

SWAN BOARD MEETING AGENDA

March 20, 2026 9:30 a.m.

Glen Ellyn Public Library

400 Duane Street

Glen Ellyn, IL 60137-4508

Breakfast & lunch will be provided

1. Call to Order, Roll Call
2. Introduction of Visitors/Public Comment

Public comment is allowed at SWAN meetings

3. Action Item – Acceptance of the March 20, 2026 SWAN Board Meeting Agenda

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE MARCH 20, 2026 SWAN BOARD MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, February 2026 (Exhibit pgs 3-13)
 - a. Balance sheet and detail of expenditures for February 2026
 - b. Approval of the payment of bills for February 1, 2026, through February 28, 2026 in the amount of \$115,169.73

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JANUARY 1 THROUGH JANUARY 30, 2026 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR JANUARY 2026

5. Action Item – Acceptance of the February 20, 2026, SWAN Board Meeting Minutes (Exhibit pgs. 14-17)

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 20, 2026 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. 22-36)
 - d. Treasurer Report
 - e. Board Calendar (Exhibit pgs. 37-28)

7. Action—Approved revised Reserve Cash Policy (Exhibit pg. 39)
8. Discussion Item—Procedure on Non-Payment of Membership Dues (Exhibit pgs. 40-45)
9. Discussion Item—SWAN strategic plan (Exhibit pgs. 46-56)
 - a. SWOT analysis – strengths, weaknesses, opportunities, threats
 - b. Five priority issues
 - c. What should stay the same or change as a result of strategic plan?
 - d. Key questions not touched on?
 - e. Additional insights, ideas, or suggestions regarding strategic planning
10. Discussion Item—Upcoming strategic planning membership events
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

Monthly Financial Report

For the Month Ended

February 28, 2026

Prepared By



Lauterbach & Amen

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SWAN Library Services
Balance Sheet
As of February 28, 2026

	<u>Balance End of Month</u>
ASSETS	
Cash and Cash Equivalents	
Hinsdale Bank - Operating - 2176	134,745.36
Hinsdale Bank - MM - 5010	2,380,823.25
IMET Funds	379,534.06
Propay Funds	<u>42.86</u>
Total Cash and Cash Equivalents	<u>\$ 2,895,145.53</u>
Current Assets	
Accounts Receivable	73,448.72
REINT Receivable	-
Other Receivables	-
Deposits	<u>8,352.42</u>
Total Current Assets	<u>\$ 81,801.14</u>
Capital Assets, net	
Building and Improvements	6,895.00
Equipment	36,500.50
Computers	324,383.36
Accumulated Depreciation	<u>(355,368.89)</u>
Total Capital Assets, net	<u>\$ 12,409.97</u>
Other Assets	
Intangible Right to Use Asset - Office Space	553,961.57
Accumulated Amortization - Right to Use Asset	(258,280.43)
Subscription Asset	3,334,054.21
Accumulated Amortization - Subscription Asset	<u>(2,000,727.27)</u>
Total Other Assets	<u>\$ 1,629,008.08</u>
Total Assets	<u>\$ 4,618,364.72</u>
LIABILITIES	
Current Liabilities	
Library Consortia Special Interest Group Funds	6,481.22
Accrued Payroll	68,525.11
Compensated Absences	339,665.07
Lease Payable	<u>329,087.00</u>
Total Current Liabilities	<u>\$ 743,758.40</u>
Long Term Liabilities	
Subscription Liability	1,400,554.94
Accrued Interest Liability - SBITA	<u>5,808.58</u>
Total Long Term Liabilities	<u>\$ 1,406,363.52</u>
Total Liabilities	<u>\$ 2,150,121.92</u>
FUND BALANCE	
Beginning Net Assets	
Unrestricted	2,200,106.80
Total Beginning Net Assets	<u>\$ 2,200,106.80</u>
Current YTD Net Income	<u>\$ 268,136.00</u>
Total Fund Balance	<u>\$ 2,468,242.80</u>
Total Liabilities and Fund Balances	<u>\$ 4,618,364.72</u>

Statement of Revenue and Expenses Summary
For the 8 Months Ended February 28, 2026

	<u>Month-to-Date Actual</u>	<u>Year-to-Date Actual</u>	<u>Annual Budget</u>	<u>Remaining Budget</u>	<u>% Collected Expended</u>
Revenue					
4000 - Membership Fees	\$5,468.25	\$2,202,123.00	\$2,936,839.02	\$ 734,716.02	74.98%
4100 - Membership Reimbursements	807.22	4,886.08	301,600.00	296,713.92	1.62%
4200 - Reimbursement for Losses	21,833.89	78,545.87	85,400.00	6,854.13	91.97%
4300 - Grant Revenue	-	376,045.50	501,394.00	125,348.50	75.00%
4400 - Registration & Event Receipts	-	8,865.00	6,260.00	(2,605.00)	141.61%
4500 - Investment & Interest	7,690.76	65,354.41	106,000.00	40,645.59	61.66%
4600 - Reserve Fund Transfer	-	-	45,000.00	45,000.00	0.00%
Total Revenue	<u>35,800.12</u>	<u>2,735,819.86</u>	<u>3,982,493.02</u>	<u>1,246,673.16</u>	<u>68.70%</u>
Expenses					
5000 - Salaries & Wages	125,228.30	1,125,759.10	1,639,608.00	513,848.90	68.66%
5020 - Personnel Benefits	15,190.78	303,304.87	448,700.00	145,395.13	67.60%
5100 - Building & Grounds	-	23,591.71	46,560.00	22,968.29	50.67%
5200 - Professional Development	239.05	9,245.85	25,501.00	16,255.15	36.26%
5300 - Membership Development	-	10,480.85	11,494.00	1,013.15	91.19%
5400 - Information & Technology Services	97,324.69	793,631.08	1,232,100.00	438,468.92	64.41%
5500 - General Office	187.19	4,157.62	4,100.00	(57.62)	101.41%
5600 - Hardware & Equipment	714.90	40,242.00	45,000.00	4,758.00	89.43%
5700 - Insurance	-	11,219.00	10,900.00	(319.00)	102.93%
5800 - Contractual Services	609.31	74,391.48	127,460.00	53,068.52	58.36%
5900 - Library Materials & Content	16,703.90	67,146.77	387,000.00	319,853.23	17.35%
6000 - Interest & Fees	557.39	4,513.53	2,610.00	(1,903.53)	172.93%
Total Expenses	<u>256,755.51</u>	<u>2,467,683.86</u>	<u>3,982,493.02</u>	<u>1,514,809.16</u>	<u>61.96%</u>
Excess Revenues less Expenses	<u>\$ (220,955.39)</u>	<u>\$ 268,136.00</u>	<u>\$ 0.00</u>	<u>\$ (268,136.00)</u>	

Statement of Revenue and Expenses

For the 8 Months Ended February 28, 2026

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4010 - SWAN Full Membership Fees	\$ 1,754.25	\$ 2,198,409.00	\$ 2,933,139.02	\$ 734,730.02	74.95%
4011 - SWAN Internet Access Membership Fees	3,714.00	3,714.00	3,700.00	(14.00)	100.38%
4190 - Member Group Purchase Receipts	807.22	4,886.08	301,600.00	296,713.92	1.62%
4220 - Reimbursement Losses for Resource Sharing	20.99	40,593.27	42,000.00	1,406.73	96.65%
4240 - E-Commerce Transactions	21,812.90	37,952.60	43,400.00	5,447.40	87.45%
4310 - RAILS Support to SWAN	0.00	376,045.50	501,394.00	125,348.50	75.00%
4499 - Annual Conference Receipts	0.00	8,865.00	6,260.00	(2,605.00)	141.61%
4510 - Interest Income	7,690.76	59,018.66	85,000.00	25,981.34	69.43%
4520 - Investment Income	0.00	6,335.75	21,000.00	14,664.25	30.17%
4600 - Reserve Fund Transfer	0.00	0.00	45,000.00	45,000.00	0.00%
Total Revenue	<u>35,800.12</u>	<u>2,735,819.86</u>	<u>3,982,493.02</u>	<u>1,246,673.16</u>	<u>68.70%</u>
Expenses					
5000 - Salaries & Wages	125,228.30	1,125,759.10	1,639,608.00	513,848.90	68.66%
5021 - FICA Expense	9,154.94	83,333.07	125,600.00	42,266.93	66.35%
5023 - Worker's Compensation	0.00	2,594.00	4,700.00	2,106.00	55.19%
5024 - Retirement Benefits	11,854.54	101,013.59	138,300.00	37,286.41	73.04%
5025 - Health, Dental, Life And Disability Insurance	(5,818.70)	116,020.30	178,600.00	62,579.70	64.96%
5026 - Tuition Reimbursements	0.00	0.00	1,100.00	1,100.00	0.00%
5085 - Staff Wellness	0.00	343.91	400.00	56.09	85.98%
5110 - Rent/Lease	0.00	21,277.12	41,800.00	20,522.88	50.90%
5120 - Utilities	0.00	1,740.30	3,800.00	2,059.70	45.80%
5140 - Repairs & Maintenance	0.00	574.29	960.00	385.71	59.82%
5210 - Conference Travel	0.00	6,048.24	10,000.00	3,951.76	60.48%
5220 - Staff Meetings	239.05	837.56	901.00	63.44	92.96%
5230 - Staff Professional Development	0.00	1,872.05	8,800.00	6,927.95	21.27%
5240 - Professional Association Membership Dues	0.00	457.00	2,500.00	2,043.00	18.28%
5250 - Educational Material	0.00	31.00	800.00	769.00	3.88%
5260 - Online Learning	0.00	0.00	2,500.00	2,500.00	0.00%
5310 - Travel Reimbursement	0.00	865.62	900.00	34.38	96.18%
5320 - Membership Meetings	0.00	160.00	0.00	(160.00)	0.00%
5330 - Library Professional Development	0.00	9,441.48	8,094.00	(1,347.48)	116.65%
5399 - Annual Conference	0.00	13.75	2,500.00	2,486.25	0.55%
5420 - Application Software Licensing	254.20	11,352.76	20,300.00	8,947.24	55.92%
5430 - Server Software Licensing	3,579.10	75,339.77	118,800.00	43,460.23	63.42%
5440 - Library Services Platform	92,600.00	618,468.13	993,100.00	374,631.87	62.28%
5450 - Data Management Services	0.00	31,091.45	37,600.00	6,508.55	82.69%
5460 - Information Subscription Service	0.00	20,735.38	20,400.00	(335.38)	101.64%
5470 - Subscription Support Services	289.00	29,249.52	33,800.00	4,550.48	86.54%
5480 - Telecommunications	602.39	5,033.58	7,500.00	2,466.42	67.11%
5490 - Group Purchases - Services	0.00	2,360.49	600.00	(1,760.49)	393.42%
5510 - Office Supplies	133.90	1,568.96	3,300.00	1,731.04	47.54%
5520 - Postage	53.29	401.39	800.00	398.61	50.17%
5550 - Furniture	0.00	302.76	0.00	(302.76)	0.00%
5599 - Annual Conference Supplies	0.00	1,884.51	0.00	(1,884.51)	0.00%
5620 - Hardware	714.90	38,637.14	45,000.00	6,362.86	85.86%
5690 - Group Purchases - Hardware	0.00	1,604.86	0.00	(1,604.86)	0.00%
5700 - Insurance	0.00	11,219.00	10,900.00	(319.00)	102.93%
5810 - Legal	0.00	122.50	1,500.00	1,377.50	8.17%
5820 - Accounting	0.00	17,130.00	22,060.00	4,930.00	77.65%
5830 - Consulting	0.00	275.00	1,300.00	1,025.00	21.15%
5840 - Payroll Service Fees	609.31	3,225.49	4,600.00	1,374.51	70.12%
SWAN Board meeting					

Statement of Revenue and Expenses
For the 8 Months Ended February 28, 2026

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
5860 - Notification & Collection	0.00	42,803.49	85,900.00	43,096.51	49.83%
5899 - Annual Conference Facility Contract	0.00	10,835.00	12,100.00	1,265.00	89.55%
5920 - Reimburse for Resource Sharing	0.00	35,251.76	42,000.00	6,748.24	83.93%
5940 - E-Commerce Payment Transactions	16,703.90	31,895.01	43,400.00	11,504.99	73.49%
5990 - Group Purchases - Content	0.00	0.00	301,600.00	301,600.00	0.00%
6010 - Bank Fees	557.39	4,513.53	2,560.00	(1,953.53)	176.31%
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>256,755.51</u>	<u>2,467,683.86</u>	<u>3,982,493.02</u>	<u>1,514,809.16</u>	<u>61.96%</u>
 Excess Revenues less Expenses	 <u>\$ (220,955.39)</u>	 <u>\$ 268,136.00</u>	 <u>\$ 0.00</u>	 <u>\$ (268,136.00)</u>	

SWAN Library Services

Check Register

All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Vendor Checks						
Acorn Public Library				11577	02/11/26	<u>68.71</u>
5940	E-Commerce Payment Transactions	Acorn Public Library	68.71			
Addison Public Library				11578	02/11/26	<u>277.19</u>
5940	E-Commerce Payment Transactions	Addison Public Library	277.19			
Batavia Public Library				11579	02/11/26	<u>864.82</u>
5940	E-Commerce Payment Transactions	Batavia Public Library	864.82			
Beecher Community Library District				11580	02/11/26	<u>44.87</u>
5940	E-Commerce Payment Transactions	Beecher Community Library District	44.87			
Berkeley Public Library				11581	02/11/26	<u>262.18</u>
5940	E-Commerce Payment Transactions	Berkeley Public Library	262.18			
Berwyn Public Library				11582	02/11/26	<u>47.28</u>
5940	E-Commerce Payment Transactions	Berwyn Public Library	47.28			
Bloomington Public Library				11583	02/11/26	<u>687.87</u>
5940	E-Commerce Payment Transactions	Bloomington Public Library	687.87			
Blue Island Public Library				11584	02/11/26	<u>33.26</u>
5940	E-Commerce Payment Transactions	Blue Island Public Library	33.26			
Bridgeview Public Library				11585	02/11/26	<u>116.72</u>
5940	E-Commerce Payment Transactions	Bridgeview Public Library	116.72			
Broadview Public Library District				11586	02/11/26	<u>202.51</u>
5940	E-Commerce Payment Transactions	Broadview Public Library District	202.51			
Calumet City Public Library				11587	02/11/26	<u>67.83</u>
5940	E-Commerce Payment Transactions	Calumet City Public Library	67.83			
Carol Stream Public Library				11588	02/11/26	<u>1,284.39</u>
5940	E-Commerce Payment Transactions	Carol Stream Public Library	1,284.39			

SWAN Library Services

Check Register

All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Chicago Heights Public Library 5940	E-Commerce Payment Transactions	Chicago Heights Public Library	98.07	11589	02/11/26	<u>98.07</u>
Chicago Ridge Public Library 5940	E-Commerce Payment Transactions	Chicago Ridge Public Library	58.74	11590	02/11/26	<u>58.74</u>
Cicero Public Library 5940	E-Commerce Payment Transactions	Cicero Public Library	71.44	11591	02/11/26	<u>71.44</u>
Clarendon Hills Public Library 5940	E-Commerce Payment Transactions	Clarendon Hills Public Library	112.77	11592	02/11/26	<u>112.77</u>
Crestwood Public Library District 5940	E-Commerce Payment Transactions	Crestwood Public Library District	56.73	11593	02/11/26	<u>56.73</u>
Crete Public Library District 5940	E-Commerce Payment Transactions	Crete Public Library District	48.75	11594	02/11/26	<u>48.75</u>
Elmwood Park Public Library 5940	E-Commerce Payment Transactions	Elmwood Park Public Library	115.66	11595	02/11/26	<u>115.66</u>
Flossmoor Public Library 5940	E-Commerce Payment Transactions	Flossmoor Public Library	349.56	11596	02/11/26	<u>349.56</u>
Forest Park Public Library 5940	E-Commerce Payment Transactions	Forest Park Public Library	57.22	11597	02/11/26	<u>57.22</u>
Franklin Park Public Library District 5940	E-Commerce Payment Transactions	Franklin Park Public Library District	109.06	11598	02/11/26	<u>109.06</u>
Geneva Public Library District 5940	E-Commerce Payment Transactions	Geneva Public Library District	1,006.15	11599	02/11/26	<u>1,006.15</u>
Glen Ellyn Public Library 5940	E-Commerce Payment Transactions	Glen Ellyn Public Library	858.48	11600	02/11/26	<u>858.48</u>

SWAN Library Services

Check Register

All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Glenside Public Library 5940	E-Commerce Payment Transactions	Glenside Public Library	390.40	11601	02/11/26	<u>390.40</u>
Grande Prairie Public Library 5940	E-Commerce Payment Transactions	Grande Prairie Public Library	60.95	11602	02/11/26	<u>60.95</u>
Green Hills Public Library District 5940	E-Commerce Payment Transactions	Green Hills Public Library District	145.46	11603	02/11/26	<u>145.46</u>
Hillside Public Library 5940	E-Commerce Payment Transactions	Hillside Public Library	80.12	11604	02/11/26	<u>80.12</u>
Hinsdale Public Library 5940	E-Commerce Payment Transactions	Hinsdale Public Library	240.45	11605	02/11/26	<u>240.45</u>
Hodgkins Public Library District 5940	E-Commerce Payment Transactions	Hodgkins Public Library District	66.49	11606	02/11/26	<u>66.49</u>
Itasca Community Library 5940	E-Commerce Payment Transactions	Itasca Community Library	99.69	11607	02/11/26	<u>99.69</u>
Justice Public Library District 5940	E-Commerce Payment Transactions	Justice Public Library District	73.84	11608	02/11/26	<u>73.84</u>
Lansing Public Library 5940	E-Commerce Payment Transactions	Lansing Public Library	252.44	11609	02/11/26	<u>252.44</u>
Linda Sokol Francis Brookfield Library 5940	E-Commerce Payment Transactions	Linda Sokol Francis Brookfield Library	539.09	11610	02/11/26	<u>539.09</u>
Lyons Public Library 5940	E-Commerce Payment Transactions	Lyons Public Library	40.29	11611	02/11/26	<u>40.29</u>
Markham Public Library 5940	E-Commerce Payment Transactions	Markham Public Library	39.85	11612	02/11/26	<u>39.85</u>

SWAN Library Services

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All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Matteson Public Library				11613	02/11/26	<u>93.37</u>
5940	E-Commerce Payment Transactions	Matteson Public Library	93.37			
Maywood Public Library District				11614	02/11/26	<u>138.13</u>
5940	E-Commerce Payment Transactions	Maywood Public Library District	138.13			
McCook Public Library District				11615	02/11/26	<u>33.46</u>
5940	E-Commerce Payment Transactions	McCook Public Library District	33.46			
Melrose Park Public Library				11616	02/11/26	<u>25.47</u>
5940	E-Commerce Payment Transactions	Melrose Park Public Library	25.47			
Messenger Public Library of North Aurora				11617	02/11/26	<u>79.06</u>
5940	E-Commerce Payment Transactions	Messenger Public Library of North Aurora	79.06			
Midlothian Public Library				11618	02/11/26	<u>15.11</u>
5940	E-Commerce Payment Transactions	Midlothian Public Library	15.11			
Oak Brook Public Library				11619	02/11/26	<u>348.07</u>
5940	E-Commerce Payment Transactions	Oak Brook Public Library	348.07			
Oak Lawn Public Library				11620	02/11/26	<u>185.00</u>
5940	E-Commerce Payment Transactions	Oak Lawn Public Library	185.00			
Oak Park Public Library				11621	02/11/26	<u>4,022.75</u>
5940	E-Commerce Payment Transactions	Oak Park Public Library	4,022.75			
Park Forest Public Library				11622	02/11/26	<u>106.74</u>
5940	E-Commerce Payment Transactions	Park Forest Public Library	106.74			
Prairie Trails Public Library District				11623	02/11/26	<u>18.82</u>
5940	E-Commerce Payment Transactions	Prairie Trails Public Library District	18.82			
River Forest Public Library				11624	02/11/26	<u>380.94</u>
5940	E-Commerce Payment Transactions	River Forest Public Library	380.94			

SWAN Library Services

Check Register

All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
River Grove Public Library District 5940	E-Commerce Payment Transactions	River Grove Public Library District	24.77	11625	02/11/26	<u>24.77</u>
South Holland Public Library 5940	E-Commerce Payment Transactions	South Holland Public Library	29.96	11626	02/11/26	<u>29.96</u>
St. Charles Public Library District 5940	E-Commerce Payment Transactions	St. Charles Public Library District	800.01	11627	02/11/26	<u>800.01</u>
Steger-South Chicago Heights 5940	E-Commerce Payment Transactions	Steger-South Chicago Heights	39.47	11628	02/11/26	<u>39.47</u>
Sugar Grove Public Library District 5940	E-Commerce Payment Transactions	Sugar Grove Public Library District	274.07	11629	02/11/26	<u>274.07</u>
Summit Public Library District 5940	E-Commerce Payment Transactions	Summit Public Library District	16.18	11630	02/11/26	<u>16.18</u>
Town & Country Public Library District 5940	E-Commerce Payment Transactions	Town & Country Public Library District	92.66	11631	02/11/26	<u>92.66</u>
University Park Public Library District 5940	E-Commerce Payment Transactions	University Park Public Library District	32.16	11632	02/11/26	<u>32.16</u>
Villa Park Public Library 5940	E-Commerce Payment Transactions	Villa Park Public Library	197.53	11633	02/11/26	<u>197.53</u>
Westchester Public Library 5940	E-Commerce Payment Transactions	Westchester Public Library	186.13	11634	02/11/26	<u>186.13</u>
Westmont Public Library 5940	E-Commerce Payment Transactions	Westmont Public Library	349.33	11635	02/11/26	<u>349.33</u>
Woodridge Public Library 5940	E-Commerce Payment Transactions	Woodridge Public Library	285.38	11636	02/11/26	<u>285.38</u>

SWAN Library Services

Check Register

All Bank Accounts

February 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Comcast				ACH Comcast	02/05/26	<u>264.95</u>
5480	Telecommunications	Comcast - Jan 11, 2026 to Feb 10, 2026	264.95			
First Bankcard				automatic W/D	02/18/26	<u>5,600.88</u>
5510	Office Supplies	First Bankcard donation for staff's parent	100.00			
5620	Hardware	First Bankcard - Network equipment for SWAN office	714.90			
5220	Staff Meetings	First Bankcard - Holiday party giveaways	239.05			
5520	Postage	First Bankcard - USPS	4.49			
5480	Telecommunications	First Bankcard - Grasshopper	49.44			
5480	Telecommunications	First Bankcard - Microsoft calling plan	288.00			
5510	Office Supplies	First Bankcard - Labor Law poster for HQ	33.90			
5420	Application Software Licensing	First Bankcard - Techsmith	200.20			
5430	Server Software Licensing	First Bankcard - DNS Made Easy	81.19			
5520	Postage	First Bankcard - USPS	48.80			
5430	Server Software Licensing	First Bankcard - Microsoft Azure	3,497.91			
5420	Application Software Licensing	First Bankcard - Mailchimp	54.00			
5470	Subscription Support Services	First Bankcard - Sendgrid	289.00			
Grove for Libraries				Grove Lib ACH	02/18/26	<u>92,600.00</u>
5440	Library Services Platform	Grove for Libraries - 2026 renewal for annual hosting & support for Aspen	92,600.00			
Check List Total						<u><u>115,169.73</u></u>

SWAN BOARD MEETING MINUTES

February 20, 2025, 9:30 a.m.

Itasca Community Library

500 West Irving Park Road

Itasca, IL 60143

1. Call to Order, Roll Call

President Musil called the meeting to order at 9:33 a.m. The following Board members were present to establish a quorum.

Ridgeway Burns
Dawn Bussey
Jennifer Cottrill
Samantha Johnson
Zach Musil
Van Cleve
Ben Weseloh

2. Introduction of Visitors/Public Comment

Aaron Skog, SWAN Executive Director
Scott Brandwein, SWAN Assistant Director
Ginny Blake, SWAN Business Manager

There was no public comment.

3. Action Item

Acceptance of February 20, 2026, SWAN Board Meeting Agenda

Bussey moved, seconded by Cottrill that it be

RESOLVED THAT THE SWAN BOARD ACCEPTS THE FEBRUARY 20, 2026, SWAN BOARD MEETING AGENDA AS PRESENTED

Motion carried by unanimous voice vote.

4. Action Item

Approval of the SWAN Financials January 2026

Bussey moved, seconded by Weseloh that it be

RESOLVED THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR JANUARY 1, 2026 –JANUARY 31, 2026, AND ACCEPTS THE BALANCE SHEET AND DETAILS OF EXPENDITURES FOR JANUARY 2026

Motion carried by roll call vote with the following results:

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

5. Action Item

Acceptance of January 23, 2026, SWAN Board Meeting Minutes

Cottrill moved, seconded by Johnson that it be

RESOLVED THAT THE SWAN BOARD APPROVES THE JANUARY 23, 2026, SWAN BOARD MEETING MINUTES WITH CORRECTIONS AS PRESENTED

Motion carried by unanimous voice vote

6. Action Item

Acceptance of the June 20, 2025 Closed session minutes

Weseloh moved, seconded by Cottrill that it be

RESOLVED THAT THE SWAN BOARD APPROVES the June 20, 2025, Closed session minutes

Motion carried by unanimous voice vote

7. Action Item

Acceptance of the Recommendation from SWAN Secretary on Closed Meeting Minutes

Bussey moved, seconded by Weseloh that is be

RESOLVED THAT THE SWAN BOARD APPROVES the Recommendation from SWAN Secretary on Closed Meeting Minutes

Motion carried by roll call vote with the following results:

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

8. Reports

a. **Board President Report**

None

b. **Executive Report**

Skog reviewed the and discussed the highlights in the Executive Board Packet with a recommendation to meet with the SirsiDynix staff possibly in May and the board will compile a list of questions at the April board meeting.

Operations Report

Brandwein gave an overview of Operations as reported in the board packet. SWAN is in search of a part-time Bibliographic Services person to replace Tina Saenz and hopes to fill at the end of April.

c. **Treasurers Report**

None

d. **Board Calendar**

None

9. **Discussion Item –FY27 budget & membership fees drafts**

Skog and the board discussed and reviewed the FY27 budget & membership fees.

10. **Discussion Item – March 5, 2026, Quarterly meeting agenda**

A review and discussion on the Quarterly meeting agenda for March took place.

11. **Discussion Item – Review of SWAN Policy: Reserve Cash Policy**

A review of the Reserve Cash Policy with the decision to move from 4 months to 5 months.

Musil adjourned the meeting at 10:19 a.m.

Minutes Prepared by Ginny Blake
Respectfully Submitted,

Samantha Johnson

Board Secretary

DRAFT

SWAN Executive Director Report

March 20, 2026

Update on activities

Illinois Library Association Public Policy Committee

The Committee activity kicked into high gear in collaboration with the ILA Advocacy Committee. I have been co-leading a team of members of Advocacy, Public Policy, RAILS, IHLS, and ILA under the direction of ILA lobbyist Derek Blaida. I co-presented an ILA Advocacy Noon Network webinar on March 11th in support of a House Bill 5236 titled the Digital Library Protection Act. The webinar is archived for review. I might head to Springfield for the Consumer Protection Committee hearing in support of the bill.

There are several subcommittees studying the abuse of FOIA, issues surrounding distribution of Personal Property Tax Replacement funds, and updating the Library Records Confidentiality Act. My role as PPC chair continues through June 2026 and I will remain part of the committee as past-chair which is an ex-officio member.

FY27 SWAN budget

The budget is posted on the SWAN website. The budget and fees listed is a bit different than in prior years to adhere to accessibility standards within the SWAN website.

Budget: [SWAN FY2027 Budget | SWAN Library Services](#)

Fees: [SWAN Membership Fees | SWAN Library Services](#)

Business Manager on leave

Ginny Blake will be on medical leave until May 1. I have reached out to our accountants at Lauterbach & Amen and have arranged for additional help from them for the upcoming six weeks. SWAN membership fee invoices have been processed and sent out two weeks earlier. We have also made a payment to SirsiDynix for the annual May 1, 2026 renewal to the amount of \$417,575.09. This activity will be reflected on the March financial reports a month earlier than usual.

Projects

Strategic Planning Events

I have created three events for SWAN members. Discussion with the Board Strategic Planning Committee was to add a fourth Zoom event and restrict attendance to the three in-person events to library directors.

April 23: [SWAN membership strategic planning event | L2: Library Directory & Learning Calendar](#)

April 28: [SWAN membership strategic planning event | L2: Library Directory & Learning Calendar](#)

May 8: [SWAN membership strategic planning event | L2: Library Directory & Learning Calendar](#)

Board considerations

SWAN Board strategic planning retreat

The Strategic Planning Committee has several group exercises planned for you. The first part of the meeting will include required SWAN business and lunch will be provided.

Insurance research

We received insurance coverage information and quotations for vision and dental, as well as life insurance coverage, but I would like to ask the Board for some additional time to complete the comparison.

Policy review

The SWAN Board will review various policies and procedures over the upcoming year. This month I have included a memo outlining some thoughts on the Reserve Cash policy.

SirsiDynix meeting with Board

At the April Board meeting we will create a list of questions for the meeting with SirsiDynix. I will present the board with an updated list of BLUEcloud priorities and software development progress. SirsiDynix staff would include Mellisa Kulmer, Vice President of Product Strategy, Nicole Romyak, Director of Customer Success, and our sales representative Stacy Betts.

Monthly Financial Report

February Balance Sheet

The Fund Balance Unrestricted line for February is \$2,200,106.80 which is unchanged from the month prior. The table below shows the current FY26 budget expense and budgeted spending from reserves.

Fund Balance Unrestricted	\$2,200,106.80
Expenses to be paid from reserve	(\$45,000.00)
	\$2,155,106.80
SWAN annual expense budget	\$3,982,493.02
Number of months operating expense in reserve	6.5

Revenue & Expense Report

This month will be 67% of the budgeted revenue and expenses. SWAN’s financials are presented on a cash basis for this current fiscal year 2026. SWAN total expenses for the year are on target at 69%.

	FY26 Budget	Ending February 2026	Percentage of budget YTD 67%
Total Revenue	\$3,982,493.02	\$2,735,819.86	69%
Total Expenses	\$3,982,493.02	\$2,467,683.86	62%
Over / (Under)	\$0.00	\$268,136.00	

Accounts Receivable

4010 - SWAN Full Membership Fees: 74.98%

Third quarter invoices were sent out in January 2026, reflecting nearly 75% of this revenue budget line. Fourth quarter invoices were sent out two weeks early on March 14th which will be reflected in the March financial report.

4310 – RAILS Support to SWAN: 75%

The third quarter payment to SWAN was received.

4499 – Annual Conference Receipts: 141.61%

The invoices to libraries that participated in 2025 SWAN Expo were sent out in September.

4510 – Interest Income: 69.43%

SWAN’s Money Market rate for January is 3.89%, which is down from 4.17% in November, but the income year to date exceeds budgeted revenue. We transferred \$100,00 into this account from the operating checking account in November.

4520 – Investment Income: 30.17%

SWAN’s IMET investment revenue is recorded in this line.

Accounts Payable

The majority of SWAN budget expenses remain within expected budget ranges. Below are some of the expenses exceeding 67%, which is the percentage of the budget at the end of November.

5085—Staff Wellness: 85.98%

This \$400 line is to encourage staff to join walking clubs and exercise which some staff take advantage of for gym membership. There is a total cap per year for each staff member.

5220—Staff Meetings: 92.96%

This budget includes expenses for the staff retreat lunch, staff holiday party, and the SWAN board retreat lunch. This year we have two staff in-service days and the board meeting luncheon which has nearly maxed out this budget line.

5310—Travel Reimbursement: 96.18%

Reimbursements to SWAN employees for local travel to meetings.

5330 – Library Professional Development: 116.65%

The learning management system was renewed at \$6,248.73 along with the instructional software at \$3,192.75 which were higher than expected.

5450—Data Management Services: 82.69%

The National Change of Address was completed and its expense with Unique Management has this budget line in its expected range.

5460 – Information Subscription Service: 101.64%

ProQuest Syndetic Solutions subscription is paid for the full year.

5470 – Subscription Support Services: 85.68%

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

5490—Group Purchases Services: 393.42%

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. The Envisionware group purchase for OneStop self-check software was paid in December 2025 and will be offset by revenue in the 4190 Member Group Purchase Receipts.

5620—Hardware: 85.86%

A laptop replacement purchase was made in December 2025. All laptops were shipped and received. This expense is under budget for the year.

5700—Insurance: 102.93%

The business and cyber risk insurance coverage was renewed at \$5,170 and \$6,191 respectively.

5820—Accounting: 77.65%

Our ongoing monthly accounting expense is recorded in this line, along with full payment for the fiscal audit.

6010—Bank Fees: 154.54%

SWAN now pays all vendors via bank ACH which incurs a fee for each transaction.

Operations Report: February 2026

Summary

Membership engagement activities and statistics are reported through the month-end of February 2026. 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
2/2/2026	School Partnership Consultation (BTD)	Administration; Information Technology & System Support	Consultation
2/3/2026	Committee of the Whole Meeting	Administration	Governance
2/12/2026	Acquisitions & Cataloging Networking Group	Bibliographic Services	Membership Meeting
2/12/2026	Item Type Consolidation Consultation (ESS)	Bibliographic Services	Consultation
2/18/2026	Circulation Networking Group	Information Technologys & System Support; Uxer Experience; bibliographic Services	Membership Meeting
2/20/2026	SWAN Board Meeting	Administration	Governance
2/24/2026	SWAN Fireside Chat	All	Membership Meeting
2/25/2026	Accessibility for Websites and e-Resources	User Experience	Membership Meeting
2/26/2026	e-Resource Working Group	User Experience	Membership Meeting

User Group and Engagement Events

Acquisitions and Cataloging Networking Group (02/12/2026)

The Acquisitions and Cataloging Networking Group met this month to discuss a variety of topics. The co-chairs led a discussion on Acquisitions EDI, including adjusting to Ingram's single account model after the dissolution of Baker and Taylor. Acquisitions discussion included fiscal rollovers steps as well as EDI implementation in general and how each library may have unique needs when choosing from

the various options. The co-chairs also discussed cataloging Tonies and labelling materials. SWAN announced a recent update to all Baker and Taylor vendors to exclude them from the EDI process, as they were holding up report processing. A new Acquisitions course in SWAN Online Learning – TS402: Creating and Sending Symphony Acquisitions Orders – was announced, and an update about the most recent Cataloging Working Group was also shared.

Circulation Networking Group (02/18/2026)

The Circulation Networking Group met this month, discussing several topics. The NCOA process was discussed and included a reminder to remove the NCOA tag once address is verified, as well as handling users with a status of BADADDRESS. Requirements for transiting damaged or unusable items were also covered, including the requirement for staff to list a reason for the item’s damaged status. A question regarding payment plans for library bills came up, which will be investigated. A potential status for a self-check to flag a user that needs to update their phone or email address also came up, however this was not something the group was particularly interested in pursuing. Finally, Peggy Tomzik from Eisenhower PLD announced that she will be stepping down from her duties as co-chair of the group. A call for volunteers has been posted to the SWAN Community Forums.

E-Resource Working Group (2/25/2026)

In the first meeting of the year, the group discussed Palace Project extensively, including answering some questions left from the last meeting of 2025. The group also completed an activity to identify common electronic resource pain points and identify pain points to develop solutions for the upcoming year.

SWAN Discussion: Accessibility for Websites and e-Resources (2/25/2026)

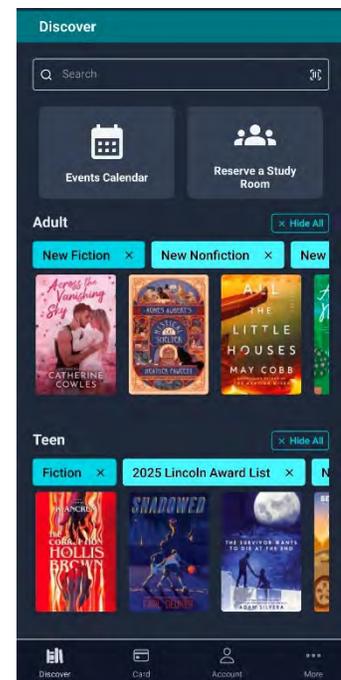
The first of the SWAN Member Engagement events of 2026 took place on Wednesday, February 25. Tara Wood and Olivia Montolin lead discussion and breakout activities around the Department of Justice rules for Title II of the Americans with Disabilities Act (ADA) that begin to go into effect in April 2026. About 20 participants attended the session.

Major Projects & Research

Aspen Discovery

26.02 release

This release included the option to add custom home screen links in the app. This was an enhancement requested when we went live on the Aspen LiDA app and will be a welcome feature for many of our libraries to highlight their programs, events, and services. Carol Stream Public Library has taken advantage of this feature, for any SWAN libraries that want to check out their instance of the app.



(Exhibit pgs. 40-45)

In addition, lists in the catalog now include all of the same filter options as search results, including format, audience, availability, and more. This will be helpful for navigating large lists, including public lists created by library staff and used in spotlights and browse categories.

Hoopla Flex integration

A new version of the Hoopla API is available that better supports consortia and allows for Hoopla Flex integration.

SWAN has been working with our Aspen support vendor, Grove for Libraries, to test the new API. We were set to go live on the new API March 10th but uncovered a critical issue that affected indexing in Aspen following an update from Midwest Tape. Our go-live is currently delayed until the root cause of the indexing issues have been identified and resolved.

Palace Project integration

Grove for Libraries and Lyrasis have made major strides in improving the Palace Project indexing speeds. We are currently preparing a go-live plan and dates to enable the Palace Project integration into Aspen catalogs.

New Staff Laptops

The new Lenovo laptops that were purchased in early December were delivered in early February after a delay with availability. As with past hardware refreshes, staff had a choice between a smaller, 14” laptop or larger 16” laptop with a number pad, the latter being the more popular option. We anticipate distributing these to staff in mid-March.

SWAN Expo Planning

We have begun in earnest planning our August event. This year, we have formed a Programming Committee to involve a different selection of SWAN staff in the planning process. This group will build out the session schedule, evaluate member program submissions, and align the schedule with a theme.

The Administration/Management team will oversee other elements of the event such as communications, registration, pricing, meals, and other logistics of the day. This group visited the event space at NIU Naperville and finalized the meeting rooms we will have at our disposal for the event.

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
2/5/2026	Aspen Inside Scoop (with Grove for Libraries)	All	Partnerships
2/12/2026	Aspen Community Meeting	All	Partnerships
2/17/2026	Aspen for Symphony Users	User Experience	Partnerships
2/19/2026	Aspen Catalogers Group	Bibliographic Services	Partnerships
2/25/2026	SirsiDynix SureSailing	All	Partnerships

Support, Documentation, and Training

Details on support tickets, documentation, and training.

Outage Tracking

Symphony's index process "ADUText" (adds, deletes, updates to text keyword index) completed with errors twice in February. Record issues were resolved by SirsiDynix support. There was no significant impact on regular operations.

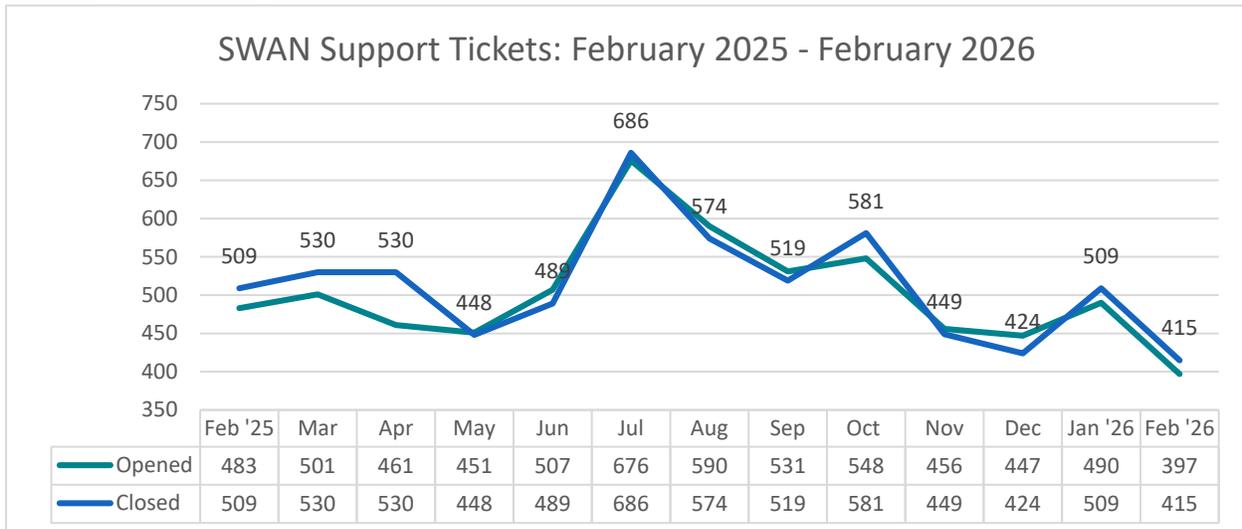
System Maintenance & Outage Calendar

Incident	Date	Details
Christmas DB Rebuild	12/23/25	Scheduled rebuild of Thesauri & Headings indices
Symphony Test Refresh	1/21/2026	Symphony Production cloned to Test
Overnight Processing Errors	1/27/2026	ADUText Completed Abnormally
SSL Renewal: <i>login.swanlibraries.net</i>	2/4/2026	SSL Renewal for SSO
Overnight Processing Errors	2/24/2026	ADUText Completed Abnormally

Support Tickets

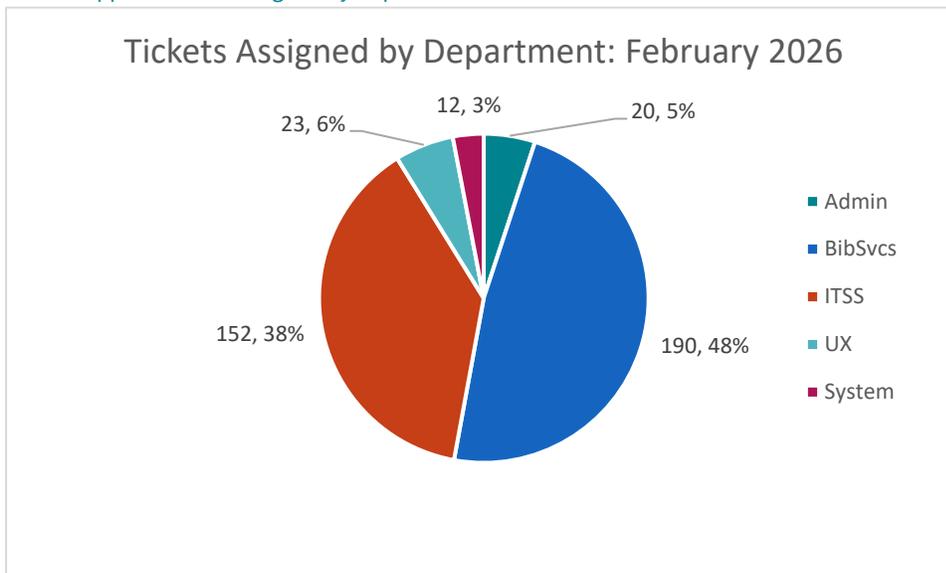
System Assigned tickets represent tickets that were merged or otherwise consolidated.

SWAN Support Tickets Opened/Closed in Past 12 Months



Data labels reflect tickets closed each month.

SWAN Support Tickets Assigned by Department



Support Site

A new tag-based organization system for documentation is now live on our website. In addition, we have made several accessibility improvements and recently added an accessibility validation tool for SWAN staff to assist in ensuring documentation is accessible.

Training Modules & Recordings

Webinar audit

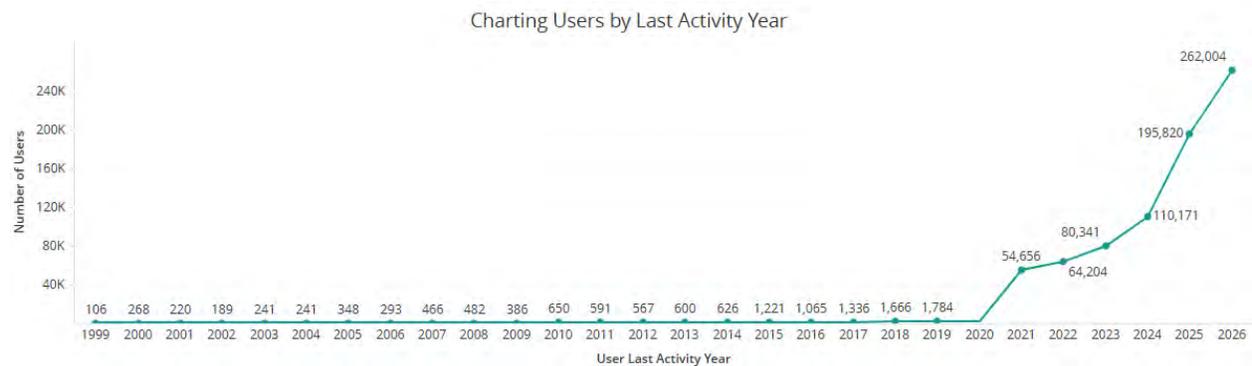
The webinar audit, lead by Crystal Vela, is complete. We archived 37 webinars that were outdated and no longer needed. These included webinars that have been superseded by online courses, out-of-date member updates, and previous recorded events.

Now the process begins to evaluate the 42 remaining courses and plan to re-record or redesign in a new format, such as an online interactive course. Over the next few months, SWAN staff will consult with Crystal Vela to plan next steps for our recordings and implement new processes for recording webinars.

Maintenance

Automatic Monthly Patron Record Removal

In February, we removed 9,737 inactive patrons from the database. We currently have 780,405 registered patrons in the system. Now that the patron record purge has reached the goal of >5 years of inactivity, only 2% (16,027) have been inactive since before 2021 and remain due to bills greater than \$100 on their account.



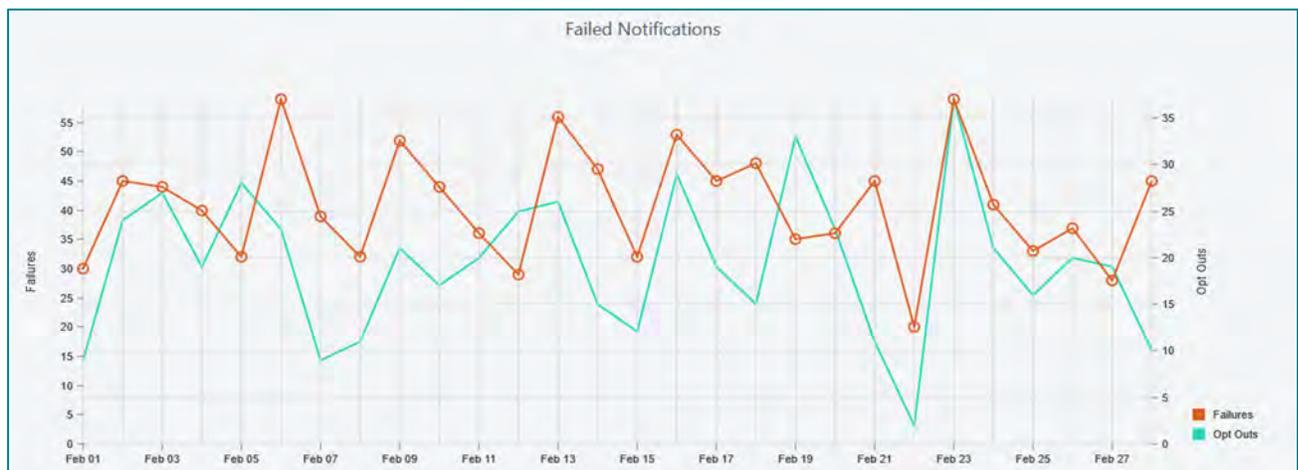
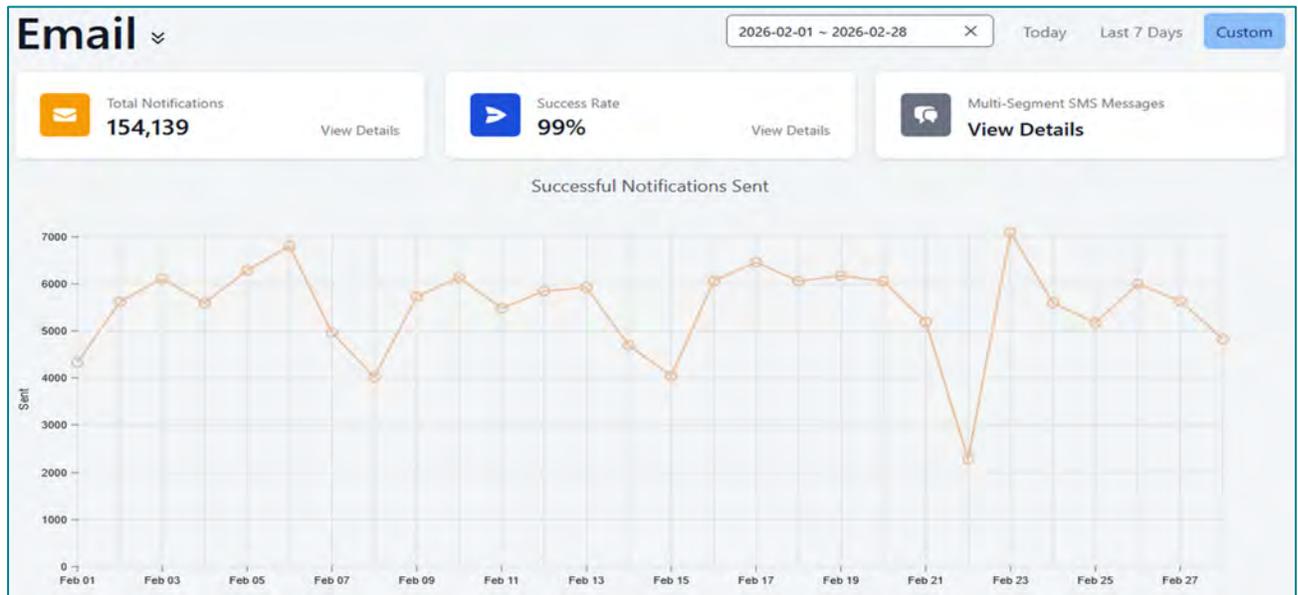
We encourage libraries to examine these bills for possible removal at the library’s discretion.

MessageBee Statistics

Segment/Month	Sent	Delivered	Failed	Success Rate	OptOut	Opens	Clicks
Email							
Jan-26	192,045	189,160	1,465	98.50%	591	146,811	5,562
Feb-26	154,139	152,424	1,142	98.89%	541	118,308	4,429
SMS							
Jan-26	72,132	70,793	979	98.14%	93	N/A	N/A

	Feb-26	58,194	57,295	762	98.46%	70		
Voice								
	Jan-26	7,291	6,995	236	95.94%	0	N/A	N/A
	Feb-26	5,847	5,665	161	96.89%	0	N/A	N/A

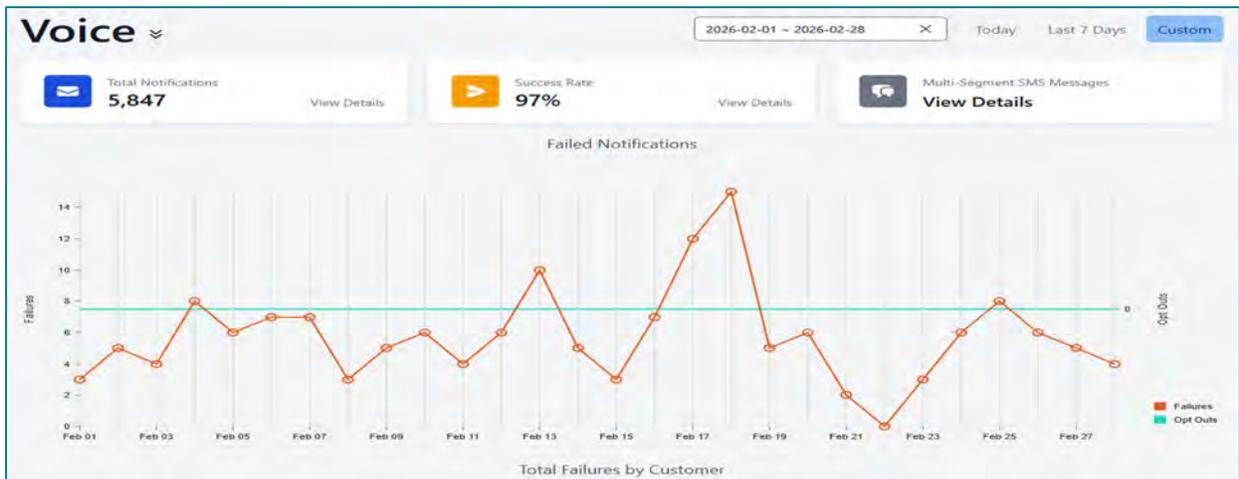
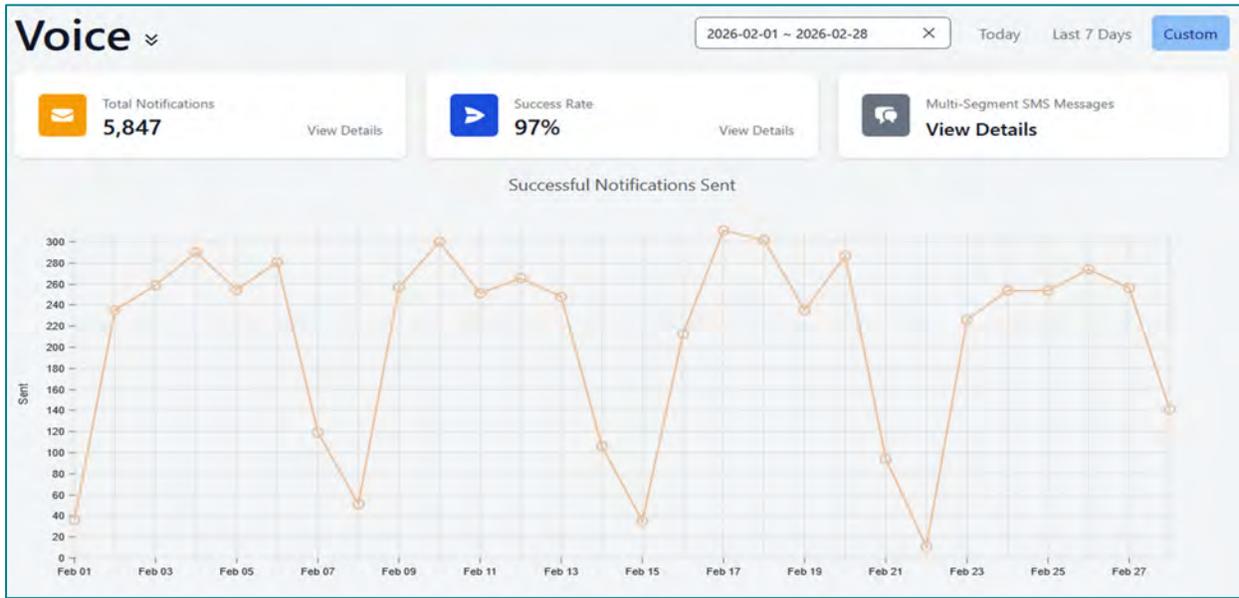
Email Notices



SMS Notices



Voice Notices



Print Notices

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

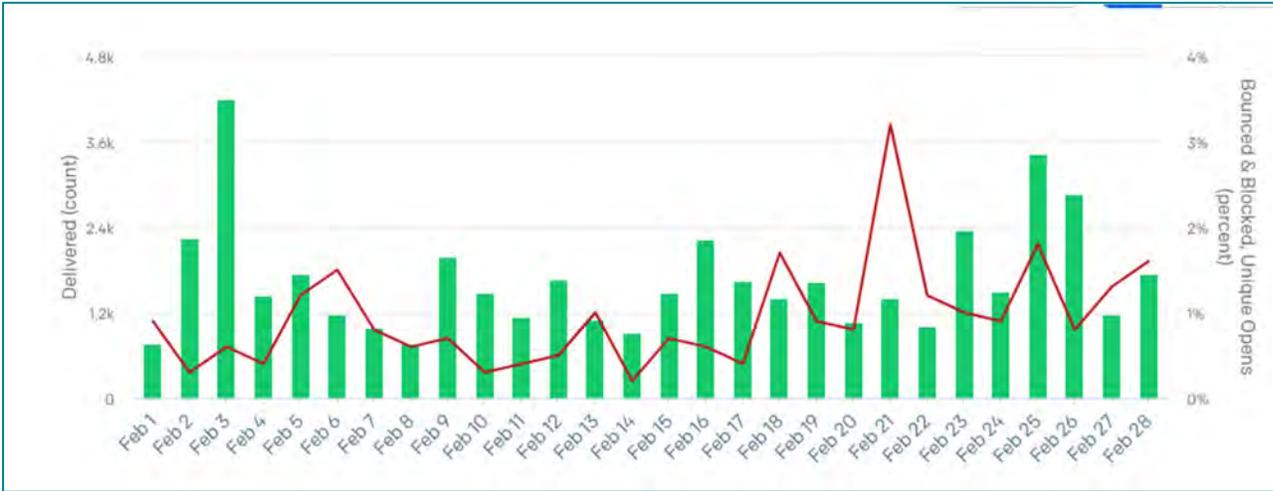
Month/Yr	Bill Notices	Amount
December, 2025	530	\$ 514.10
January, 2026	487	\$ 472.39
February, 2026	407	\$ 394.79

SendGrid Statistics

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

Addresses	Messages
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Month/Yr	Total Requests	Total Processed	Success Rate (Delivered)	Bounced	Marked as			Bounce Drops	Spam Drops
					Spam	Invalid	Blocks		
Feb '25	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	67,299	62,996	99.5% (62,668)	184	1	1,054	248	3,026	223
Sep	63,875	60,385	99.27% (59,947)	212	3	36	320	3,202	252
Oct	64,281	60,557	99.54% (60,276)	146	4	27	362	3,453	244
Nov	56,617	53,594	93.03% (52,672)	100	1	34	929	2,793	196
Dec	52,521	49,720	99.52% (49,481)	102	0	47	237	2,571	183
Jan	54,898	52,190	99.45% (51,906)	154	3	37	224	2,463	208
Feb '26	49,080	46,996	99.35% (46,651)	231	2	29	218	1,888	167



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 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	122	64	121	58	1,133
Copy 2025	2376	2147	1832	2029	1720	1504	1790	1765	1674	1862	1551	1543	21,793
Orig 2026	58	68											
Copy 2026	1830	1766											

Records Added

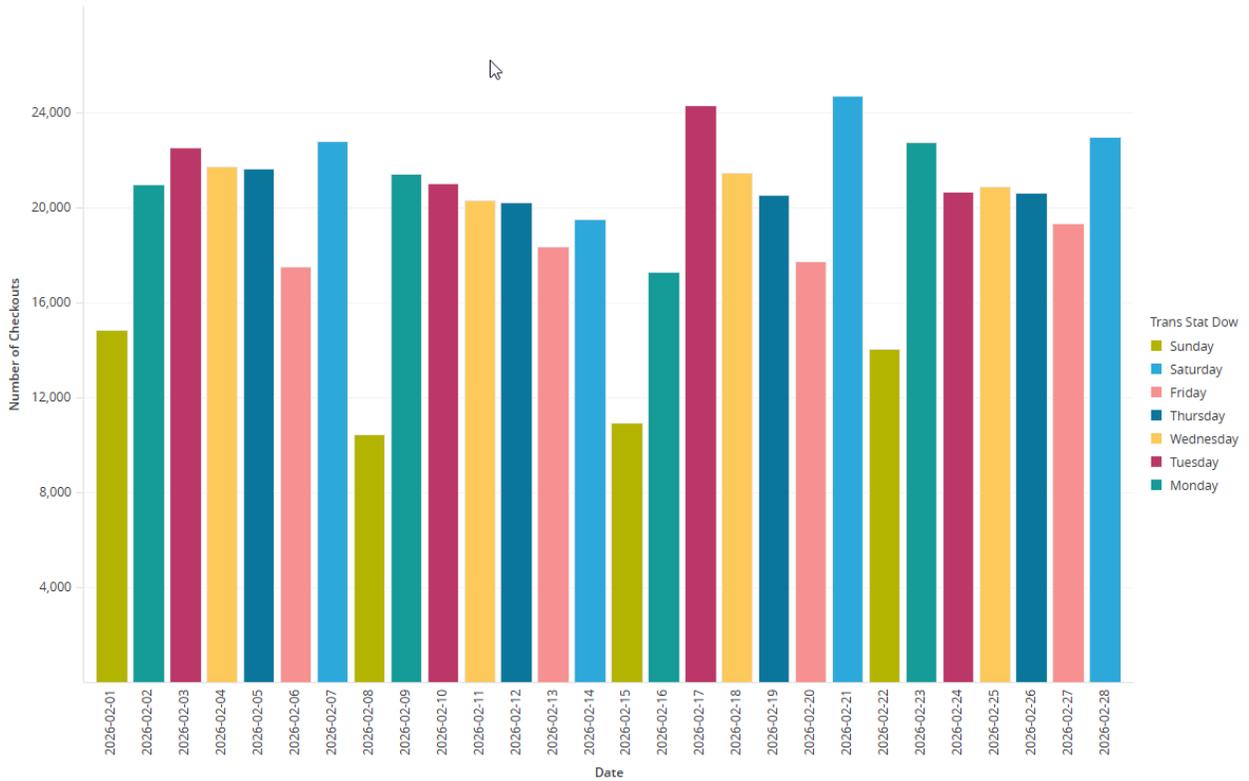
In February, SWAN libraries added 39,839 new items to the database, and a total of 5,766 new catalog records.

Currently, we have 1,383,304 unique bibliographic records with available items. Of these, 55% were published in or after 2010.

Circulation

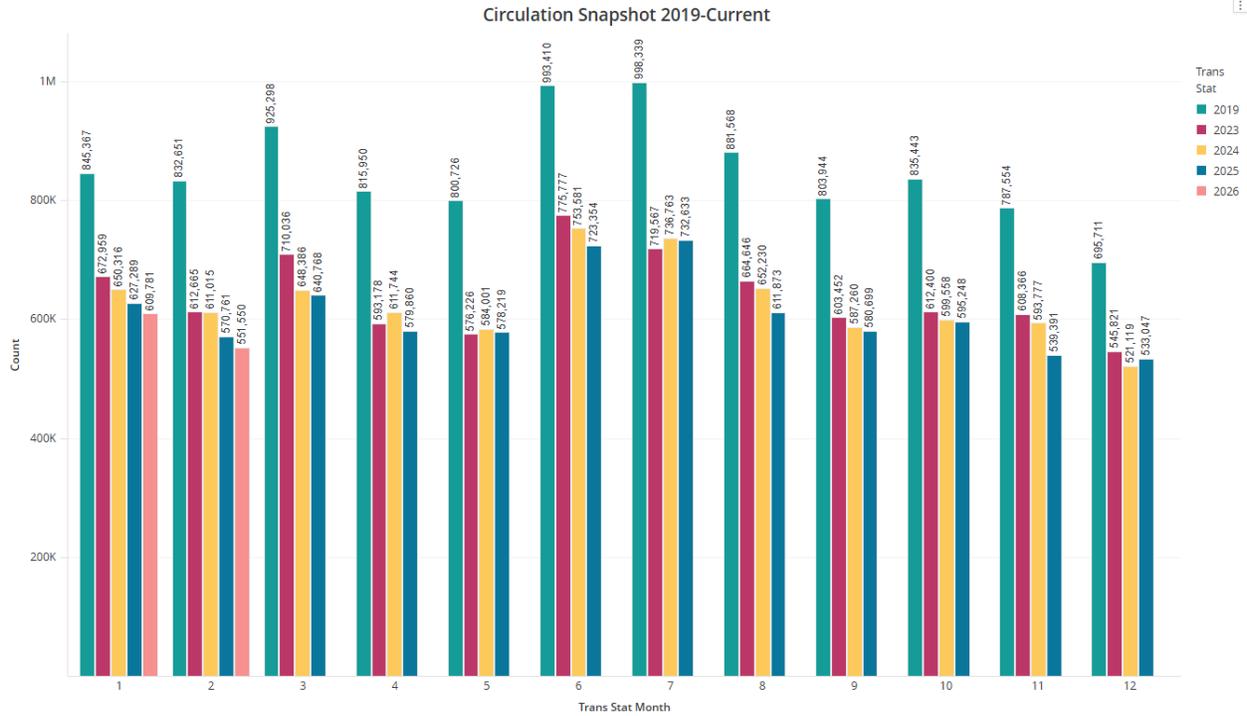
In February, there were 551,511 total circulations across all SWAN libraries. Comparative daily rates are in the graph below.

Daily Circulation Totals - Previous Month



Monthly total comparison since 2019

In February, systemwide circulation was 96.6% of the total in JanFebruaryuary 2025 and 66.2% of the pre-pandemic count from February 2019.



Trends in Holds

In February, 182,254 holds were placed by 39,526 unique patrons, for an average of 4.6 items per holding patron. Hold placements/pickup remains steady in recent years, even as physical circulation tapers.

Interlibrary Loan & Resource Sharing

In February, Interlibrary loan checkouts between SWAN members totaled 103,925 for 19% of total checkouts.

Reciprocal borrowing between SWAN libraries totaled another 17.8% of total checkouts at 97,382 checkouts. Non-SWAN reciprocal borrowing made up another 3.4% of checkouts.

OCLC Worldwide Resource Sharing

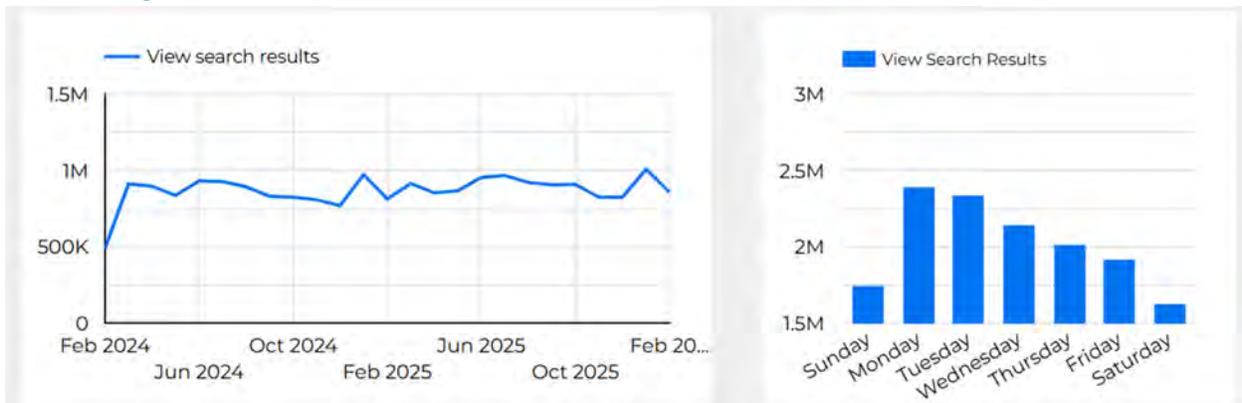
In February, our combined OCLC interlibrary loan statistics show that SWAN was still a net lender by a ratio of 1.9 items lent for each item borrowed. We lent 2,490 items and 18 copies and borrowed 1,287 items and 19 copies.

Online Public Catalog - Aspen

Top 25 Searches in Aspen (February 2026)

- | | | |
|----------------------|-------------------------------|---------------------|
| 1. the correspondent | 9. picking daisies on sundays | 16. spring |
| 2. mcfadden, freida | 10. wuthering heights | 17. games |
| 3. theo of golden | 11. love | 18. romance |
| 4. black history | 12. historical fiction | 19. olympics |
| 5. the correspondent | 13. project hail mary | 20. beyond books |
| 6. theo of golden | 14. fiction | 21. hamnet |
| 7. pokemon | 15. ramadan | 22. wild dark shore |
| 8. the housemaid | | 23. 1984 |
| | | 24. star wars |
| | | 25. lunar new year |

Results Pageviews in Aspen

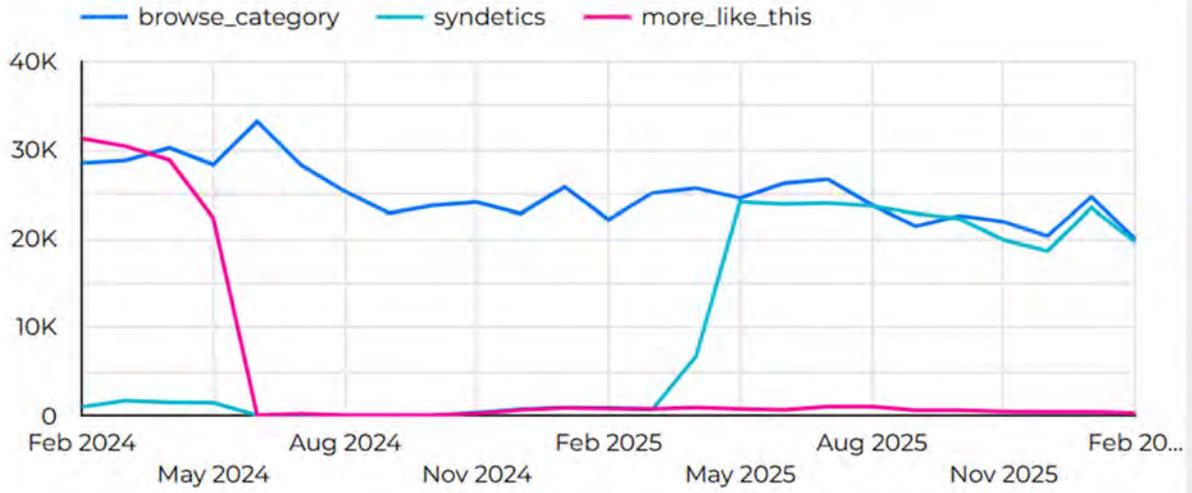


Usage of Recommendations

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*.

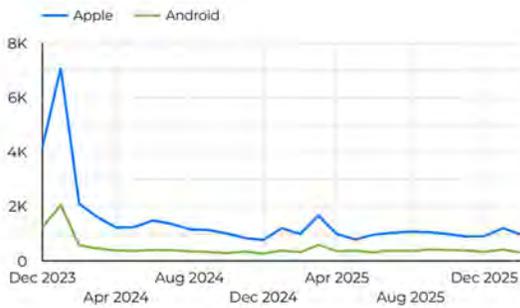
Recommendations



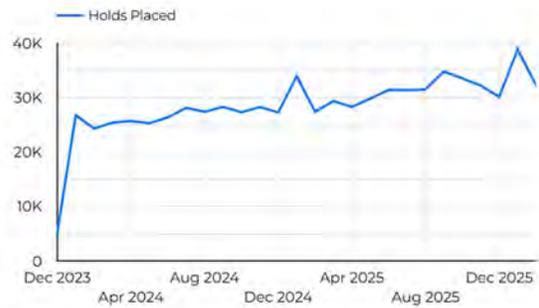
SWAN Libraries + App – Aspen LiDA

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	Aaron to bring next SWAN budget draft; Board discuss Fees and determines next steps. Board approves meeting dates for upcoming calendar. Make decision on membership platform satisfaction survey.
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	Board accepts financial audit. 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	Strategic planning retreat
Friday, April 17, 2026	Regular SWAN Board Meeting	Review and approve Board Self Evaluation Form; assign date for completion. Compile questions for SirsiDynix.
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	Glen Ellyn 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

Reserve Cash Policy

Summary

Policy defines a ratio of cash reserves to have for the organization.

Reviewed and revised by the SWAN Board on 12/19/2014.

Policy

The equivalent of five months operating expenditures shall be maintained as reserve cash.

In March of each year the SWAN Board will review the projected balance of the current fiscal year. If the balance is projected to be more than 75% of the current year's operating budget, the board will prepare a recommendation as to management of the overage. This recommendation will be brought to the June membership quarterly meeting for a membership vote.

Date: March 20, 2026
To: SWAN Board
From: Aaron Skog, Executive Director
Re: Procedure on Non-Payment of Membership Dues



This procedure was created in accordance with SWAN bylaws, and is not necessarily a policy requiring SWAN Board approval, but certainly should be reviewed by the SWAN Board periodically.

In 2018, The SWAN Board requested a prescribed set of steps to follow should a library become delinquent with payments. The goal with this procedure is to be consistent and fair with how libraries will be handled in non-payment situations, should they arise.

SWAN bylaws specify the following:

FINANCIAL ARREARAGES. In the event that a Member Library fails to timely pay its billing statement from SWAN, or fails to pay within seventy (70) days after written demand any interest or penalty imposed hereunder, the Board may suspend the active membership status of such Member Library and thereby deny SWAN systems, services and support to such Member Library, until such payment is made in full. If such Member Library fails to make full payment within ninety (90) days after such termination of services, the Board may take such other action as is necessary or appropriate, including litigation against such Member Library and termination of its agreement with SWAN.

The word “may” within the sentence “may suspend the active membership of such Member Library” does give some allowance for SWAN to take steps to reduce the resource sharing capabilities of the library without an undue burden on the SWAN consortia staff or the other member libraries.

Some of the situations that have recently occurred within SWAN require more time to resolve than 70 or 90 days as outlined in the bylaws. The recent requests from member libraries to delay membership fees are a somewhat different example.

I have no requested changes to this procedure, but I am interested in obtaining feedback from the current board on the steps outlined and its timeline.



[Home](#) - Procedure on Non-Payment of Membership Dues

Procedure on Non-Payment of Membership Dues

Agreed to by SWAN Board on 8/10/2018.

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Some of the situations that have recently occurred within SWAN require more time to resolve than 70 or 90 days as outlined in the bylaws. The SWAN Board requested a prescribed set of steps to follow should a library



become delinquent with payments. The goal is to be consistent and fair with how libraries will be handled in non-payment situations, should they arise.

Procedure

1st Notice

SWAN sends letter with past due invoices. Per SWAN bylaws, this would be putting the library on notice of steps that would occur if non-payment continued.

70 Day Threshold

1. Disable ability for the library's patrons to place holds in SWAN.
2. Limit library's circulation to only checkout local collection, items.
3. Allow circulation to continue for items found on shelf at the local library.
4. Explanation: this is all done using the Symphony circulation and hold maps.

SWAN notification: Letter stating what occurred with non-payment.

Explanation of what would occur at the next step of non-payment.

Library action: payment of any of overdue invoices "resets the clock" back to first notice. Payment of all outstanding SWAN invoices takes the library out of any threshold status.

90 Day Threshold

1. Hide the library's collection, i.e. "shadow" the collection in Symphony, within Aspen this would result in the local library's catalog showing nothing.
2. Place notice in library's Aspen profile explaining local library's items are available for patrons if they go visit the library.
3. Allow circulation to continue for items found on the shelf at the local library

4. Explanation: this step is using a Symphony setting for “shadowing” a collection that is not meant to be seen in the OPAC. It is easily undone.

SWAN notification: Letter stating what occurred at 70- and 100-days thresholds and outlining the next step of non-payment.

Library action: payment of any of overdue invoices “resets the clock” back to first notice. Payment of all outstanding SWAN invoices takes the library out of any threshold status.

120 Day Threshold

1. Local library’s patrons are set with an expiration date. Up until this point, the library’s patron could visit any SWAN library as a reciprocal borrower. The patron could still visit SWAN libraries, but library’s in SWAN are not supposed to override a block. It is possible that some local libraries would permit these patrons to have access to services and allow their staff to override the patron block.
2. Allow circulation to continue for items found on the shelf at the local library. Local library staff would have to override each checkout in Symphony due to the expired patron block. Explanation: this would be done centrally with SWAN staff using Symphony API commands.

SWAN notification: Letter stating what occurred with non-payment. Explanation of what would occur at the next step of non-payment.

Library action: payment of any of overdue invoices “resets the clock” back to first notice. Payment of all outstanding SWAN invoices takes the library out of any threshold status.

6 Months Threshold

1. The library VPN to SWAN is disabled. The local library will no longer be able to circulate. The library could use Symphony Offline, or record checkouts manually.
2. SWAN would not process offline transactions should the library resume online status.
3. Explanation: this would be done centrally using the firewall at SWAN.

SWAN notification: Letter stating SWAN membership is suspended.

Library action: payment of any of overdue invoices “resets the clock” back to first notice. Payment of all outstanding SWAN invoices takes the library out of any threshold status.

10 Months Threshold

1. SWAN terminates membership with the library
2. Reinstating the library to full SWAN membership will require a recommendation from the SWAN Board and Executive Director, with final approval of the membership.
3. Explanation: None of the library’s data has been removed by SWAN up until this point.

SWAN notification: Letter stating what occurred with non-payment. There is no guarantee the library would be readmitted to SWAN.

Library action: The library should provide a written letter to the SWAN Board requesting to be reinstated as a SWAN Member.

12 Months Threshold

1. Export the library collection and users in machine-readable format and provide it to the library in media of SWAN’s choosing. SWAN will not retain a backup copy.
2. Delete the library’s data and configuration from SWAN.
3. Explanation: This is an irrevocable step regarding the library’s collection and patron data.

SWAN notification: Letter stating this is the final step for non-payment. SWAN has taken 7 steps for the library to address the non-payment and had 1 year without any revenue from that library.

Library action: The library could decide to automate using a system of its’ own choosing, and work to import the data SWAN provided to them.

Example Timeline

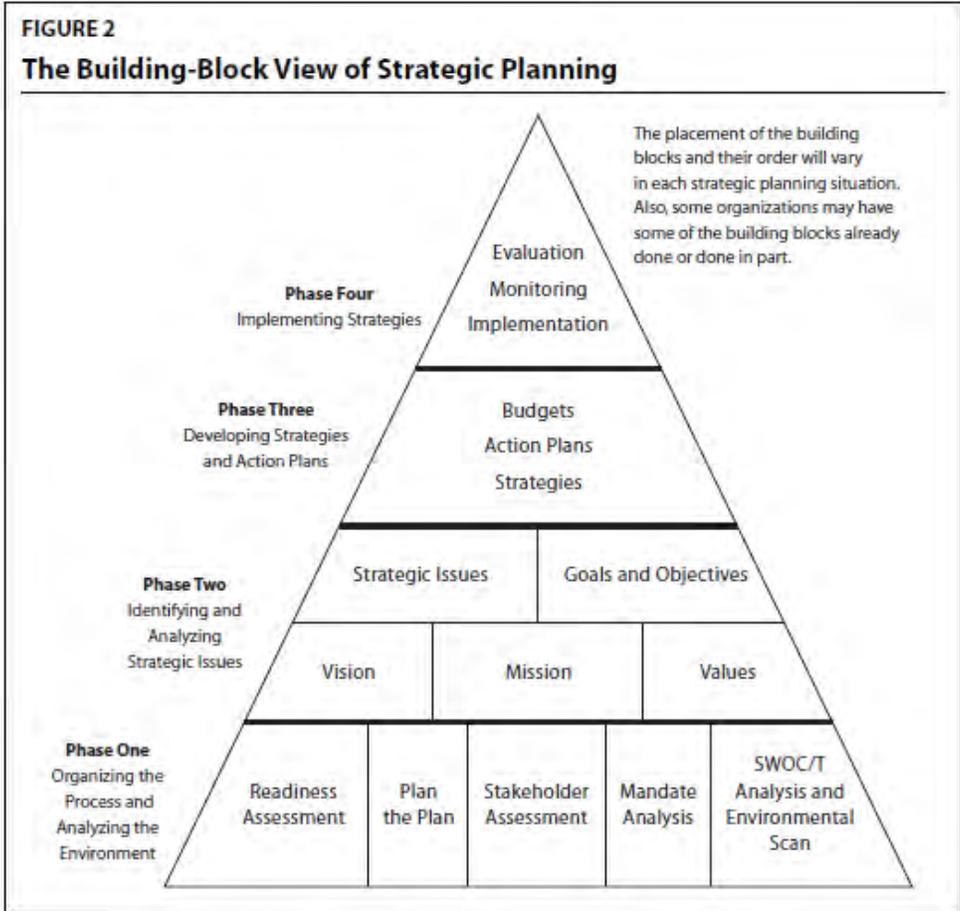
Notice	Date	Step Taken
1st Notice	7/18/2018	Letter notifying library of non-payment
70 Days	9/26/2018	Disable holds capability for library's cardholders
90 Days	10/16/2018	"Shadow" the library's collection, i.e. hide it from the public catalog
120 Days	11/15/2018	Expire patrons, blocking them from checking out at other libraries
6 Months	1/18/2019	VPN disabled, membership suspended
10 Months	5/18/2019	SWAN terminates membership
12 Months	7/18/2019	Library's data is deleted from SWAN

Strategic Planning Retreat: SWAN board worksheets

Introduction

Welcome!

We will be working on phase 1 of the building-block for our next strategic plan, “organizing the process and analyzing the environment,” which for SWAN means conducting a readiness assessment, identifying our stakeholders, and conducting an analysis of our strengths, weaknesses, opportunities, and challenges. This plan will contain the decisions and actions that will guide what SWAN is, what it does, and why we do it.



Source: Adapted from material developed by Farnum Alston and The Crescent Company, Bozeman, Montana.

Our identity, mission, and vision

Identity: Defines how decisions are made.

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

Vision Statement: What is the organization's solution?

Identity

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

Mission

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

Vision

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

Agenda & Instructions for the retreat

11:00 a.m. – 12 p.m.

Welcome!

Exercise 1: SWOT analysis – Strengths, Weaknesses, Opportunities, Challenges

- A. Mission & vision:** group activity led by Zach
- B. Budget, HR, & IT:** group activity led by Aaron
- C. Communications:** group activity led by Ridgeway
- D. Leadership:** group activity led by Jennifer

Lunch break 12 p.m. – 1 p.m.

1 p.m. – 3 p.m.

Continue work on SWOT analysis (if necessary)

Exercise 2: What are the 5 priority issues that you think should be addressed first? Please rank them from 1 to 5, with 1 being the most important (group activity led by Zach)

Exercise 3: What do you think needs to stay the same or endure as a result of the strategic planning process, and what should change? (group activity led by Aaron)

Exercise 4: Can you think of any key questions that we have not touched on? (group activity led by Ridgeway)

Exercise 5: Do you have any other insights, ideas, or suggestions regarding strategic planning for this organization? (group activity led by Ridgeway)

Conclusion 3 p.m.

Exercise 1: Strengths, weaknesses, opportunities, and threats (SWOT)

Instructions

A SWOT analysis is an exercise where a given topic is put through four lenses of the organization.

Strengths

Internal attributes that give an advantage over others.

Weaknesses

Internal factors that place the organization at a disadvantage.

Opportunities

External factors that the organization can capitalize on.

Threats

External threats or challenges that could cause trouble.

The exercises for the SWOT are to gather as many as identified by the group. We will not rank them.

The goal of the exercise is to help SWAN during Phase Two of the strategic planning effort:

- To make informed decisions
- To identify strategic priorities
- To assess risks and opportunities
- To align resources with goals

Mission & Vision

Please comment below on any significant organizational strengths, weaknesses, opportunities, and threats in the areas of SWAN’s mission and vision.

Examples:

- We have too many mandates. (A weakness or a challenge, or both)
- Our current mission statement is an effective statement of organizational purpose. (A strength)

Strengths	Weaknesses	Opportunities	Threats

Budget, membership support, and technology

Please comment below on any significant organizational strengths, weaknesses, opportunities, or threats in the areas of budget, membership support, and information technology.

Examples:

- Staff positions for membership support
- We have the technology we need to complete our organization’s mission
- SWAN website functions in the area of library support

Strengths	Weaknesses	Opportunities	Challenges

Communications

Please comment on any significant organizational strengths, weaknesses, opportunities, or challenges in the area of communications.

Examples:

- External communications with some important funders are fragmented and unfocused. (A weakness)
- There are areas in our organization that are difficult to connect with. (A challenge)

Strengths	Weaknesses	Opportunities	Challenges

Leadership, management, organization structure & culture

Please comment on any significant organizational strengths, weaknesses, opportunities, or challenges in the areas of leadership, management, organization, and culture.

Examples:

- The organization’s top leaders are committed to strategic planning. (A strength)
- Middle management is not committed to organizational development. (A weakness)
- Our organization’s formal structure is antiquated given our mission. (A challenge)
- We do not reward risk taking and indeed punish entrepreneurial behavior. (A weakness)

Strengths	Weaknesses	Opportunities	Threats

Exercise 2: What are the 5 priority issues that you think should be addressed first? Please rank them from 1 to 5, with 1 being the most important. You will have five dots to vote.

1.

2.

3.

4.

5.

Exercise 3: What do you think needs to stay the same or endure as a result of the strategic planning process, and what should change?

Stay the same	Change

Exercise 4: Can you think of any key questions that we have not touched on?

Exercise 5: Do you have any other insights, ideas, or suggestions regarding strategic planning for this organization?