	-	45,000.00	45,000.00	0.00%
5700 - Insurance	-	-	10,900.00	10,900.00	0.00%
5800 - Contractual Services	8,559.11	8,559.11	127,460.00	118,900.89	6.72%
5900 - Library Materials & Content	9,260.00	9,260.00	387,000.00	377,740.00	2.39%
6000 - Interest & Fees	506.37	506.37	2,610.00	2,103.63	19.40%
Total Expenses	523,536.17	523,536.17	3,982,493.02	3,458,956.85	13.15%
Excess Revenues less Expenses	\$ 350,410.88	\$ 350,410.88	\$ 0.00	\$ (350,410.88)	

Statement of Revenue and Expenses

For the 1 Month Ended July 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4010 - SWAN Full Membership Fees	\$ 855,120.75	\$ 855,120.75	\$ 2,933,139.02	\$ 2,078,018.27	29.15%
4011 - SWAN Internet Access Membership Fees	0.00	0.00	3,700.00	3,700.00	0.00%
4190 - Member Group Purchase Receipts	960.00	960.00	301,600.00	300,640.00	0.32%
4220 - Reimbursement Losses for Resource Sharing	9,064.86	9,064.86	42,000.00	32,935.14	21.58%
4240 - E-Commerce Transactions	0.00	0.00	43,400.00	43,400.00	0.00%
4310 - RAILS Support to SWAN	0.00	0.00	501,394.00	501,394.00	0.00%
4499 - Annual Conference Receipts	0.00	0.00	6,260.00	6,260.00	0.00%
4510 - Interest Income	8,801.44	8,801.44	85,000.00	76,198.56	10.35%
4520 - Investment Income	0.00	0.00	21,000.00	21,000.00	0.00%
4600 - Reserve Fund Transfer	0.00	0.00	45,000.00	45,000.00	0.00%
Total Revenue	873,947.05	873,947.05	3,982,493.02	3,108,545.97	21.94%
Expenses					
5000 - Salaries & Wages	185,012.67	185,012.67	1,639,608.00	1,454,595.33	11.28%
5021 - FICA Expense	13,650.64	13,650.64	125,600.00	111,949.36	10.87%
5023 - Worker's Compensation	0.00	0.00	4,700.00	4,700.00	0.00%
5024 - Retirement Benefits	6,057.55	6,057.55	138,300.00	132,242.45	4.38%
5025 - Health, Dental, Life And Disability Insurance	0.00	0.00	178,600.00	178,600.00	0.00%
5026 - Tuition Reimbursements	0.00	0.00	1,100.00	1,100.00	0.00%
5085 - Staff Wellness	67.97	67.97	400.00	332.03	16.99%
5110 - Rent/Lease	120.66	120.66	41,800.00	41,679.34	0.29%
5120 - Utilities	0.00	0.00	3,800.00	3,800.00	0.00%
5140 - Repairs & Maintenance	185.85	185.85	960.00	774.15	19.36%
5210 - Conference Travel	1,742.25	1,742.25	10,000.00	8,257.75	17.42%
5220 - Staff Meetings	0.00	0.00	901.00	901.00	0.00%
5230 - Staff Professional Development	0.00	0.00	8,800.00	8,800.00	0.00%
5240 - Professional Association Membership Dues	0.00	0.00	2,500.00	2,500.00	0.00%
5250 - Educational Material	0.00	0.00	800.00	800.00	0.00%
5260 - Online Learning	0.00	0.00	2,500.00	2,500.00	0.00%
5310 - Travel Reimbursement	370.72	370.72	900.00	529.28	41.19%
5330 - Library Professional Development	0.00	0.00	8,094.00	8,094.00	0.00%
5399 - Annual Conference	0.00	0.00	2,500.00	2,500.00	0.00%
5420 - Application Software Licensing	3,297.00	3,297.00	20,300.00	17,003.00	16.24%
5430 - Server Software Licensing	41,183.73	41,183.73	118,800.00	77,616.27	34.67%
5440 - Library Services Platform	197,538.00	197,538.00	993,100.00	795,562.00	19.89%
5450 - Data Management Services	10,000.00	10,000.00	37,600.00	27,600.00	26.60%
5460 - Information Subscription Service	20,735.38	20,735.38	20,400.00	(335.38)	101.64%
5470 - Subscription Support Services	23,089.00	23,089.00	33,800.00	10,711.00	68.31%
5480 - Telecommunications	593.42	593.42	7,500.00	6,906.58	7.91%
5490 - Group Purchases - Services	960.00	960.00	600.00	(360.00)	160.00%
5510 - Office Supplies	486.50	486.50	3,300.00	2,813.50	14.74%
5520 - Postage	119.35	119.35	800.00	680.65	14.92%
5620 - Hardware	0.00	0.00	45,000.00	45,000.00	0.00%
5700 - Insurance	0.00	0.00	10,900.00	10,900.00	0.00%
5810 - Legal	0.00	0.00	1,500.00	1,500.00	0.00%
5820 - Accounting	1,085.00	1,085.00	22,060.00	20,975.00	4.92%
5830 - Consulting	0.00	0.00	1,300.00	1,300.00	0.00%
5840 - Payroll Service Fees	355.81	355.81	4,600.00	4,244.19	7.74%
5860 - Notification & Collection	7,118.30	7,118.30	85,900.00	78,781.70	8.29%
5899 - Annual Conference Facility Contract	0.00	0.00	12,100.00	12,100.00	0.00%
5920 - Reimburse for Resource Sharing	9,260.00	9,260.00	42,000.00	32,740.00	22.05%
5940 - E-Commerce Payment Transactions	0.00	0.00	43,400.00	43,400.00	0.00%

Statement of Revenue and Expenses

For the 1 Month Ended July 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
5990 - Group Purchases - Content	0.00	0.00	301,600.00	301,600.00	0.00%
6010 - Bank Fees	506.37	506.37	2,560.00	2,053.63	19.78%
6020 - Merchant Account Fees	0.00	0.00	50.00	50.00	0.00%
6110 - Depreciation	0.00	0.00	1,460.02	1,460.02	0.00%
Total Expenses	523,536.17	523,536.17	3,982,493.02	3,458,956.85	13.15%
Excess Revenues less Expenses	<u>\$ 350,410.88</u>	<u>\$ 350,410.88</u>	<u>\$ 0.00</u>	<u>\$ (350,410.88)</u>	

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Vendor Checks						
Acorn Public Library				11358	07/16/25	<u>24.02</u>
5920	Reimburse for Resource Sharing	Acorn Public Library	24.02			
Addison Public Library				11359	07/16/25	<u>983.35</u>
5920	Reimburse for Resource Sharing	Addison Public Library	983.35			
Alsip-Merrionette Park Public Library				11360	07/16/25	<u>288.61</u>
5920	Reimburse for Resource Sharing	Alsip-Merrionette Park Public Library	288.61			
Batavia Public Library				11361	07/16/25	<u>147.03</u>
5920	Reimburse for Resource Sharing	Batavia Public Library	147.03			
Bedford Park Public Library District				11362	07/16/25	<u>64.00</u>
5920	Reimburse for Resource Sharing	Bedford Park Public Library District	64.00			
Bloomington Public Library				11363	07/16/25	<u>272.28</u>
5920	Reimburse for Resource Sharing	Bloomington Public Library	272.28			
Bridgeview Public Library				11364	07/16/25	<u>129.22</u>
5920	Reimburse for Resource Sharing	Bridgeview Public Library	129.22			
Broadview Public Library District				11365	07/16/25	<u>186.00</u>
5920	Reimburse for Resource Sharing	Broadview Public Library District	186.00			
Calumet City Public Library				11366	07/16/25	<u>60.76</u>
5920	Reimburse for Resource Sharing	Calumet City Public Library	60.76			
Carol Stream Public Library				11367	07/16/25	<u>123.65</u>
5920	Reimburse for Resource Sharing	Carol Stream Public Library	123.65			
Chicago Heights Public Library				11368	07/16/25	<u>381.08</u>
5920	Reimburse for Resource Sharing	Chicago Heights Public Library	381.08			
Chicago Ridge Public Library				11369	07/16/25	<u>362.69</u>
5920	Reimburse for Resource Sharing	Chicago Ridge Public Library	362.69			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Clarendon Hills Public Library				11370	07/16/25	<u>70.67</u>
5920	Reimburse for Resource Sharing	Clarendon Hills Public Library	70.67			
Crestwood Public Library District				11371	07/16/25	<u>75.01</u>
5920	Reimburse for Resource Sharing	Crestwood Public Library District	75.01			
Crete Public Library District				11372	07/16/25	<u>101.00</u>
5920	Reimburse for Resource Sharing	Crete Public Library District	101.00			
Cynthia Romanowski				11373	07/16/25	<u>1,742.25</u>
5210	Conference Travel	Cynthia Romanowski	1,742.25			
Eisenhower Public Library District				11374	07/16/25	<u>159.26</u>
5920	Reimburse for Resource Sharing	Eisenhower Public Library District	159.26			
Elmwood Park Public Library				11375	07/16/25	<u>271.11</u>
5920	Reimburse for Resource Sharing	Elmwood Park Public Library	271.11			
Flossmoor Public Library				11376	07/16/25	<u>321.99</u>
5920	Reimburse for Resource Sharing	Flossmoor Public Library	321.99			
Frankfort Public Library District				11377	07/16/25	<u>264.33</u>
5920	Reimburse for Resource Sharing	Frankfort Public Library District	264.33			
Franklin Park Public Library District				11378	07/16/25	<u>89.28</u>
5920	Reimburse for Resource Sharing	Franklin Park Public Library District	89.28			
Glenside Public Library				11379	07/16/25	<u>28.91</u>
5920	Reimburse for Resource Sharing	Glenside Public Library	28.91			
Green Hills Public Library District				11380	07/16/25	<u>237.01</u>
5920	Reimburse for Resource Sharing	Green Hills Public Library District	237.01			
Hinsdale Public Library				11381	07/16/25	<u>132.53</u>
5920	Reimburse for Resource Sharing	Hinsdale Public Library	132.53			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Homewood Public Library District				11382	07/16/25	<u>14.82</u>
5920	Reimburse for Resource Sharing	Homewood Public Library District	14.82			
Itasca Community Library				11383	07/16/25	<u>14.22</u>
5920	Reimburse for Resource Sharing	Itasca Community Library	14.22			
Justice Public Library District				11384	07/16/25	<u>216.56</u>
5920	Reimburse for Resource Sharing	Justice Public Library District	216.56			
La Grange Public Library				11385	07/16/25	<u>325.59</u>
5920	Reimburse for Resource Sharing	La Grange Public Library	325.59			
Lansing Public Library				11386	07/16/25	<u>254.14</u>
5920	Reimburse for Resource Sharing	Lansing Public Library	254.14			
Markham Public Library				11387	07/16/25	<u>20.00</u>
5920	Reimburse for Resource Sharing	Markham Public Library	20.00			
Matteson Public Library				11388	07/16/25	<u>325.49</u>
5920	Reimburse for Resource Sharing	Matteson Public Library	325.49			
McCook Public Library District				11389	07/16/25	<u>24.01</u>
5920	Reimburse for Resource Sharing	McCook Public Library District	24.01			
Messenger Public Library of North Aurora				11390	07/16/25	<u>84.70</u>
5920	Reimburse for Resource Sharing	Messenger Public Library of North Aurora	84.70			
National University of Health Sciences				11391	07/16/25	<u>205.27</u>
5920	Reimburse for Resource Sharing	National University of Health Sciences	205.27			
North Riverside Public Library District				11392	07/16/25	<u>46.61</u>
5920	Reimburse for Resource Sharing	North Riverside Public Library District	46.61			
Northlake Public Library District				11393	07/16/25	<u>136.35</u>
5920	Reimburse for Resource Sharing	Northlake Public Library District	136.35			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Oak Park Public Library				11394	07/16/25	<u>54.22</u>
5920	Reimburse for Resource Sharing	Oak Park Public Library	54.22			
Palos Heights Public Library				11395	07/16/25	<u>162.62</u>
5920	Reimburse for Resource Sharing	Palos Heights Public Library	162.62			
Palos Park Public Library				11396	07/16/25	<u>32.18</u>
5920	Reimburse for Resource Sharing	Palos Park Public Library	32.18			
Prairie Trails Public Library District				11397	07/16/25	<u>65.03</u>
5920	Reimburse for Resource Sharing	Prairie Trails Public Library District	65.03			
River Grove Public Library District				11398	07/16/25	<u>62.06</u>
5920	Reimburse for Resource Sharing	River Grove Public Library District	62.06			
Riverside Public Library				11399	07/16/25	<u>475.01</u>
5920	Reimburse for Resource Sharing	Riverside Public Library	475.01			
Roselle Public Library				11400	07/16/25	<u>402.25</u>
5920	Reimburse for Resource Sharing	Roselle Public Library	402.25			
South Holland Public Library				11401	07/16/25	<u>133.03</u>
5920	Reimburse for Resource Sharing	South Holland Public Library	133.03			
The Theosophical Society in America				11402	07/16/25	<u>133.96</u>
5920	Reimburse for Resource Sharing	The Theosophical Society in America	133.96			
Thomas Ford Memorial Library				11403	07/16/25	<u>72.45</u>
5920	Reimburse for Resource Sharing	Thomas Ford Memorial Library	72.45			
Tinley Park Public Library				11404	07/16/25	<u>438.95</u>
5920	Reimburse for Resource Sharing	Tinley Park Public Library	438.95			
Villa Park Public Library				11405	07/16/25	<u>156.12</u>
5920	Reimburse for Resource Sharing	Villa Park Public Library	156.12			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Warrenville Public Library District				11406	07/16/25	<u>52.10</u>
5920	Reimburse for Resource Sharing	Warrenville Public Library District	52.10			
Westmont Public Library				11407	07/16/25	<u>290.46</u>
5920	Reimburse for Resource Sharing	Westmont Public Library	290.46			
Wood Dale Public Library District				11408	07/16/25	<u>182.91</u>
5920	Reimburse for Resource Sharing	Wood Dale Public Library District	182.91			
Woodridge Public Library				11409	07/16/25	<u>105.10</u>
5920	Reimburse for Resource Sharing	Woodridge Public Library	105.10			
Scott Brandwein				11410	07/17/25	<u>370.72</u>
5310	Travel Reimbursement	Scott Brandwein	370.72			
United States Treasury				11411	07/23/25	<u>55.52</u>
5025	Health, Dental, Life And Disability Insurance	United States Treasury PCORI Fee	55.52			
Sayers				ARTIC WOLF - ACH	07/25/25	<u>36,392.09</u>
5430	Server Software Licensing	Sayers - Artic Wolf renewal - 7/1/25 - 6/30/26	36,392.09			
First Bankcard				C/C	07/14/25	<u>9,762.76</u>
5420	Application Software Licensing	First Bankcard - Asana - 5/23/25- 5/22/26	3,297.00			
5520	Postage	First Bankcard - Postage	119.35			
5480	Telecommunications	First Bankcard - Grasshopper monthly	48.70			
5430	Server Software Licensing	First Bankcard - DNS Made Easy monthly	471.81			
5140	Repairs & Maintenance	First Bankcard - Imperial Surveillance 05/28/2025 - 08/27/2025	185.85			
5480	Telecommunications	First Bankcard - Microsoft caling plan monthly	288.00			
5470	Subscription Support Services	First Bankcard - Sendgrid monthly	289.00			
5510	Office Supplies	First Bankcard - Amazon	39.98			
5430	Server Software Licensing	First Bankcard - DNS Made Easy	643.57			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
5430	Server Software Licensing	First Bankcard - Microsoft Azure	3,637.26			
5430	Server Software Licensing	First Bankcard - Mailchimp monthly	39.00			
5510	Office Supplies	First Bankcard	12.89			
5480	Telecommunications	First Bankcard - Comcast	256.72			
5510	Office Supplies	First Bankcard - SWAN office lettering	413.00			
5510	Office Supplies	First Bankcard - SWAN office lettering	20.63			
EBSCO Information Services				EBSCO - ACH	07/25/25	<u>197,538.00</u>
5440	Library Services Platform	EBSCO Information Services Discoery Service - 7/1/25-6/30/26.	127,700.00			
5440	Library Services Platform	EBSCO Information Services Open Athens - 7/1/25-6/30/26.	69,838.00			
ESRI				ERSI - ACH	07/25/25	<u>2,500.00</u>
5450	Data Management Services	ESRI -Annual Subscription - 7/21/25-7/20/26	2,500.00			
Halo Software				HALO	07/03/25	<u>22,800.00</u>
5470	Subscription Support Services	Halo Software - Hosted annual subscription	22,800.00			
Cawley				KMMRD - ACH	07/30/25	<u>120.66</u>
5110	Rent/Lease	Cawley	120.66			
Lauterbach & Amen, LLP				L&Amen - ACH	07/30/25	<u>1,085.00</u>
5820	Accounting	Lauterbach & Amen, LLP - June	1,085.00			
ProQuest LLC				PROQUEST - ACH	07/30/25	<u>20,735.38</u>
5460	Information Subscription Service	ProQuest LLC - Renewal 7/1/25-6/30/26	20,735.38			
Reliance Standard Life Insurance Co.				RSLI - ACH	07/30/25	<u>992.56</u>
5025	Health, Dental, Life And Disability Insurance	Reliance Standard Life Insurance Co.	992.56			
SirsiDynix, Inc.				SIRSIDYNIX-ACH	07/30/25	<u>960.00</u>
5490	Group Purchases - Services	SirsiDynix, Inc. - TPS Pseudo library	960.00			

SWAN Library Services

Check Register

All Bank Accounts

July 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Springshare, LLC				SPRINGSHARE ACH	07/25/25	<u>7,500.00</u>
5450	Data Management Services	Springshare, LLC - Patron Point annual subscription - 7/1/25-6/30/26	7,500.00			
Unique Integrated Communications, Inc.				UMS - ACH	07/30/25	<u>7,118.30</u>
5860	Notification & Collection	Unique Integrated Communications, Inc. - June Message Bee	6,690.50			
5860	Notification & Collection	Unique Integrated Communications, Inc. - June Notices	427.80			
Wellness Insurance Network-WIN				WIN - ACH	07/30/25	<u>167.68</u>
5025	Health, Dental, Life And Disability Insurance	Wellness Insurance Network-WIN - August	167.68			
					Check List Total	<u><u>319,100.92</u></u>



SWAN Library Services

Monthly Financial Report For the Month Ended August 31, 2025

Prepared By



Lauterbach & Amen

668 N. RIVER ROAD • NAPERVILLE, ILLINOIS 60563

PHONE 630.393.1483

www.lauterbachamen.com

SWAN Library Services
Balance Sheet
As of August 31, 2025

	Balance End of Month
ASSETS	
Cash and Cash Equivalents	
Hinsdale Bank - Operating - 2176	423,586.39
Hinsdale Bank - MM - 5010	1,990,312.56
IMET Funds	372,353.95
Propay Funds	42.86
Total Cash and Cash Equivalents	<u>\$ 2,786,295.76</u>
Current Assets	
Accounts Receivable	92,038.39
REINT Receivable	-
Other Receivables	-
Deposits	23,467.08
Total Current Assets	<u>\$ 115,505.47</u>
Capital Assets, net	
Building and Improvements	6,895.00
Equipment	36,500.50
Computers	324,383.36
Accumulated Depreciation	(353,549.65)
Total Capital Assets, net	<u>\$ 14,229.21</u>
Other Assets	
Intangible Right to Use Asset - Office Space	234,201.57
Accumulated Amortization - Right to Use Asset	(205,640.28)
Subscription Asset	1,933,499.27
Accumulated Amortization - Subscription Asset	(1,338,020.80)
Total Other Assets	<u>\$ 624,039.76</u>
Total Assets	<u>\$ 3,540,070.20</u>
LIABILITIES	
Current Liabilities	
Library Consortia Special Interest Group Funds	6,153.86
Accrued Payroll	57,702.49
Compensated Absences	122,929.42
Total Current Liabilities	<u>\$ 186,785.77</u>
Long Term Liabilities	
Lease Liability - Right to Use Asset	35,466.58
Subscription Liability	230,629.50
Accrued Interest Liability - SBITA	6,659.48
Total Long Term Liabilities	<u>\$ 272,755.56</u>
Total Liabilities	<u>\$ 459,541.33</u>
FUND BALANCE	
Beginning Net Assets	
Unrestricted	2,910,584.43
Total Beginning Net Assets	<u>\$ 2,910,584.43</u>
Current YTD Net Income	<u>\$ 169,944.44</u>
Total Fund Balance	<u>\$ 3,080,528.87</u>
Total Liabilities and Fund Balances	<u><u>\$ 3,540,070.20</u></u>

Statement of Revenue and Expenses Summary

For the 2 Months Ended August 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4000 - Membership Fees	\$1,754.25	\$856,875.00	\$2,936,839.02	\$ 2,079,964.02	29.18%
4100 - Membership Reimbursements	-	960.00	301,600.00	300,640.00	0.32%
4200 - Reimbursement for Losses	5,466.19	14,531.05	85,400.00	70,868.95	17.02%
4300 - Grant Revenue	-	-	501,394.00	501,394.00	0.00%
4400 - Registration & Event Receipts	-	-	6,260.00	6,260.00	0.00%
4500 - Investment & Interest	8,862.17	17,663.61	106,000.00	88,336.39	16.66%
4600 - Reserve Fund Transfer	-	-	45,000.00	45,000.00	0.00%
Total Revenue	16,082.61	890,029.66	3,982,493.02	3,092,463.36	22.35%
Expenses					
5000 - Salaries & Wages	125,815.59	310,828.26	1,639,608.00	1,328,779.74	18.96%
5020 - Personnel Benefits	40,877.22	60,653.38	448,700.00	388,046.62	13.52%
5100 - Building & Grounds	340.46	646.97	46,560.00	45,913.03	1.39%
5200 - Professional Development	360.00	2,102.25	25,501.00	23,398.75	8.24%
5300 - Membership Development	3,153.83	3,524.55	11,494.00	7,969.45	30.66%
5400 - Information & Technology Services	15,625.32	313,021.85	1,232,100.00	919,078.15	25.41%
5500 - General Office	1,321.57	1,927.42	4,100.00	2,172.58	47.01%
5600 - Hardware & Equipment	-	-	45,000.00	45,000.00	0.00%
5700 - Insurance	-	-	10,900.00	10,900.00	0.00%
5800 - Contractual Services	8,693.70	17,252.81	127,460.00	110,207.19	13.54%
5900 - Library Materials & Content	(18.83)	9,040.66	387,000.00	377,959.34	2.34%
6000 - Interest & Fees	580.70	1,087.07	2,610.00	1,522.93	41.65%
Total Expenses	196,749.56	720,085.22	3,982,493.02	3,262,407.80	18.08%
Excess Revenues less Expenses	\$ (180,666.95)	\$ 169,944.44	\$ 0.00	\$ (169,944.44)	

Statement of Revenue and Expenses

For the 2 Months Ended August 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4010 - SWAN Full Membership Fees	\$ 1,754.25	\$ 856,875.00	\$ 2,933,139.02	\$ 2,076,264.02	29.21%
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	960.00	301,600.00	300,640.00	0.32%
4220 - Reimbursement Losses for Resource Sharing	5,466.19	14,531.05	42,000.00	27,468.95	34.60%
4240 - E-Commerce Transactions	0.00	0.00	43,400.00	43,400.00	0.00%
4310 - RAILS Support to SWAN	0.00	0.00	501,394.00	501,394.00	0.00%
4499 - Annual Conference Receipts	0.00	0.00	6,260.00	6,260.00	0.00%
4510 - Interest Income	8,862.17	17,663.61	85,000.00	67,336.39	20.78%
4520 - Investment Income	0.00	0.00	21,000.00	21,000.00	0.00%
4600 - Reserve Fund Transfer	0.00	0.00	45,000.00	45,000.00	0.00%
Total Revenue	16,082.61	890,029.66	3,982,493.02	3,092,463.36	22.35%
Expenses					
5000 - Salaries & Wages	125,815.59	310,828.26	1,639,608.00	1,328,779.74	18.96%
5021 - FICA Expense	9,459.10	23,109.74	125,600.00	102,490.26	18.40%
5023 - Worker's Compensation	0.00	0.00	4,700.00	4,700.00	0.00%
5024 - Retirement Benefits	17,901.53	23,959.08	138,300.00	114,340.92	17.32%
5025 - Health, Dental, Life And Disability Insurance	13,516.59	13,516.59	178,600.00	165,083.41	7.57%
5026 - Tuition Reimbursements	0.00	0.00	1,100.00	1,100.00	0.00%
5085 - Staff Wellness	0.00	67.97	400.00	332.03	16.99%
5110 - Rent/Lease	40.04	160.70	41,800.00	41,639.30	0.38%
5120 - Utilities	300.42	300.42	3,800.00	3,499.58	7.91%
5140 - Repairs & Maintenance	0.00	185.85	960.00	774.15	19.36%
5210 - Conference Travel	0.00	1,742.25	10,000.00	8,257.75	17.42%
5220 - Staff Meetings	0.00	0.00	901.00	901.00	0.00%
5230 - Staff Professional Development	360.00	360.00	8,800.00	8,440.00	4.09%
5240 - Professional Association Membership Dues	0.00	0.00	2,500.00	2,500.00	0.00%
5250 - Educational Material	0.00	0.00	800.00	800.00	0.00%
5260 - Online Learning	0.00	0.00	2,500.00	2,500.00	0.00%
5310 - Travel Reimbursement	(38.92)	331.80	900.00	568.20	36.87%
5330 - Library Professional Development	3,192.75	3,192.75	8,094.00	4,901.25	39.45%
5399 - Annual Conference	0.00	0.00	2,500.00	2,500.00	0.00%
5420 - Application Software Licensing	1,152.60	4,449.60	20,300.00	15,850.40	21.92%
5430 - Server Software Licensing	5,446.75	46,630.48	118,800.00	72,169.52	39.25%
5440 - Library Services Platform	0.00	197,538.00	993,100.00	795,562.00	19.89%
5450 - Data Management Services	8,133.55	18,133.55	37,600.00	19,466.45	48.23%
5460 - Information Subscription Service	0.00	20,735.38	20,400.00	(335.38)	101.64%
5470 - Subscription Support Services	289.00	23,378.00	33,800.00	10,422.00	69.17%
5480 - Telecommunications	603.42	1,196.84	7,500.00	6,303.16	15.96%
5490 - Group Purchases - Services	0.00	960.00	600.00	(360.00)	160.00%
5510 - Office Supplies	0.00	486.50	3,300.00	2,813.50	14.74%
5520 - Postage	0.00	119.35	800.00	680.65	14.92%
5599 - Annual Conference Supplies	1,321.57	1,321.57	0.00	(1,321.57)	0.00%
5620 - Hardware	0.00	0.00	45,000.00	45,000.00	0.00%
5700 - Insurance	0.00	0.00	10,900.00	10,900.00	0.00%
5810 - Legal	0.00	0.00	1,500.00	1,500.00	0.00%
5820 - Accounting	1,105.00	2,190.00	22,060.00	19,870.00	9.93%
5830 - Consulting	0.00	0.00	1,300.00	1,300.00	0.00%
5840 - Payroll Service Fees	481.32	837.13	4,600.00	3,762.87	18.20%
5860 - Notification & Collection	7,107.38	14,225.68	85,900.00	71,674.32	16.56%
5899 - Annual Conference Facility Contract	0.00	0.00	12,100.00	12,100.00	0.00%
5920 - Reimburse for Resource Sharing	0.00	9,059.49	42,000.00	32,940.51	21.57%

Statement of Revenue and Expenses
For the 2 Months Ended August 31, 2025

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
5940 - E-Commerce Payment Transactions	(18.83)	(18.83)	43,400.00	43,418.83	-0.04%
5990 - Group Purchases - Content	0.00	0.00	301,600.00	301,600.00	0.00%
6010 - Bank Fees	580.70	1,087.07	2,560.00	1,472.93	42.46%
6020 - Merchant Account Fees	0.00	0.00	50.00	50.00	0.00%
6110 - Depreciation	0.00	0.00	1,460.02	1,460.02	0.00%
Total Expenses	<u>196,749.56</u>	<u>720,085.22</u>	<u>3,982,493.02</u>	<u>3,262,407.80</u>	<u>18.08%</u>
Excess Revenues less Expenses	<u>\$ (180,666.95)</u>	<u>\$ 169,944.44</u>	<u>\$ 0.00</u>	<u>\$ (169,944.44)</u>	

SWAN Library Services

Check Register

All Bank Accounts

August 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Vendor Checks						
Harvey Public Library District				11199	08/31/25	<u>(18.83)</u>
5940	E-Commerce Payment Transactions	To VOID check 11199	-18.83			
Scott Brandwein				11410	08/31/25	<u>(370.72)</u>
5310	Travel Reimbursement	To VOID check 11410	-370.72			
Aaron Skog				ACH Aaron Skog	08/28/25	<u>331.80</u>
5310	Travel Reimbursement	Aaron Skog - Mileage reimbursement	331.80			
Backstage Library Works				ACH Backstage Li	08/07/25	<u>483.20</u>
5450	Data Management Services	Backstage Library Works - New Bib processing	483.20			
ComEd				ACH ComEd	08/07/25	<u>300.42</u>
5120	Utilities	ComEd - 7/8-8/6	300.42			
KMMRD Enterprises				ACH KMMRD	08/28/25	<u>40.04</u>
5110	Rent/Lease	KMMRD Enterprises	40.04			
Lauterbach & Amen, LLP				ACH L&A	08/28/25	<u>1,105.00</u>
5820	Accounting	Lauterbach & Amen, LLP July	1,105.00			
LIMRICC				ACH LIMRICC	08/28/25	<u>20,375.83</u>
5025	Health, Dental, Life And Disability Insurance	LIMRICC August	20,375.83			
MissionSquare Retirement				ACH Mission Squa	08/07/25	<u>250.00</u>
5024	Retirement Benefits	MissionSquare Retirement Qtrly Fee	250.00			
OCLC, Inc.				ACH OCLC	08/07/25	<u>3,803.21</u>
5450	Data Management Services	OCLC, Inc. - Renewal 7/1/25-6/30/26	3,803.21			
Reaching Across Illinois Library System				ACH RAILS	08/01/25	<u>3,847.14</u>

SWAN Library Services

Check Register

All Bank Accounts

August 2025

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
5450	Data Management Services	Reaching Across Illinois Library System - ALA RDA Toolkit 7/1/25-6/30/26	3,847.14			
Reliance Standard Life Insurance Co.				ACH RSLI	08/28/25	<u>1,100.77</u>
5025	Health, Dental, Life And Disability Insurance	Reliance Standard Life Insurance Co.	1,100.77			
Unique Integrated Communications, Inc.				ACH Unique	08/28/25	<u>7,107.38</u>
5860	Notification & Collection	Unique Integrated Communications, Inc.MessageBee	6,690.50			
5860	Notification & Collection	Unique Integrated Communications, Inc. Notices	416.88			
Wellness Insurance Network-WIN				ACH WIN	08/28/25	<u>167.68</u>
5025	Health, Dental, Life And Disability Insurance	Wellness Insurance Network-WIN	167.68			
First Bankcard				C/C	08/14/25	<u>12,366.09</u>
5230	Staff Professional Development	First Bankcard - ILA conference registration - Lucas McKeever	360.00			
5420	Application Software Licensing	First Bankcard - Panda 1 yr. renewal Watchguard system mgmt. software	1,113.60			
5480	Telecommunications	First Bankcard - Grasshopper monthly	48.70			
5599	Annual Conference Supplies	First Bankcard - EXPO giveaways	1,143.46			
5330	Library Professional Development	First Bankcard - ICS learning group	3,192.75			
5480	Telecommunications	First Bankcard - Microsoft calling plan	288.00			
5480	Telecommunications	First Bankcard - Comcast	266.72			
5470	Subscription Support Services	First Bankcard - Sendgrid monthly	289.00			
5430	Server Software Licensing	First Bankcard - DNS made easy	96.00			
5599	Annual Conference Supplies	First Bankcard - EXPO raffle prizes	142.27			
5430	Server Software Licensing	First Bankcard - Microsoft	3,495.45			
5420	Application Software Licensing	First Bankcard - Mailchimp	39.00			
5430	Server Software Licensing	First Bankcard - DNS made easy	1,855.30			
5599	Annual Conference Supplies	First Bankcard - EXPO badges	35.84			

Check List Total 50,889.01

SWAN BOARD MEETING MINUTES

July 18, 2025, 9:30 a.m.

Midlothian Public Library

14701 S. Kenton Avenue

Midlothian, IL 60445

1. Call to Order, Roll Call

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

Ridgeway Burns

Dawn Bussey

Jennifer Cottrill

Zach Musil

Ben Weseloh

Samantha Johnson (arrived at 9:34 a.m.)

Laura Van Cleve (arrived at 9:36 a.m.)

2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director

Scott Brandwein, SWAN Assistant Director

There was no public comment.

3. Action Item

Acceptance of July 18, 2025, SWAN Board Meeting Agenda

Bussey moved, seconded by Burns that it be

RESOLVED THAT THE SWAN BOARD ACCEPTS THE JULY 18, 2025, SWAN BOARD MEETING AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

4. Action Item

Appoint officers and committee members

After discussion, the board agreed on the following slate

Musil board president

Cottrill board vice-president

Bussey board treasurer

Johnson board secretary

Personnel Committee

Bussey
Weseloh

Finance Committee

Bussey
Johnson
Weseloh

Policy Committee

Musil
Van Cleve

Strategic Planning Committee

Cottrill
Musil
Burns

Motion carried by roll call vote with the following results:

Ayes: Burns, Bussey, Cottrill, Johnson, Musil, Van Cleve, Weseloh

5. Action Item

Approval of the SWAN Financials, June 2025

Musil moved, seconded by Blazek that it be

RESOLVED THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JUNE 1, 2025, THROUGH JUNE 30, 2025, AND ACCEPTS THE BALANCE SHEET AND DETAILS OF EXPENDITURES FOR JUNE 2025

Motion carried by roll call vote with the following results:

Ayes: Burns, Bussey, Cottrill, Johnson, Musil, Van Cleve, Weseloh

6. Action Item

Acceptance of June 20, 2025, SWAN Board Meeting Minutes

Weseloh moved, seconded by Bussey that it be

RESOLVED THAT THE SWAN BOARD ACCEPTS THE JUNE 20, 2025, SWAN BOARD MEETING MINUTES AS AMENDED

Motion carried by unanimous voice vote.

7. Reports

a. Board President Report

No report

b. Executive Report

Skog reviewed the Executive Director Report as reported in the board packet.

Operations Report

Brandwein gave an overview of Operations as reported in the board packet.

c. Treasurers Report

None

d. Board Calendar

No discussion.

8. Action Item

Cancel the August 15, 2025 SWAN Board meeting.

Weseloh moved, seconded by Bussey

RESOLVED, THAT IT BE AUGUST 15, 2025 SWAN BOARD MEETING BE CANCELLED

Motion carried by unanimous voice vote.

9. Discussion of the September 4, 2025 Quarterly meeting agenda

The board discussed topics for the membership meeting agenda. Demonstrations of EBSCO Explora, the new SWAN website was requested as additional topics. Updates on SirsiDynix BLUEcloud Accelerate and what the upcoming SWAN's strategic planning effort

The board discussed strategic planning and will set up a committee meeting in September before the next board meeting. There was consensus that the planning would be completed in-house, with SWAN staff, membership, and library director input.

10. Adjournment

Cottrill adjourned the meeting at 10:45 a.m.

Minutes Prepared by Aaron Skog
Respectfully Submitted,

Samantha Johnson

Board Secretary

DRAFT

SWAN BOARD STRATEGIC PLANNING COMMITTEE MEETING MINUTES

September 15, 2025

Online meeting

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

The meeting began at 10:03 a.m.

Present were:

Zach Musil, Tinley Park

Ridgeway Burns, Itasca

Jennifer Cottrill, Midlothian

Aaron Skog, SWAN

2. **Introduction of Visitors/Public Comment**

There was no public comment.

3. **Discussion on strategic planning goals & activities for SWAN employees & Board representatives**

Aaron walked the group through some of the plans underway for a SWAN employee retreat scheduled for Friday, October 24, 2025. There are activities based on the guidebook "Creating and Implementing Your Strategic Plan," by John Bryson and Farnum Alston.

The discussion around a SWOT activity included how to keep discussion in a positive light, considering the negative and worrisome outlook for the library profession and the US as a nation.

The board representatives would like to use some of the regular board meetings scheduled to complete some strategic planning activities. The "Identifying Stakeholders" activity should be relatively easy to complete, followed by the categorization of the stakeholders in SWAN into the grid worksheet "Power Versus Interest."

The board representatives would also like to utilize the existing networking and working groups in SWAN for input, once the questions and activities are finalized.

4. **Update to SWAN Board**

The board will receive a memo and two activities to discuss at their meeting on Friday, September 19, 2025. The activities from the Bryson to be completed are the Identifying Stakeholders and the Power Versus Interest Grid.

The Board will be asked if they will be able to attend an extended board meeting at any of the regularly scheduled board meetings for November, December, January, or February.

5. **Arrange Next Meeting**

The meeting will be arranged via Zoom poll to take place after the September Board meeting.

6. **Adjournment**

The meeting adjourned at 10:45 a.m.

Minutes Prepared by Aaron Skog
Respectfully Submitted,

Samantha Johnson
Board Secretary

SWAN Executive Director Report

September 19, 2025

Update on activities

Application for RAILS FY27 LLSAP grant

I completed the application for the RAILS LLSAP grant. The grant requests 44 data metrics that are submitted in an online form, called RAILCAR. This includes two reports in spreadsheet form, the first of which had a report each LLSAP submits and becomes part of the RAILS annual report to the State Library. The second report collects group purchase information conducted by each LLSAP. The application itself has a narrative component.

The timeline for the grant process for FY27 is below.

September 15, 2025	Application package due to RAILS
September—October 2023	RAILS reviews grant applications and determines awards
October 2025	RAILS responds with award letter and grant agreement
January 31, 2026	Signed grant agreements due to RAILS
July 1, 2026	FY2025 grant payments and services begin
July 31, 2027	Annual reports due to RAILS

SWAN Expo 2025

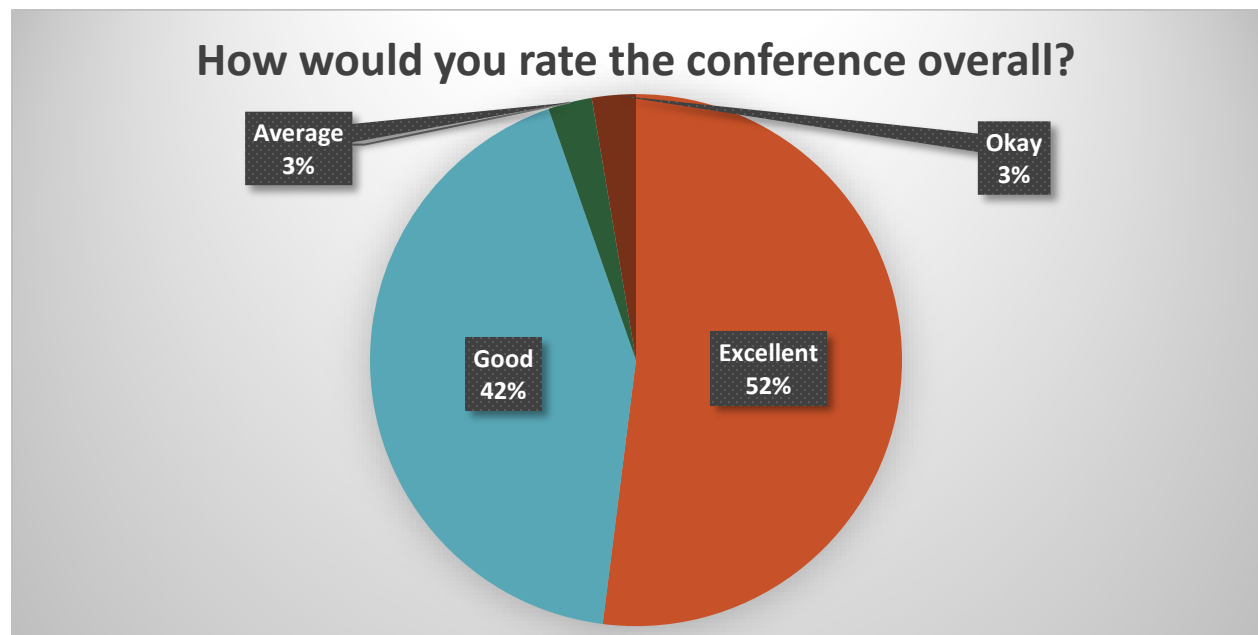
This year's event concluded with 18 sessions and a majority rating of "excellent." The attendance dropped slightly from the year prior, but notably there were very few no shows.

Expo year	Attendees	Libraries
2023	213	54
2024	227	53
2025	208	54

Selected attendee feedback from the post event survey included the following comments:

"This was my first SWAN Expo. I liked networking between the sessions. I liked hearing the keynote speaker and the CPL session the most. It felt good being reminded how great is the library system we enjoy and contribute to. The conference helped me develop a deeper appreciation for SWAN."

“I thought John’s Chrastka’s presentation was really exceptional. It was good hear from someone who was out there fighting for libraries in the climate right now. On the whole, great Expo this year. I took something valuable away from each session I attended.”



RAILS Consortia Committee

The Committee met eight weeks ago on July 21st and brainstormed on future agenda topics for the upcoming year. I suggested we create an “LLSAPs By The Numbers” promotional campaign, similar to what RAILS has been doing on social media.

The good news is that RAILS has resumed work to gather LLSAP statistics monthly to see if our reporting on ILL activity between libraries will be sufficient to replace the [quarterly delivery counts](#).

Aspen Governance & Annual Conference October 8-10, 2025

I will be attending the Aspen Conference in Nashville October 7th through 10th and will participate on a panel about the creation of the Aspen Library Software Foundation. The bylaws have been finalized and an [endorsement vote underway on the Aspen Library Software Foundation bylaws](#).

Nominations for the governing board [are being gathered online](#) and will close on October 3rd. The goal is to have a seven-member board selected and ready after the conference.

Projects

SirsiDynix Quarterly BLUEcloud meeting

We had our first meeting with Melissa Kulmer, SirsiDynix Vice President Product Strategy to review the SWAN priorities for BLUEcloud Staff. The majority of the priorities on SWAN's list are under discussion for future development. BLUEcloud Circulation is the top priority, which includes a small, focused list of development activities, the most imminent is RFID integration.

There will be a soon announced pilot with libraries using RFID with Envision Ware and TechLogic. SWAN will monitor the pilot and determine internally if SWAN should become involved, based on the pilot's parameters. SWAN was involved with a BLUEcloud Acquisitions pilot in 2019 and it required dedicated hours from SWAN and its two pilot libraries.

SirsiDynix recently moved all its email accounts and Microsoft platform to those used by Harris Computing, its new owner, which signals a tighter relationship with the parent company.

RFP, RFI & Resources

I recommend that the SWAN Board consider the status of BLUEcloud Staff at its June 2026 meeting, which would be a full year after SWAN began monitoring its BLUEcloud priorities.

I have gathered several requests for proposals as examples for review should SWAN decide to issue an RFP. These include the Galileo library consortium in Georgia, Cuyahoga County Public Library in Ohio, and the Pascal consortium in North Carolina.

The Yavapai Library Network utilized the consultant [Sunny Path Associates, LLC](#) to issue its RFP electronically. Sunny Path Associates uses a software platform called Bonfire to manage the RFP process. I will reach out to Sunny Path Associates to learn more about their services and determine if they are the right match for future consideration by SWAN.

The Palace Project

As part of our 2025 projects, SWAN is exploring a way to simplify the library apps in use by SWAN members. [The Palace Project](#) is a non-profit organization that has a single app to provide all e-content libraries are using, such as those through Amazon, Audible, and "the Big 5" publishers (Penguin Random House, HarperCollins, Simon & Schuster, Hachette, and Macmillan). The Palace Project provides an online marketplace for library selectors to add e-content to their collection from these e-content providers. Additionally, the Palace Project e-content integration is ready with the Aspen discovery platform. No other discovery platforms have completed this integration yet.

SWAN staff had a demonstration of The Palace Project (run by Lyris) and currently have access to the Palace Marketplace as a trial. There are options for library consortial arrangements with Palace, so a SWAN app for library e-content is possible. This cost would be \$18,750 for the 96 public libraries.

The offer includes:

- Mobile e-readers (iOS and Android) that focuses on patron experience and accessibility.

- Server Software for seamless integration of collections from multiple eContent vendors, e.g., OverDrive, Bibliotheca, Baker & Taylor, ProQuest, BookBridge, Blackstone Unlimited Audio, BiblioBoard, & The Palace Marketplace.
- Easy access to a wide variety of public domain and open-access eBooks (30,000 plus titles) no additional cost to the library & integrated with the library's existing collections.
- Collection Development (no cost).
- Analytics Dashboard (included).
- Palace Marketplace (non-profit marketplace only available to Palace Project library adopters); No annual fee or minimum spend required.

Boston Public Library has recently signed an agreement to use Palace. If the SWAN Board is interested in learning more about The Palace Project, I would be happy to arrange a presentation from SWAN staff at the October 17th Board meeting. The Palace Project will be presented as an informational session at the next SWAN E-Resource Working Group on Thursday, September 25th.

Platform survey analysis & recommendations

Mobile app enhancements

The LiDA/SWAN Libraries + mobile app received an update in August. Several improvements were made to keep users logged in when on unstable networks or switching between Wi-Fi and cellular networks. This fix was a direct result of feedback received during the 2025 platform survey.

BLUEcloud Analytics Private Intelligence Server investigation

The annual platform survey revealed that the BLUEcloud Analytics used by SWAN could benefit from some improvements. One immediate solution that could be explored is the add-on service recently announced by SirsiDynix called Private Intelligence Server.

This add-on to BLUEcloud Analytics provides dedicated resources for subscribing customers along with the ability to use administrative tools like MicroStrategy Workstation to optimize administration including user management and subscriptions.

We identified the benefits of the Private Intelligence Server as the following for SWAN:

- Better user management
- Ability to use MicroStrategy Workstation for more in-depth analysis
- Dedicated server environment, where SWAN would experience faster response times
- Optimized tools for creating visualizations, including maps which would use the geolocation SWAN adds to all user records through the annual NCOA process

The examples provided by the Resource Sharing Alliance in Illinois included data dashboards that were linked to directly from the RSA support site. The interactive dashboards were created for technical services and circulation managers. Parameters could be tweaked.



Our recommendation to the SWAN Board to help improve the MobileStaff experience is now ready. Announced at Expo and the August Fireside meeting, SWAN is now circulating three MobileStaff kits. These kits are designed for library staff use and contain everything required to circulate materials, register users, or conduct an inventory. These kits are available to request in WorkFlows as SWAN MobileStaff Kit. We owe a special thanks to Oak Brook Public Library for storing and circulating the three kits. Details on how to request them and use them are on [SWAN Support](#). Each kit comes with its own dedicated, color-coded laser scanner and Bluetooth printer. Libraries have already begun requesting the kits, which can be used for special projects such as collection inventory.



Figure 2: Three SWAN MobileStaff kits

Board considerations

Strategic Planning Committee

The committee held its first meeting on Monday, September 15th. The first board activity is planned for the September 19th board meeting. Please refer to the memo and worksheets for that agenda item.

Monthly Financial Report

September Balance Sheet

The Fund Balance Unrestricted line for August is \$2,910,584.43 which increased by \$17,410.61 from the previous month. The table below shows the current FY26 budget expense and budgeted spending from reserves.

Fund Balance Unrestricted	\$2,910,584.43
Expenses to be paid from reserve	(\$45,000.00)
	\$2,865,584.43
SWAN annual expense budget	\$3,982,493.02
	72%
Number of months operating expense in reserve	8.6

Revenue & Expense Report

This month will be 17% of the budgeted revenue and expenses. SWAN's financials are presented on a cash basis for this current fiscal year 2026.

	FY26 Budget	Ending August 2025	Percentage of budget YTD 17%
Total Revenue	\$3,982,493.02	\$890,029.66	22%
Total Expenses	\$3,982,493.02	\$720,085.22	18%
Over / (Under)	\$0.00	\$169,944.44	

Accounts Receivable

4010 - SWAN Full Membership Fees: 29.21%

First quarter invoices were sent out in July 2025, reflecting 29.21% of this revenue budget line.

4310 – RAILS Support to SWAN: 0%

The first quarter payment to SWAN has not been received yet.

4499 – Annual Conference Receipts: 0%

No activity yet in this revenue line, but the invoices to libraries that participated in 2025 SWAN Expo have been sent out in September.

4510 – Interest Income: 20.78%

SWAN's Money Market rate for August is 4.53%, which is up from 4.51% in June.

Accounts Payable

The majority of SWAN budget expenses remain within expected budget ranges. Below are some of the expenses exceeding 17%, which is the percentage of the budget at the end of August.

5310—Travel Reimbursement: 36.87%

Reimbursements to SWAN employees for local travel to meetings include some which occurred the prior fiscal year.

5430 – Server Software Licensing: 39.25%

SWAN utilizes server hosting with Microsoft cloud which results in a monthly expense based on usage. The renewal of the security service with Arctic Wolf at \$26,392.09 occurred in July.

5440 – Library Services Platform: 19.89%

Full annual payments to EBSCO is reflected in this expense line. Payments to OCLC, SirsiDynix, and Grove for Libraries will occur in October and April 2026 respectively.

5460 – Information Subscription Service: 101.64%

ProQuest Syndetic Solutions subscription is paid for the full year.

5470 – Subscription Support Services: 38.31%

The new SWAN ticketing system HaloITSM expense subscription was renewed at \$22,800.

5490—Group Purchases Services: 160%

Throughout the year SWAN will purchase one-time licenses for Symphony “Pseudo Library” for member libraries adding drive-up windows, pickup lockers, or special branches. These purchases are offset by #4190 Member Group Purchase Receipts. Recently, Tinley Park purchased a pseudo library in Symphony for its planned drive-up window.

Operations Report: July/Aug 2025

Summary

Membership engagement activities and statistics are reported through the month-end of August 2025. System outages will be reported as of final assembly of the report to ensure that any critical system issues are documented as quickly as possible. Highlighted activities represent on-site library events.

Member Engagement – All Staff

A recap of member engagement activities in the report's time period.

Site Visits, Training, and Consultation

Member engagement activities, including meetings, on-site visits, training, and consultation are noted for the reporting period. Highlighted activities represent on-site library events.

Date	Event Name	Teams Responsible	Category
7/9/2025	Cataloging Working Group	Bibliographic Services	Membership Meeting
7/16/2025	Circulation Working Group	User Experience; Information Technology & System Support	Membership Meeting
7/17/2025	ILL/Quarterly Billing Office Hours	Administration; Information Technology & System Support	Consultation
7/17/2025	On-Site Networking Consultation (PSS)	Information Technology & System Support	Consultation
7/18/2025	SWAN Board Meeting	Administration	Governance
7/24/2025	Discovery & User Experience Working Group	User Experience	Membership Meeting
8/12- 14/2025	Patron Point Verify Orientations	Administration	Consultation
8/13/2025	On-Site Training (INS)	User Experience; Bibliographic Services	Consultation
8/22/2025	SWAN Expo	All	Membership Meeting
8/26/2025	SWAN Fireside Chat	All	Membership Meeting

Indian Prairie Site Visit (8/13/2025)

Samantha Dietel, Lucas McKeever, and Crystal Vela from the UX Department conducted an on-site visit at Indian Prairie PL, observing their Technical Services Department at their request. SWAN staff made some recommendations for improvements to acquisitions and serials workflow and discussed options for circulation and hold rule modification, denewing reports, and item type consolidation to

help streamline processes and simplify procedures. The library will have internal conversations and contact SWAN once they are ready to make changes or request an additional consultation.

User Group and Advisory Meeting Recap

Cataloging Networking (7/10/2025)

The Cataloging Networking group met via Zoom. Cynthia Romanowski led the meeting by providing the group with updates on Backstage Library Services and the ongoing OCLC project, including their current statuses. The team also discussed the handling of Deluxe limited-edition books, considering whether to merge or keep them separate, and addressed issues with Audiobooks that arrive with different disc counts compared to the existing PRE-CATs. Additionally, a discussion was held about how to display multi-volume series in Aspen. Finally, Lucas McKeever demonstrated a new feature on the SWAN support site that highlights recent updates.

Circulation Working (7/16/2025)

The Circulation Working Group spent much of this meeting discussing the pain points around the damaged and unusable process. As a result of this conversation, the group arranged a table at the SWAN Expo to showcase damaged and unusable items. SWAN also moved the damaged and unusable documentation to be publicly available, without a log in, for easier access for part-time staff. Longer term, the group will plan a workshop series to train library staff on the damaged and unusable processes and best practices.

Discovery and User Experience Working (7/24/2025)

In the last meeting of DUX, the group worked through a search relevancy analysis activity, looking at example keyword searches the group members collected over the preceding two months. The group identified several challenges around search results for Hoopla specifically, as well as challenges with including a format in a search (e.g. “pride and prejudice dvd”). They also discussed adding the Goodreads integration for Aspen, and concluded not to add it at the moment.

Major Projects & Research

Aspen Discovery

25.07 and 25.08 Releases

These releases included improvements to performance and less frequent log outs for the app. As the app relies heavily on a connection to our ILS, it will lose that connection on unstable networks and switching between networks, resulting in a logout. The app now waits longer before logging out when it is unable to connect to the ILS and saves a user’s barcode if they are logged out, so it is faster to log back in.

Recommendations for users generated by Aspen now limit to the catalog you are on, instead of including recommendations across the consortium.

The format filter now displays all possible formats; future updates will allow you to see all possible library branches and languages as well, without limiting the facet to the top 30 options.

Scan-and-go

The scan-and-go pilot has been stalled as we wait for additional development around the Symphony API integration. That development is nearing completion, and we expect the pilot to resume in September or early October.

Hoopla Flex integration

Over the summer, the Hoopla Flex integration into Aspen was released. This integration as it stands is not consortia ready. It is intended for standalone libraries with Hoopla Flex only. Hoopla Flex for consortia is in the early stages; detailed information regarding the critical technical issues for Hoopla Flex for the consortium can be found in our [news post](#).

Explora

Explora default profiles have been created by the E-Resource Working Group, and Olivia Montolin presented on Explora at the SWAN Expo and September Quarterly meeting. The profiles are:

- Public Libraries
- Elementary School
- Middle School
- High School

Profiles are readily available for any library to request. Member libraries can request any or all the above. The profiles and databases searched are merely starting points and can be adjusted as needed per library.

IT Infrastructure & Security

The Artic Wolf Managed Risk portal has provided us with significantly more insight into our systems and provides us with a risk assessment for each endpoint. The assessment provides a detailed list of every security vulnerability found on our systems and ranks them on a 1-10 scale of criticality – many of which are mitigated by updating or removing old software. Lexii has been heavily invested in the process of ensuring that our systems (staff laptops in particular) have been fully up to date, as well as proactively removing obsolete software.

Our deprecated SonicWall Global Management System (GMS) will be replaced with SonicWall's Network Security Manager (NSM) this fall. The GMS was rendered obsolete as patches were released for the SWAN managed firewalls, requiring us to update firewalls manually. The NSM will restore our ability to schedule and manage firewall patching centrally. SWAN currently manages fewer than 30

library firewalls, as more than two thirds of member libraries have opted into the self-maintenance network agreement.

Ahren has been working on preparing our Microsoft Intune environment to allow us to fully break away from the traditional Domain Controller/Active Directory environment that we've been operating in a hybrid manner for several years now. This has become more challenging to manage as Microsoft continues to push development towards cloud-based management platforms. We intend to fully 'go-live' with the new staff laptops that will be coming later this year. We're also exploring the possibility of using Windows Autopilot, which would automatically configure the device to our specifications upon first boot, streamlining the deployment process significantly.

Online Patron Registration

Online Patron Registration with Patron Point Identify launched on August 26th. There were no major technical issues with the launch. Many libraries embraced the go-live by promoting links to the webform, embedding it on their websites, or using it as a first step for on-site registration. Others are waiting until later to take these steps.

Since go-live, the tool has been responsible for 10% of new card registrations. We will continue to monitor these numbers.

We received numerous questions about the tool in the early days of its launch, particularly regarding the inner workings of verification. Many of these questions highlighted patrons who did not qualify for a card, and there was a small selection of successful verifications that library staff called into question. We are doing our best to understand the proprietary MasterCard Ekata verification tool that Verify uses, but some of its details are beyond the reach of us or SpringShare staff.

The September Quarterly Meeting provided an opportunity for some administration staff to ask questions. One particular concern was whether credit score was a factor in identity verification, and after conferring with Springshare staff, we have confirmed that this is not the case. Other questions are still pending.

Backstage Library Works

In July 2025, we began our monthly updates with Backstage Library Works. Backstage provides similar services as our bibliographic services manager, MARCIVE, with SWAN receiving enhanced records and their corresponding authority records monthly.

In August, we had over 1.3 million bibliographic records that were cataloged prior to June 1, 2025, sent to Backstage for record maintenance. This maintenance included enhancing these records with RDA cataloging standards and updating their headings that would otherwise have required manual editing. Because these older records were being updated, it required SWAN to implement a partial cataloging freeze in which these could not be edited. The freeze started on Thursday, August 21, and took four days with SWAN staff and Cataloging Library members able to resume regular workflows on Tuesday, August 26th.

Library of Things Visibility Project

The Downers Grove Public Library is now live on with our Library of Things Visibility project, which limits visibility of certain item types to the owning library's catalog. We will roll out these changes to the rest of the membership at the end of September.

Training Checklists

Training checklists are now live at swanlibraries.net/training/checklists. Library staff can select their job area and see recommended training and documentation for their role. Samantha Dietel, Lucas McKeever, and Crystal Vela developed the content of the checklists. These will be a valuable resource for our membership, especially in onboarding new staff, and we're excited to expand the checklists to additional roles in the future.

External Collaboration & Partnerships

Meetings represent formal project-based meetings with vendors and collaboration projects within the larger library community.

Date	Event Name	Teams Involved	Topic
Alternate Mondays	Aspen Governance Task Force	Administration; User Experience	Partnerships
Alternate Mondays	Aspen Community Tool Working Group	User Experience	Partnerships
Various	Patron Point Identify Consultations	Administration; User Experience; Information Technology & System Support	Partnerships
7/10/2025	Aspen Community Meeting	All	Partnerships
7/23/2025	SirsiDynix SureSailing	All	Partnerships
8/11/2025	Grove for Libraries Consultation	All	Partnerships
8/27/2025	SirsiDynix SureSailing	All	Partnerships

Support, Documentation, and Training

Details on support tickets, documentation, and training.

Outage Tracking

We've still been contending with occasional bot attacks in the catalog, which most recently affected the ability to log in. Grove implemented additional measures in Google Cloud Armor to help combat these attacks.

We experienced issues with Symphony exports properly reaching Aspen between July 3rd and July 7th, which affected record updates and item statuses appearing in the catalog. These issues have been resolved, with all affected records fully indexed as of July 8th.

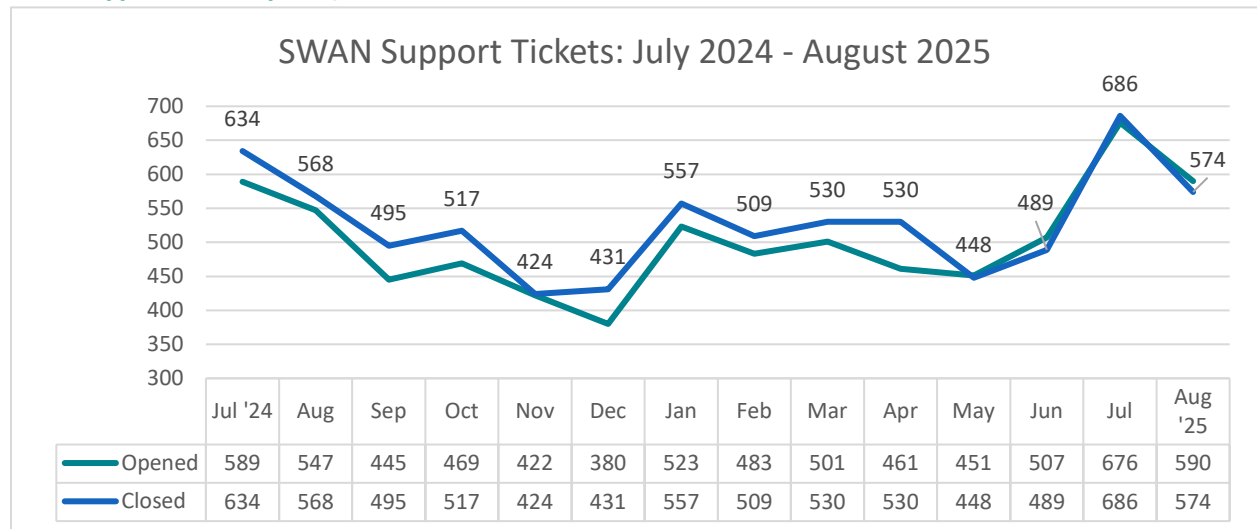
System Maintenance & Outage Calendar

Aspen Catalog Slow to Respond	An apparent bot attack from Asia required some backend services to be restart...	Fri 6/6/2025 3:30 PM	Fri 6/6/2025 4:30 PM	Aspen
Overnight Indexing Errors 6/18,19	ADUtext finished abnormally, causing record errors on both 6/18 and 6/19. Re...	Wed 6/18/2025 6:00 AM	Fri 6/20/2025 6:00 AM	SirsiDynix
High Aspen Load	Bot traffic causing load spike https://support.swanlibraries.net/issue/94882	Wed 6/18/2025 2:00 PM	Wed 6/18/2025 2:30 PM	Outage, Aspen
Delays in overnight processing due...	AF batch loading causing ADUtext to regularly run overtime, delaying daily rep...	Thu 7/3/2025 12:00 AM	Fri 7/11/2025 12:00 AM	SirsiDynix
Issues with statuses in Aspen	We're currently experiencing indexing issues in the catalog, and you may see t...	Mon 7/7/2025 12:00 AM	Tue 7/8/2025 12:00 AM	Aspen
Aspen DDoS Attack	A persistent DDoS attack was causing Aspen downtime between 7/8 and 7/10 ...	Tue 7/8/2025 12:00 AM	Fri 7/11/2025 12:00 AM	Aspen
Record indexing errors leading up ...	ADUtext encountered errors a few times over the week. This was likely due to a...	Fri 8/8/2025 12:00 AM	Sat 8/16/2025 12:00 AM	SirsiDynix
Labor Day Headings Rebuild	Scheduled rebuild over Labor Day weekend	Sun 8/31/2025 6:45 PM	Mon 9/1/2025 5:50 PM	Planned, SirsiDynix

Support Tickets

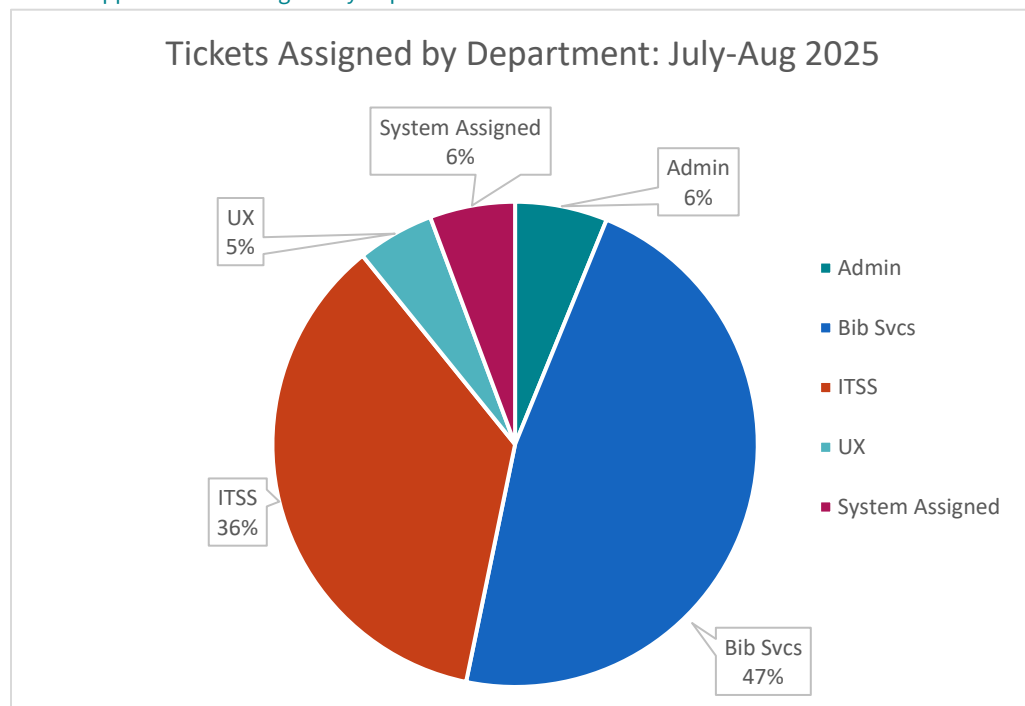
System Assigned tickets represent tickets that were merged or otherwise consolidated.

SWAN Support Tickets Opened/Closed in Past 12 Months



Data labels reflect tickets closed each month.

SWAN Support Tickets Assigned by Department



Support Site

Website redesign

An update of the SWAN website went live on Tuesday, August 26th along with a domain change. We now have one site at swanlibraries.net, which combines our previous public and support sites.

In the new site:

- Most of the staff documentation is no longer behind a log in
- A new menu accommodates both staff and public information
- Patrons can register for a library card with the new PatronPoint online patron registration form and browse help for the catalog

We're currently working on implementing single-sign on for the site, which we anticipate will be live by the end of this year. SSO will allow library staff to navigate seamlessly between our website, ticketing system, and the forums with one login.

New and updated documentation

Olivia Montolin updated the [EBSCO documentation](#) to include information about Explora.

Training Modules & Recordings

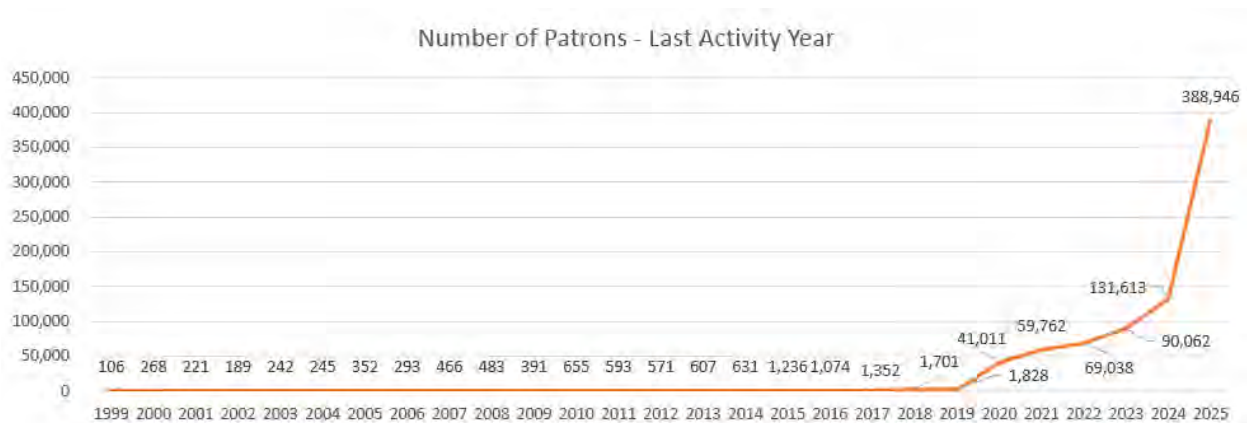
Learning Management System (SWAN Online Learning)

In August 2025, we added 18 new users to the Learning Management System. In July, we added 8 new users.

Maintenance

Automatic Monthly Patron Record Removal

In July and August, we removed 6,462 inactive patrons from the database. We currently have 780,432 registered patrons in the system. Now that the patron record purge has reached the goal of >5 years of inactivity, only 1.7% (13,504) have been inactive since 2019 and remain due to bills greater than \$100 on their account.



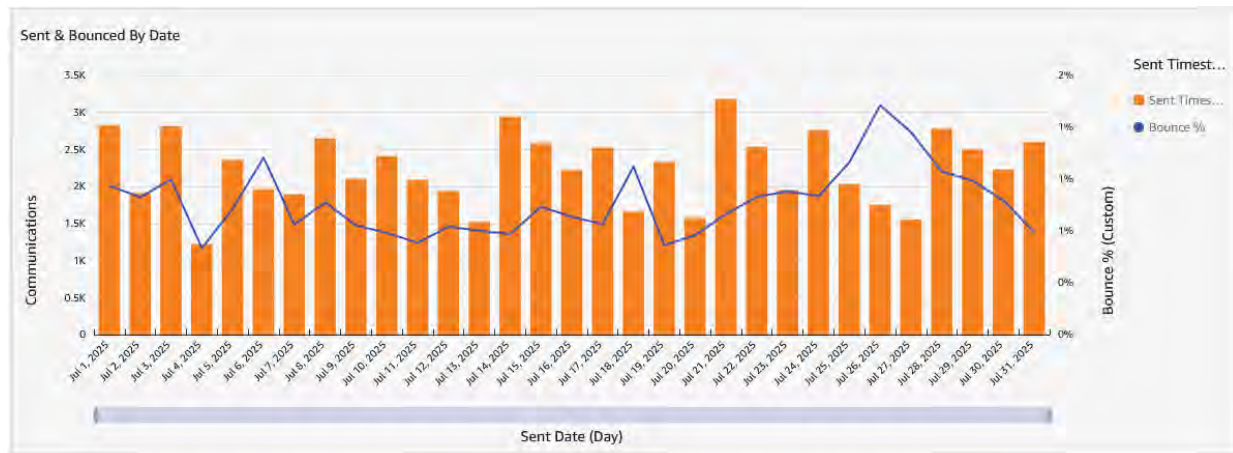
We encourage libraries to examine these bills for possible removal at the library's discretion.

MessageBee Statistics

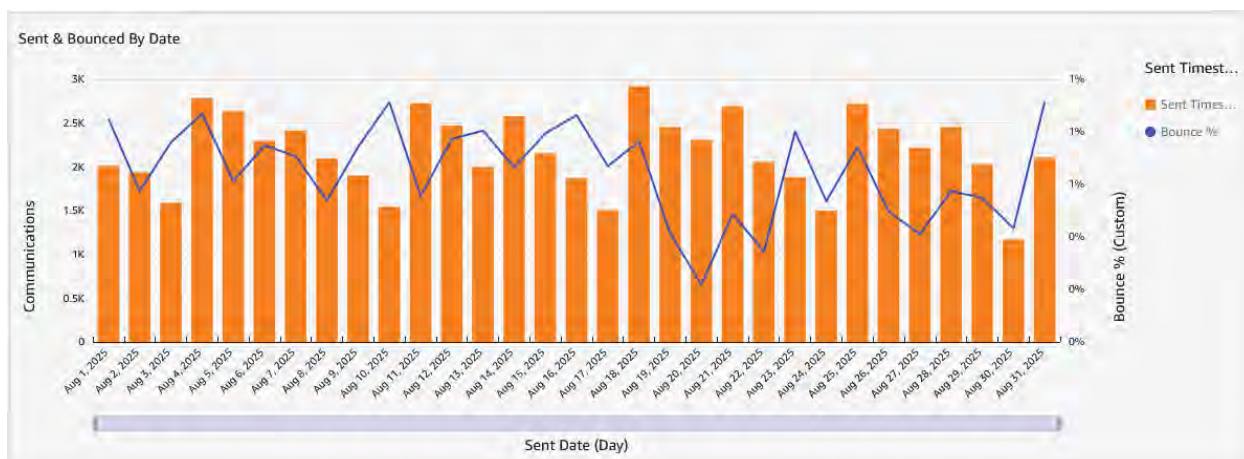
SMS notifications

Month, Yr	SMS Sent	Success Count	Success Rate	Failed Count	Failure Rate
July, 2024	64,639	63,356	98.02%	1,283	1.98%
August, 2024	63,348	61,743	97.47%	1,605	2.53%
September, 2024	62,149	61,470	98.91%	679	1.09%
October, 2024	63,337	62,349	98.44%	988	1.56%
November, 2024	59,852	59,411	99.26%	441	0.74%
December, 2024	57,982	57,555	99.26%	427	0.74%
January, 2025	66,595	66,142	99.32%	453	0.68%
February, 2025	56,198	55,799	99.29%	399	0.71%
March, 2025	62,374	61,557	98.69%	817	1.31%
April, 2025	62,097	61,458	98.97%	639	1.03%

May, 2025	63,318	62,832	99.23%	486	0.77%
June, 2025	61,029	60,530	99.18%	499	0.82%
July, 2025	69,425	68,902	99.25%	523	0.75%
August, 2025	67,478	67,045	99.36%	433	0.64%



July, 2025

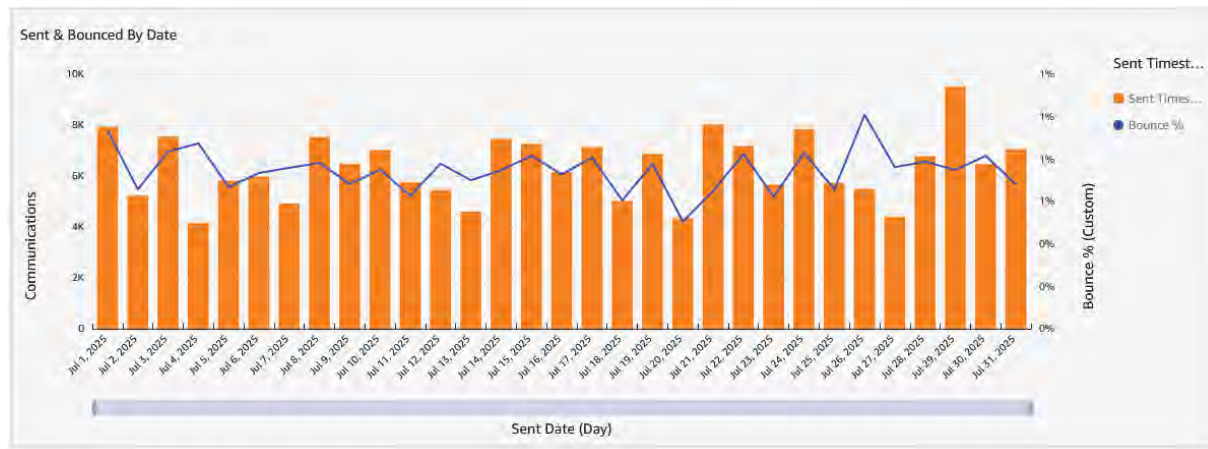


August, 2025

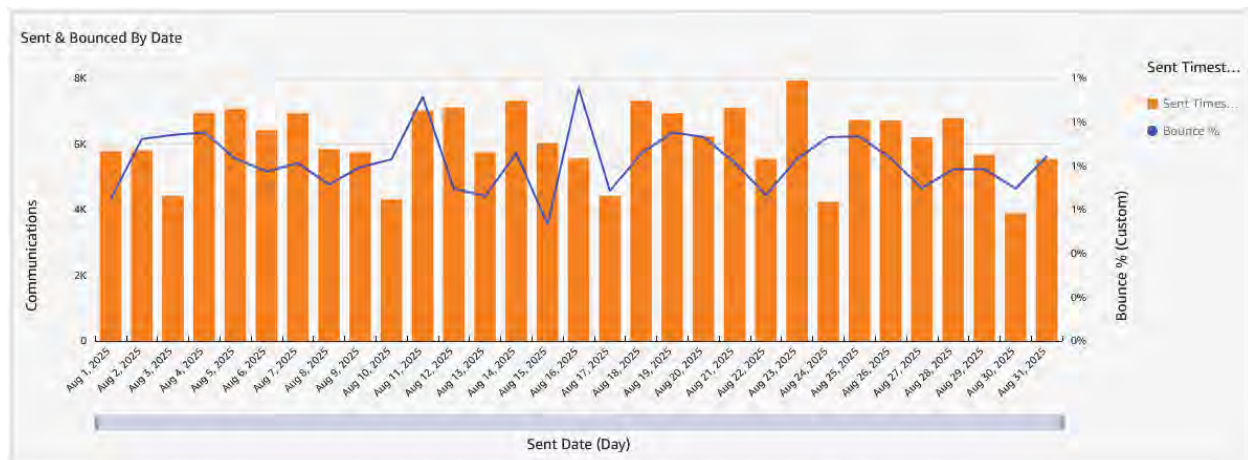
Email notifications

Month, Yr	Email Sent	Success Count	Success Rate	Failed Count	Failure Rate
July, 2024	191,096	189,650	99.24%	1,446	0.76%
August, 2024	186,461	185,127	99.28%	1,334	0.72%
September, 2024	187,593	185,426	98.84%	2,167	1.16%
October, 2024	187,542	185,930	99.14%	1,612	0.86%
November, 2024	173,709	172,286	99.18%	1,423	0.82%
December, 2024	167,610	166,323	99.23%	1,287	0.77%
January, 2025	191,909	190,518	99.28%	1,391	0.72%

February, 2025	162,363	161,023	99.17%	1,340	0.83%
March, 2025	175,183	173,960	99.30%	1,223	0.70%
April, 2025	174,027	172,855	99.33%	1,172	0.67%
May, 2025	178,411	177,048	99.24%	1,363	0.76%
June, 2025	171,598	170,298	99.24%	1,300	0.76%
July, 2025	193,025	191,604	99.26%	1,421	0.74%
August, 2025	185,438	183,937	99.19%	1,501	0.81%



July, 2025

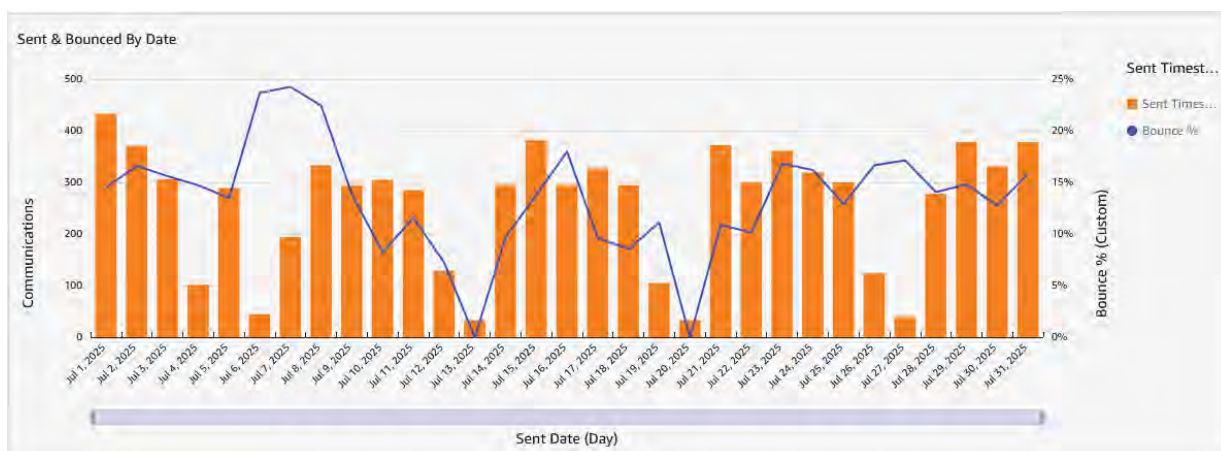


August, 2025

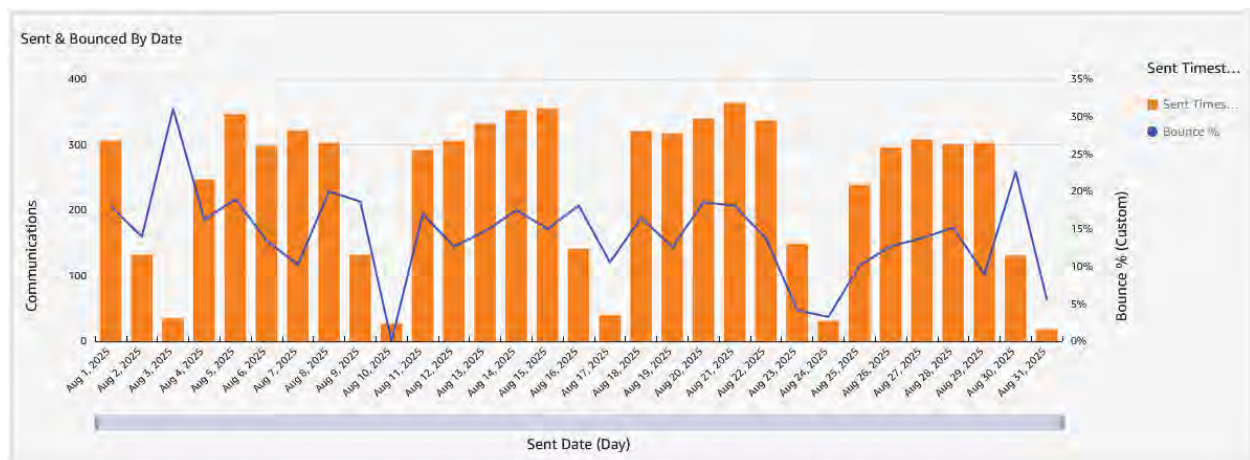
Voice notifications

Month, Yr	Total Calls Attempted	Success Count	Success Rate	Failed Count	Failure Rate
July, 2024	7,774	7,402	95.21%	372	4.79%
August, 2024	7,542	7,190	95.33%	352	4.67%
September, 2024	7,113	6,784	95.37%	329	4.63%
October, 2024	7,308	6,928	94.80%	380	5.20%

November, 2024	6,742	6,414	95.13%	328	4.87%
December, 2024	6,543	6,208	94.88%	335	5.12%
January, 2025	7,927	7,555	95.31%	372	4.69%
February, 2025	6,469	6,213	96.04%	256	3.96%
March, 2025	6,888	6,615	96.04%	273	3.96%
April, 2025	6,991	6,669	95.39%	322	4.61%
May, 2025	6,983	6,635	95.02%	348	4.98%
June, 2025	6,291	6,001	95.39%	290	4.61%
July, 2025	7,451	7,108	95.40%	343	4.60%
August, 2025	6,846	6,506	95.03%	340	4.97%



July, 2025



August, 2025

Print Notices

While not processed within MessageBee, Unique also provides our print notices.

Month/Yr	Bill Notices	Amount
July, 2024	450	\$ 404.50
August, 2024	471	\$ 433.32
September, 2024	426	\$ 391.92
October, 2024	518	\$ 505.08
November, 2024	475	\$ 437.00
December, 2024	543	\$ 499.56
January, 2025	523	\$ 481.16
February, 2025	411	\$ 378.12
March, 2025	393	\$ 361.56
April, 2025	387	\$ 356.04
May, 2025	452	\$ 415.84
June, 2025	465	\$ 427.80
July, 2025	439	\$ 416.88
August, 2025	390	\$ 378.30

SendGrid Statistics

SendGrid processes email originating from Symphony, SWANcom, and other official communications.

There was a single day in early August that saw a spike in invalid emails. Unfortunately, due to limitations in SendGrid reporting, we're unable to determine exactly what happened.

Month/Yr	Addresses				Messages				
	Total Requests	Total Processed	Success Rate (Delivered)	Bounced	Marked as Spam	Invalid	Blocks	Bounce Drops	Spam Drops
Jul '24	82,085	79,731	98.76% (78,747)	232	8	38	1,558	2,066	250
Aug	78,843	76,460	98.88% (75,545)	210	10	38	1,517	2,087	258
Sep	66,608	64,428	98.75% (63,626)	194	2	34	1,018	1,890	256
Oct	68,891	66,570	98.92% (65,856)	158	5	24	1,080	2,083	214
Nov	61,629	59,468	98.91% (58,825)	141	3	31	765	1,907	223
Dec	63,697	62,180	97.55% (60,660)	136	3	23	901	2,088	194
Jan '25	73,534	70,321	98.77% (69,455)	213	4	29	1,097	2,925	259
Feb	71,496	68,900	98.89% (68,137)	155	27	24	866	2,320	252
Mar	83,029	80,569	98.9% (79,684)	162	3	29	821	2,216	215
Apr	70,180	67,748	98.9% (67,003)	159	3	34	711	2,166	232
May	57,178	54,382	99% (53,839)	141	0	48	490	2,502	246
Jun	60,485	57,526	98.97% (56,931)	172	4	45	502	2,708	206
Jul	77,571	73,990	99.1% (73,324)	186	4	38	583	3,306	237
Aug '25	67,299	62,996	99.5% (62,668)	184	1	1054	248	3,026	223

Appendix: Statistics

Cataloging & Collections

Cataloging statistics highlight the shared bibliographic database of physical materials maintained by our SWAN libraries and SWAN centralized cataloging staff.

OCLC Cataloging Counts

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

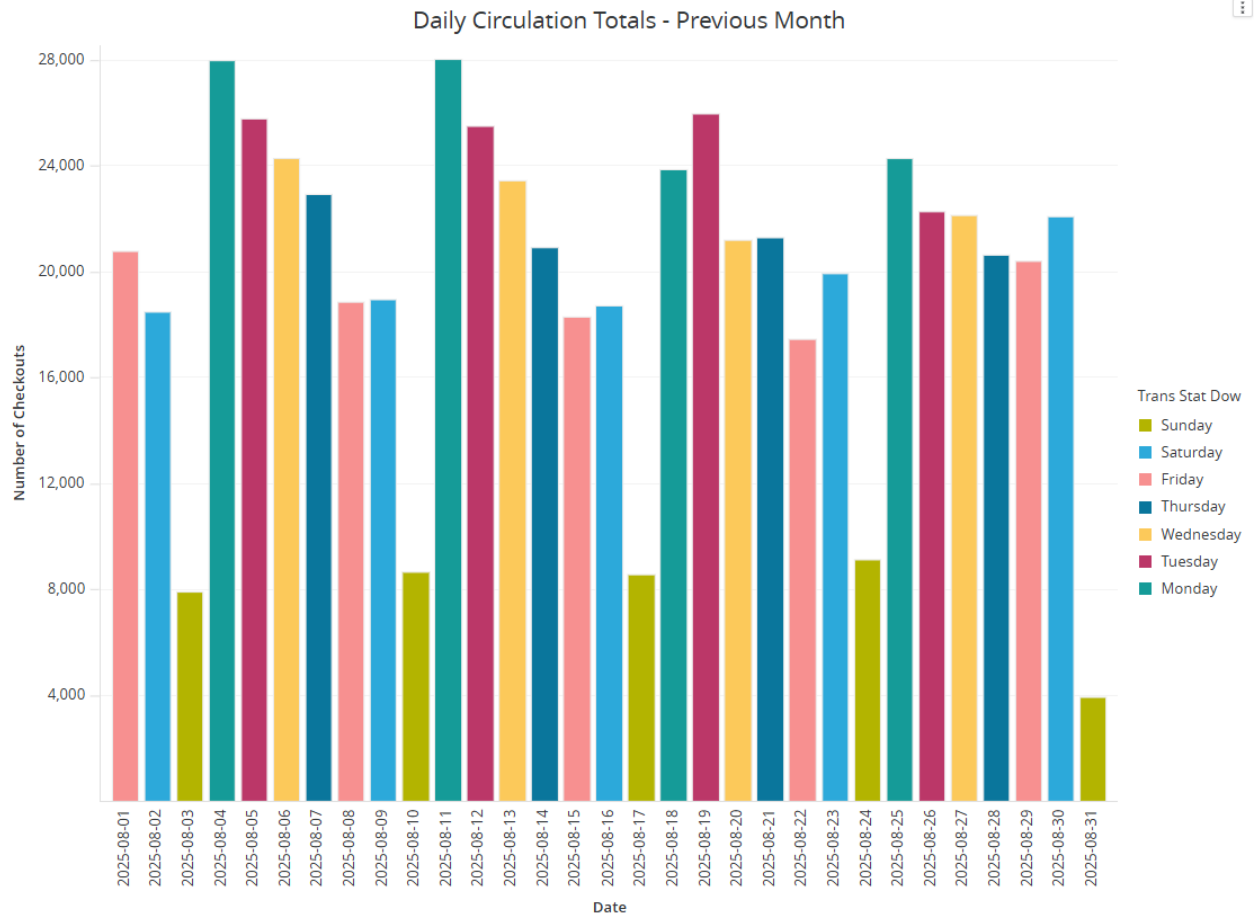
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Orig 2021*	41	53	54	73	49	88	49	71	80	65	72	104	799
Copy 2021*	1,632	1,847	1,911	1,480	1,720	1,756	1,580	1,916	2,367	1,463	2,295	1,802	21,769
Orig** 2022	84	143	93	57	106	97	52	133	87	74	55	77	1,058
Copy** 2022	1,808	2,283	2,059	2,299	2,239	1,886	1,976	2,706	1,944	1,918	2,010	2,275	25,403
Orig 2023	114	123	187	197	164	146	57	38	34	104	111	40	1,315
Copy 2023	2,925	2,213	2,352	1,819	2,630	2,310	1,752	2,215	1,875	2,338	1,968	1,838	26,235
Orig 2024	134	149	127	132	125	80	129	63	99	80	80	73	1,271
Copy 2024	2,072	1,936	1,633	1,967	1,727	1,630	1,658	1,293	1,652	2,030	2,002	2,107	21,707
Orig 2025	116	96	145	131	137	52	32	59					
Copy 2025	2376	2147	1832	2029	1720	1504	1790	1765					

Records Added

In July and August, SWAN libraries added 83,318 new items to the database, and a total of 10,574 new catalog records.

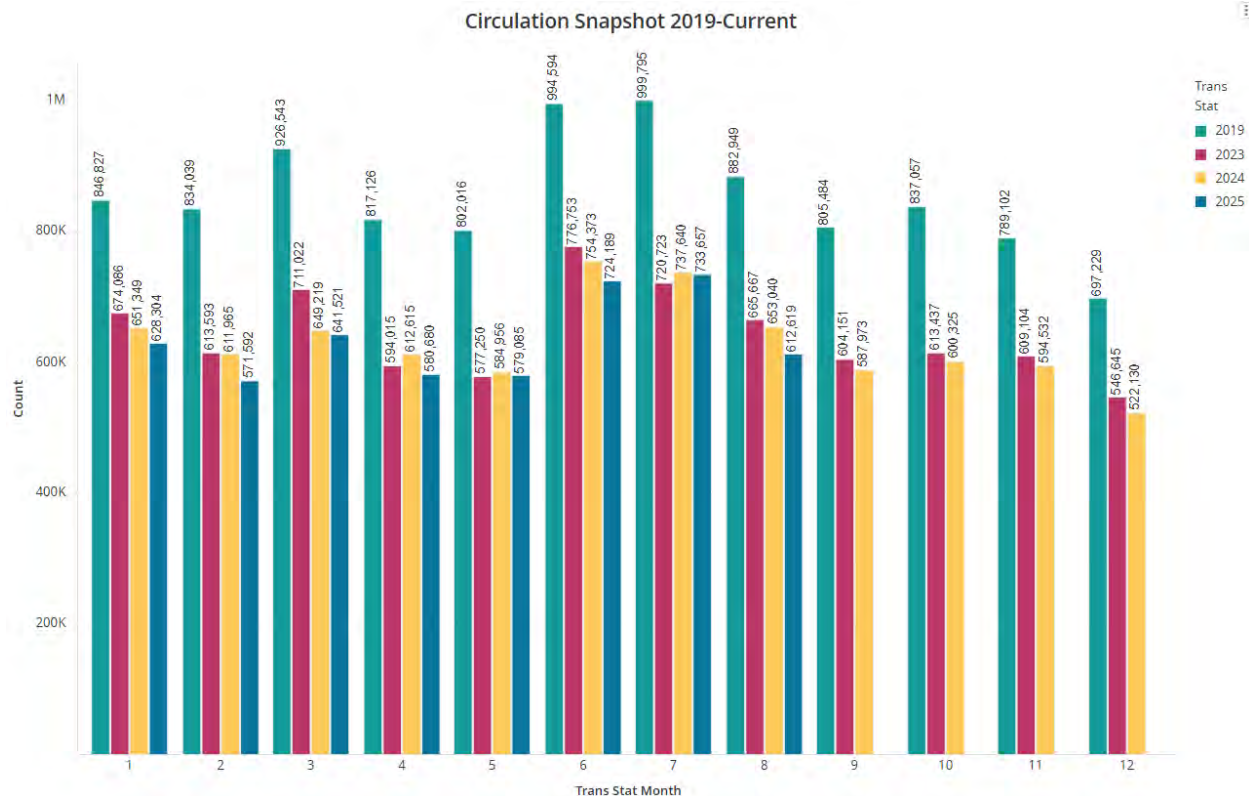
Circulation

In August, there were 612,594 total circulations across all SWAN libraries. Comparative daily rates are in the graph below.



Monthly total comparison since 2019

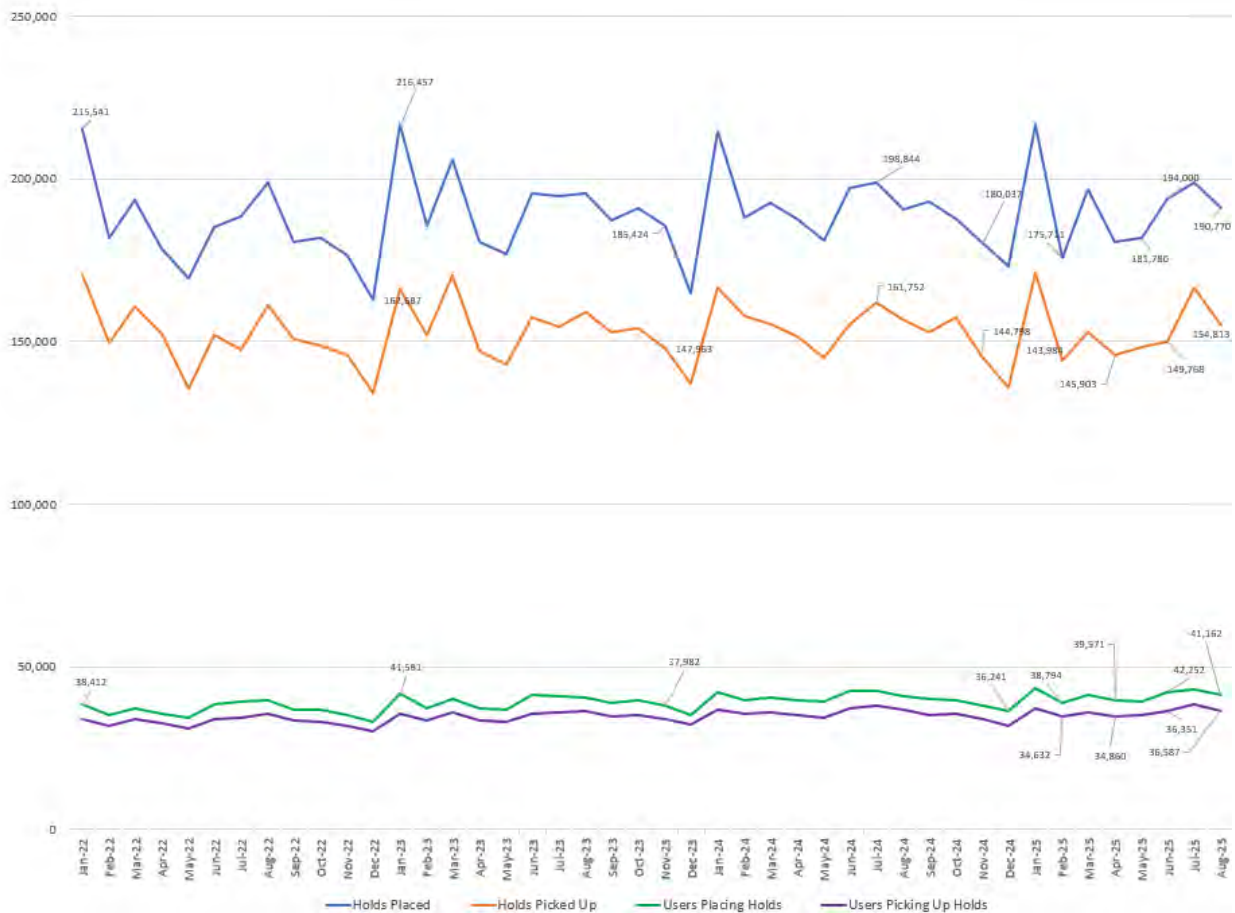
In July, systemwide circulation was 99% of the total in July 2024 and 73.3% of the pre-pandemic count from July 2019. August circulation dropped off further, at 94% of what we saw in August 2024.



Trends in Holds

In July and August, 389,354 holds were placed by 42,918 unique patrons in July and 41,162 in August, for an average of 4.6 items per patron. Hold placements/pickup remains steady in recent years and is generally correlated to general circulation. In July and August, 82% of holds were ultimately circulated.

Trends in Holds, Jan 2022 - Present



Interlibrary Loan & Resource Sharing

In July and August, Interlibrary loan checkouts between SWAN members totaled 222,719 for 17.7% of total checkouts.

Reciprocal borrowing between SWAN libraries totaled another 16-17% of total checkouts at 204,593 checkouts. Non-SWAN reciprocal borrowing made up another 3% of checkouts as usual.

OCLC Worldwide Resource Sharing

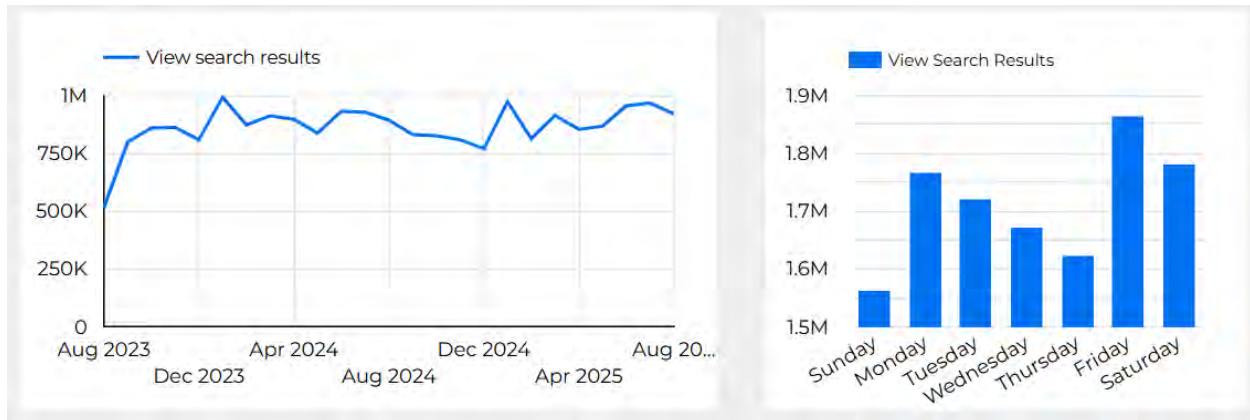
In August, our combined OCLC interlibrary loan statistics show that SWAN was again a net lender in by a ratio of 2.2 items lent for each item borrowed. We lent 2,682 items and 13 copies and borrowed 1,208 items and 39 copies.

Online Public Catalog - Aspen

Top 25 Searches in Aspen (August 2025)

- | | | |
|--------------------|--------------------------------|-----------------------|
| 1. freida mcfadden | 10. the summer i turned pretty | 18. back to school |
| 2. school | 11. superman | 19. consumer reports |
| 3. nintendo switch | 12. harry potter | 20. motion pictures |
| 4. dog man | 13. broken country | 21. mystery |
| 5. pokemon | 14. movies | 22. manga |
| 6. minecraft | 15. atmosphere | 23. james |
| 7. my little pony | 16. how to train your dragon | 24. project hail mary |
| 8. kristin hannah | 17. historical fiction | 25. my friends |

Results Pageviews in Aspen

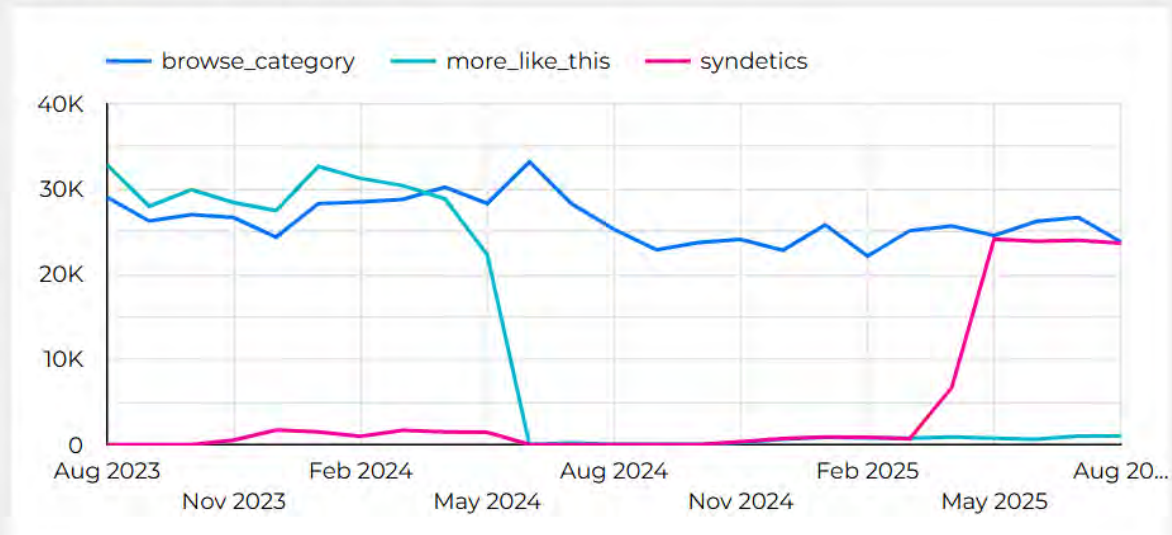


Usage of Recommendations

This data measures clicks on title recommendations presented to patrons.

- Browse categories appear on the home page and they are generated by library staff
- “More Like This” were auto-generated by ProQuest Syndetics and appeared on a grouped work or record detail page – *removed June 2024*.
- “Syndetics” refers to Syndetics Unbound recommendations - *enabled April 2025*.

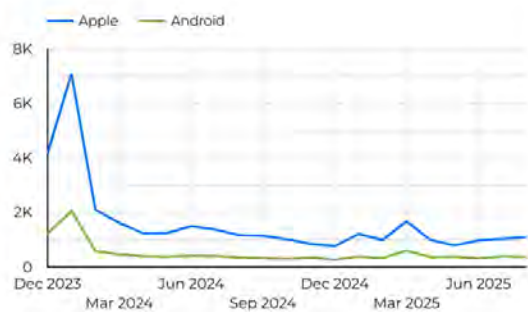
Recommendations



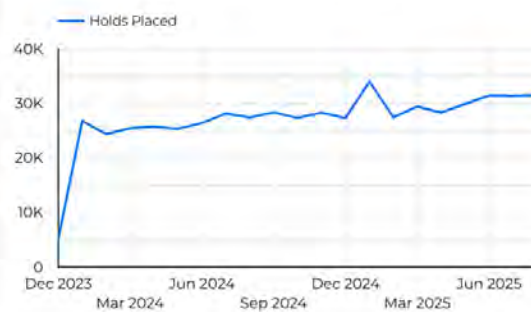
SWAN Libraries + App – Aspen LiDA

January 2024 is the first full month of available statistics for the SWAN Libraries + app (the app was launched mid-month December 2023).

Downloads by Platform



Holds Placed via Mobile App



SWAN
Calendar-Timetable of Deadlines and Board Action Requirements

DATE	MEETING TYPE	ACTION ITEMS
Friday, July 18, 2025	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. Approve schedule for regular board meetings for next 12 months.
Friday, August 15, 2025	Regular SWAN Board Meeting	Meeting often conflicts with SWAN Expo. Decision on recommend to cancel meeting.
Thursday, September 4, 2025	SWAN Quarterly Meeting	Introduce new SWAN Board members
Friday, September 19, 2025	Regular SWAN Board Meeting	Closed session minutes 6 month review Identify SWAN policies to review. Review budget process timetable with SWAN Board.
Friday, October 17, 2025	Regular SWAN Board Meeting	Aaron begins work on FY26 budget, brings questions to SWAN Board if needed.
Friday, November 21, 2025	Regular SWAN Board Meeting	Board accepts financial audit. Aaron to bring next SWAN budget draft; Board discuss Fees and determines next steps. Board approves meeting dates for upcoming calendar
Thursday, December 4, 2025	SWAN Quarterly Meeting	
Friday, December 19, 2025	Regular SWAN Board Meeting	Review of SWAN Budget Draft
Friday, January 23, 2026	Regular SWAN Board Meeting	Review and recommend draft of SWAN Budget for Membership presentation. Set COW date for February for membership review.
Tuesday, February 3, 2026	Committee of the Whole meeting (virtual)	Meeting to discuss FY26 budget, fees, and reserves worksheet.
Friday, February 20, 2026	Regular SWAN Board Meeting	Incorporate changes, suggestions to SWAN budget. Create recommendation to membership. SWAN Board Election Process Review.
Thursday, March 5, 2026	SWAN Quarterly Meeting	Roll call vote to approve SWAN budget. Announce Board election process.
Friday, March 20, 2026	Regular SWAN Board Meeting	
Friday, April 17, 2026	Regular SWAN Board Meeting	Review and approve Board Self Evaluation Form; assign date for completion.
Friday, May 22, 2026	Regular SWAN Board Meeting	Review Board Self-Evaluation Results.
Thursday, June 4, 2026	SWAN Quarterly Meeting	Board Election Results. Vote on Bylaw amendments (if any).
Friday, June 19, 2026	Regular SWAN Board Meeting	Review/Write Off Allowance for Doubtful Accounts. Director Evaluation - Provide results and discuss (Executive Session).

SWAN Board & Membership Meeting Schedule 2025 - 2026

Date	Meeting type	Location
Friday, July 18, 2025	Regular SWAN Board Meeting	Midlothian Public Library
Friday, August 15, 2025	Regular SWAN Board Meeting	Cancel
Friday, September 19, 2025	Regular SWAN Board Meeting	Tinley Park Public Library
Friday, October 17, 2025	Regular SWAN Board Meeting	Tinley Park Public Library
Friday, November 21, 2025	Regular SWAN Board Meeting	West Chicago Public Library
Friday, December 19, 2025	Regular SWAN Board Meeting	West Chicago Public Library
Friday, January 23, 2026	Regular SWAN Board Meeting	Itasca Community Library
Friday, February 20, 2026	Regular SWAN Board Meeting	Itasca Community Library
Friday, March 20, 2026	Regular SWAN Board Meeting	Roselle Public Library
Friday, April 17, 2026	Regular SWAN Board Meeting	Roselle Public Library
Friday, May 22, 2026	Regular SWAN Board Meeting	Richton Park Public Library
Thursday, June 18, 2026	Regular SWAN Board Meeting	Richton Park Public Library

Date: September 19, 2025
To: SWAN Board
From: Aaron Skog, Executive Director
Re: Complete stakeholders & power grid exercises



The Strategic Planning Committee is asking that each board member complete the two exercises to help guide the committee for future work with SWAN's stakeholders.

The first worksheet 18 (as named in the workbook by John Bryson, "Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations," third edition) activity is to identify SWAN's stakeholders, both internal and external.

The second worksheet 21 will use the stakeholders you have identified and arrange them on the "power grid."

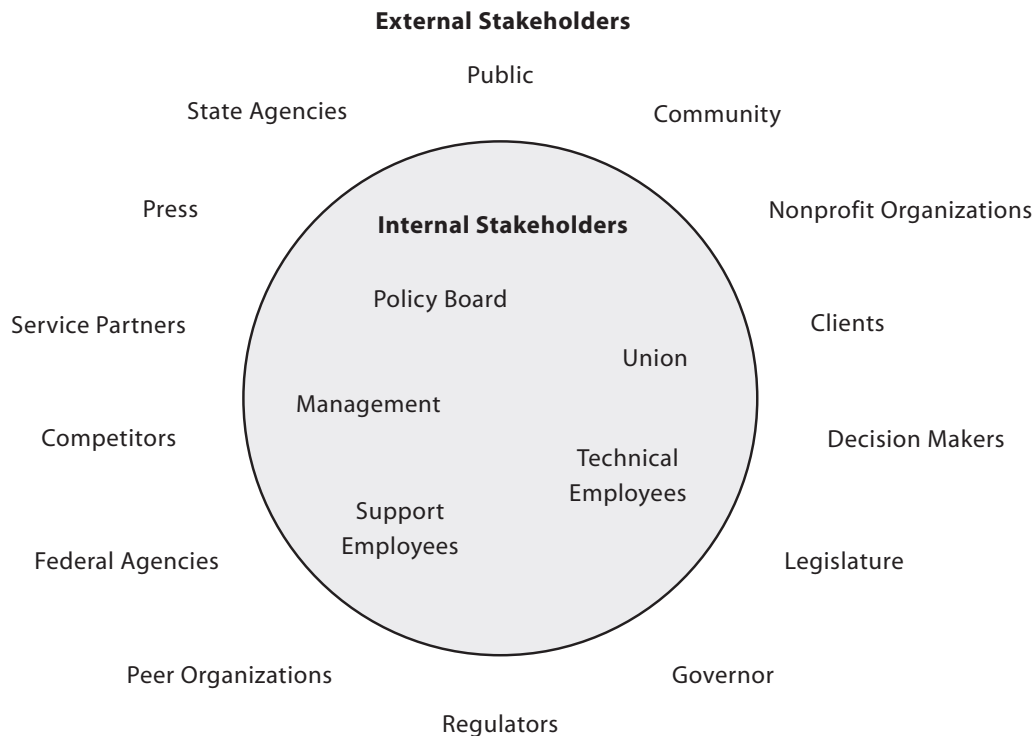
Each worksheet explains the activity, and we ask that you complete the worksheet in advance of the Friday, September 19th SWAN Board meeting. We will discuss these as a group and complete the activities together to arrive at a final consensus.

WORKSHEET 18

Stakeholder Identification

Instructions. The starting place for conducting a stakeholder analysis is to list the organization's stakeholders. Be as inclusive as possible the first time around in filling out the worksheet that follows. Later you and your group might consider deciding what importance each stakeholder has in terms of his or her positive or negative impact on the organization, its strategies, and its ability to fulfill its mission, meet its mandates, and create public value. A stakeholder analysis done early in the process can help you decide who should be involved in the process and when, how, and why. Additional stakeholder analyses are likely to be needed in the issues identification, strategy formulation, plan review and adoption, and implementation steps. Some stakeholders, like unions or policy board members, may be both internal and external stakeholders. Below you can see a very general example of how Worksheet 18 might be completed for a public agency. When filling out your worksheet, be more specific than the example is about stakeholder identities—in other words, say *which* state agencies and *which* nonprofit organizations are stakeholders. Have people fill out the worksheet as individuals first, and then develop a final version by discussing and pooling everyone's responses.

Example: The figure on this page displays a very general stakeholder mapping exercise for a public agency. Be more specific when you fill out your own map on the next page.



Creating Your Strategic Plan, Third Edition.
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External Stakeholders
(Be specific)

Worksheet 18
Creating Your Strategic Plan, Third Edition.
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WORKSHEET 21

Power Versus Interest Grid

Instructions. A power versus interest grid arrays stakeholders according to two dimensions on a two-by-two matrix (often using Post-it® notes on a flipchart sheet). The dimensions are the stakeholder's interest or stake in the organization or the issue at hand, and the stakeholder's power to affect the organization or issue. *Interest* here means interest in a political sense; that is, having a political stake as opposed to simple inquisitiveness. In reality each of the dimensions is a range, from low to high interest and from low to high power, and stakeholders may be anywhere within those ranges. Nonetheless, it is often helpful to think of stakeholders as generally falling into four categories:

- *Players have both an interest and significant power.* They have a high potential to affect the strategic planning process and its outcome.
- *Subjects have an interest but little power.* It may be important to support and enhance subjects' capacity to be involved, especially when they may be affected by the planning process or its outcomes, as might be the case with program participants.
- *Context setters have power but little direct interest.* It may be important to increase the interest of context setters in the planning process or its outcomes if they are likely to pose barriers to progress through their disinterest.
- *The crowd consists of stakeholders with little interest or power.* The crowd may need to be informed about the process and its outcomes. Of course, if communication is badly done, controversy may quickly turn an amorphous crowd into a very interested mob.

Place each stakeholder name identified in Worksheet 18 in the appropriate place on the grid. As discussed, the dimensions are ranges, so that, for example, within the player category some players will be more powerful or have a stronger interest than other players. Once the stakeholders are arrayed appropriately, discuss the resulting pattern or patterns and what they mean for the organization and the strategic planning process.

Power versus interest grids typically determine which players' interests and power bases *must* be taken into account in order to produce a good strategic planning process and set of outcomes. More broadly, the grid may also highlight coalitions to be encouraged or discouraged, behavior that should be fostered, and stakeholders whose buy-in should be sought and who should be co-opted. The grid does this, in part, by revealing which stakeholders have the most to gain (or lose) and which have the most (or least) control over the direction of the process and plan. The information provides a helpful basis for assessing the political, technical, practical, and other risks as the process goes forward. (Note that Worksheet 21

relies primarily on worksheet preparers' perceptions; in some circumstances it may be necessary to gather additional information in order to be sure about relative placements of stakeholders on the grid.)



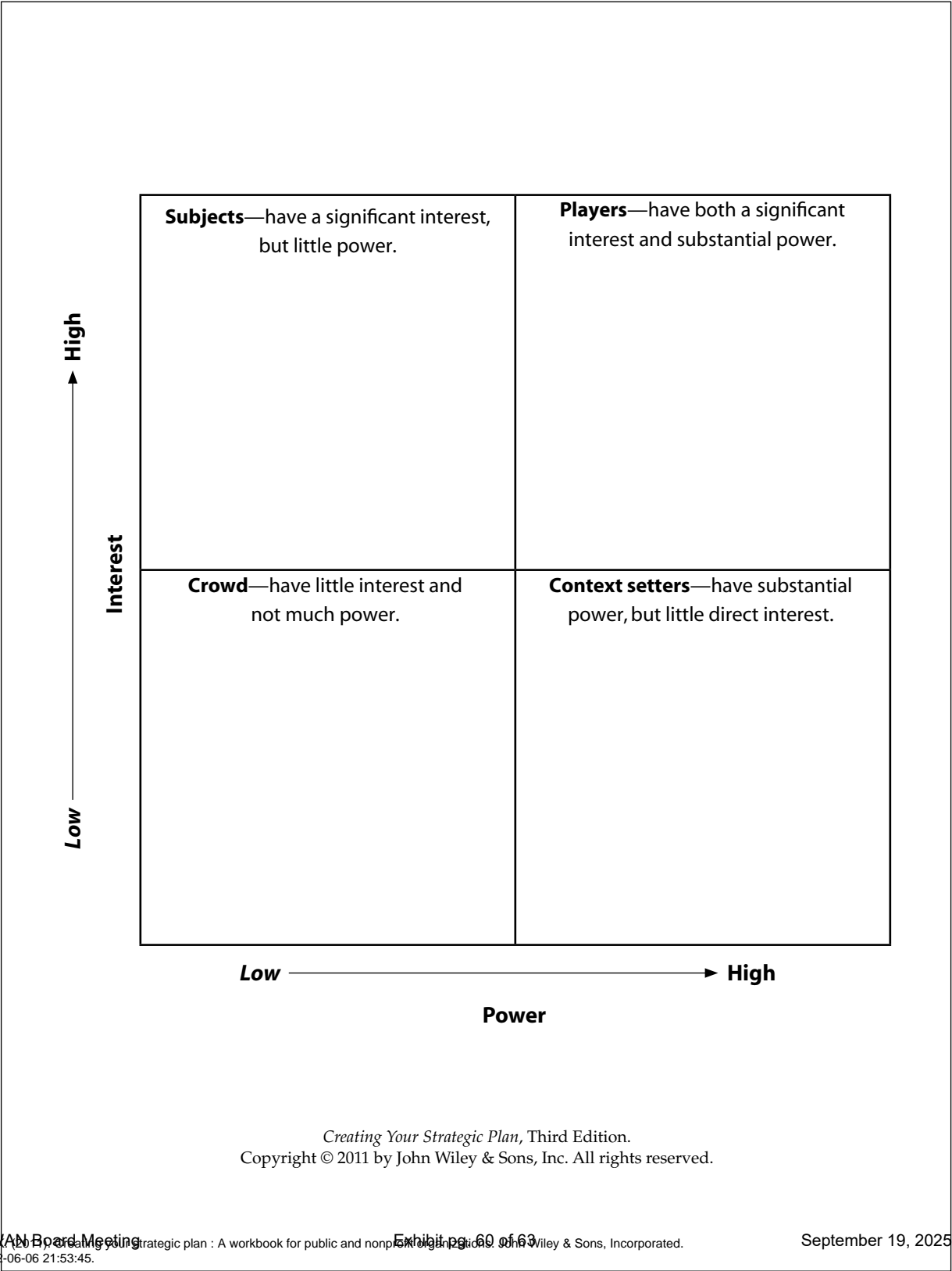
Source: C. Eden & F. Ackermann, *Making Strategy: The Journey of Strategic Management* (Thousand Oaks, CA: Sage, 1998), p. 122.

Worksheet 21

Creating Your Strategic Plan, Third Edition.

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SWAN BOARD Activity Worksheet



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Date: September 19, 2025
To: SWAN Board
From: Aaron Skog, Executive Director
Re: FY27 Budget Timeline



We are about to start preparation of the fiscal year 2027 budget for the July 1, 2026 – June 30, 2027 period. Below is a timeline of the budget process.

DATE	MEETING TYPE	ACTION ITEMS
September 1 - 30, 2025	Executive Director	Collect county tax data, submit FOIA to Cook County Treasurer for tax data.
Friday, October 17, 2025	Regular SWAN Board Meeting	Aaron begins work on budget, brings questions to SWAN Board if needed.
November [TDB]	Finance Committee	Aaron Skog and Treasurer review Budget; SWAN potential policies are reviewed.
Friday, November 21, 2025	Regular SWAN Board Meeting	Board accepts financial audit. Aaron to bring budget draft; Board discuss Fees and determines next steps.
Thursday, December 4, 2025	Quarterly	Announce budget process.
Friday, December 19, 2025	Regular SWAN Board Meeting	Review of budget draft.
Friday, January 23, 2026	Regular SWAN Board Meeting	Review and recommend draft of SWAN Budget for Membership presentation. Set COW date for February for membership review.
January 2025 [TBD]	SWANcom	Aaron Skog/Board announcement of draft budget to membership. Announce February COW date and possible location of meeting.
February 3, 2026	COW Membership Meeting	Meeting to discuss budget, fees, and reserves worksheet.

DATE	MEETING TYPE	ACTION ITEMS
Friday, February 20, 2026	Regular SWAN Board Meeting	Incorporate changes and suggestions to SWAN budget. Create recommendation to membership.
Thursday, March 5, 2026	Quarterly	Roll call vote to approve SWAN budget.