

SWAN BOARD MEETING AGENDA

April 17, 2026 9:30 a.m.

Roselle Public Library District
40 South Park Street
Roselle, IL 60172-2020

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 April 17, 2026 SWAN Board Meeting Agenda

RESOLVED, THAT THE SWAN BOARD ACCEPTS THE APRIL 17, 2026 SWAN BOARD MEETING AGENDA AS PRESENTED

4. Action Item – Approval of SWAN Financials, March 2026 (Exhibit pgs. 3-10)
 - a. Balance sheet and detail of expenditures for March 2026
 - b. Approval of the payment of bills for March 1, 2026, through March 31, 2026 in the amount of \$531,699.92

RESOLVED, THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR MARCH 1 THROUGH MARCH 31, 2026 AND ACCEPTS THE BALANCE SHEET AND DETAIL OF EXPENDITURES FOR MARCH 2026

5. Action Item – Acceptance of the March 20, 2026, SWAN Board Meeting Minutes (Exhibit pgs. 11-13)

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

6. Reports
 - a. Board President Report (Exhibit pgs. 14-19)
 - b. Executive Director Report
 - c. Operations Report (Exhibit pgs. 20-36)
 - d. Treasurer Report
 - e. Board Calendar (Exhibit pgs 37-38)

7. Action—Approve Procedure on Non-Payment of Membership Dues (Exhibit pgs 39-42)
8. Discussion Item—Strategic planning membership events discussion outline (Exhibit pgs. 43-44)
9. Discussion Item— Questions for SirsiDynix visit at May 22, 2026 SWAN Board meeting (Exhibit pgs.45-53)
10. Discussion Item—Review SWAN Board evaluation document (Exhibit pgs. 54-60)
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

March 31, 2026

Prepared By



Lauterbach & Amen

SWAN Library Services
Balance Sheet
As of March 31, 2026

	Balance End of Month
ASSETS	(Exhibit pgs. 43044-
Cash and Cash Equivalents	
Hinsdale Bank - Operating - 2176	416,280.62
Hinsdale Bank - MM - 5010	1,787,106.28
IMET Funds	380,683.05
Propay Funds	<u>42.86</u>
Total Cash and Cash Equivalents	\$ 2,584,112.81
Current Assets	
Accounts Receivable	73,448.72
REINT Receivable	-
Other Receivables	-
Deposits	<u>8,352.42</u>
Total Current Assets	\$ 81,801.14
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	\$ 12,409.97
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	\$ 1,629,008.08
Total Assets	<u>\$ 4,307,332.00</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	\$ 743,758.40
Long Term Liabilities	
Subscription Liability	1,400,554.94
Accrued Interest Liability - SBITA	<u>5,808.58</u>
Total Long Term Liabilities	\$ 1,406,363.52
Total Liabilities	<u>\$ 2,150,121.92</u>
FUND BALANCE	
Beginning Net Assets	
Unrestricted	2,200,106.80
Total Beginning Net Assets	\$ 2,200,106.80
Current YTD Net Income	\$ (42,896.72)
Total Fund Balance (Exhibit pgs. 20-36)	<u>\$ 2,157,210.08</u>
Total Liabilities and Fund Balances	<u>\$ 4,307,332.00</u>

Statement of Revenue and Expenses Summary
For the 9 Months Ended March 31, 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	\$355,015.28	\$2,557,138.28	\$2,936,839.02	\$ 379,700.74	87.07%
4100 - Membership Reimbursements	-	4,886.08	301,600.00	296,713.92	1.62%
4200 - Reimbursement for Losses	-	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	7,432.02	72,786.43	106,000.00	33,213.57	68.67%
4600 - Reserve Fund Transfer	-	-	45,000.00	45,000.00	0.00%
Total Revenue	<u>362,447.30</u>	<u>3,098,267.16</u>	<u>3,982,493.02</u>	<u>884,225.86</u>	<u>77.80%</u>
Expenses					
5000 - Salaries & Wages	125,515.37	1,251,274.47	1,639,608.00	388,333.53	76.32%
5020 - Personnel Benefits	64,529.87	367,834.74	448,700.00	80,865.26	81.98%
5100 - Building & Grounds	8,570.22	32,161.93	46,560.00	14,398.07	69.08%
5200 - Professional Development	843.74	10,089.59	25,501.00	15,411.41	39.57%
5300 - Membership Development	630.49	11,111.34	11,494.00	382.66	96.67%
5400 - Information & Technology Services	454,646.17	1,248,277.25	1,232,100.00	(16,177.25)	101.31%
5500 - General Office	205.07	4,362.69	4,100.00	(262.69)	106.41%
5600 - Hardware & Equipment	-	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	16,830.31	91,221.79	127,460.00	36,238.21	71.57%
5900 - Library Materials & Content	1,099.99	68,246.76	387,000.00	318,753.24	17.63%
6000 - Interest & Fees	608.79	5,122.32	2,610.00	(2,512.32)	196.26%
Total Expenses	<u>673,480.02</u>	<u>3,141,163.88</u>	<u>3,982,493.02</u>	<u>841,329.14</u>	<u>78.87%</u>
Excess Revenues less Expenses	<u>\$ (311,032.72)</u>	<u>\$ (42,896.72)</u>	<u>\$ 0.00</u>	<u>\$ 42,896.72</u>	

Statement of Revenue and Expenses For the 9 Months Ended March 31, 2026

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
Revenue					
4010 - SWAN Full Membership Fees	\$ 355,015.28	\$ 2,553,424.28	\$ 2,933,139.02	\$ 379,714.74	87.05%
4011 - SWAN Internet Access Membership Fees	0.00	3,714.00	3,700.00	(14.00)	100.38%
4190 - Member Group Purchase Receipts	0.00	4,886.08	301,600.00	296,713.92	1.62%
4220 - Reimbursement Losses for Resource Sharing	0.00	40,593.27	42,000.00	1,406.73	96.65%
4240 - E-Commerce Transactions	0.00	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	6,283.03	63,062.82	85,000.00	21,937.18	74.19%
4520 - Investment Income	1,148.99	9,723.61	21,000.00	11,276.39	46.30%
4600 - Reserve Fund Transfer	0.00	0.00	45,000.00	45,000.00	0.00%
Total Revenue	362,447.30	3,098,267.16	3,982,493.02	884,225.86	77.80%
Expenses					
5000 - Salaries & Wages	125,515.37	1,251,274.47	1,639,608.00	388,333.53	76.32%
5021 - FICA Expense	9,219.75	92,552.82	125,600.00	33,047.18	73.69%
5023 - Worker's Compensation	0.00	2,594.00	4,700.00	2,106.00	55.19%
5024 - Retirement Benefits	11,854.54	112,868.13	138,300.00	25,431.87	81.61%
5025 - Health, Dental, Life And Disability Insurance	43,420.58	159,440.88	178,600.00	19,159.12	89.27%
5026 - Tuition Reimbursements	0.00	0.00	1,100.00	1,100.00	0.00%
5085 - Staff Wellness	35.00	378.91	400.00	21.09	94.73%
5110 - Rent/Lease	8,549.78	29,826.90	41,800.00	11,973.10	71.36%
5120 - Utilities	20.44	1,760.74	3,800.00	2,039.26	46.34%
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	568.74	1,406.30	901.00	(505.30)	156.08%
5230 - Staff Professional Development	0.00	1,872.05	8,800.00	6,927.95	21.27%
5240 - Professional Association Membership Dues	275.00	732.00	2,500.00	1,768.00	29.28%
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	224.14	1,089.76	900.00	(189.76)	121.08%
5320 - Membership Meetings	0.00	160.00	0.00	(160.00)	0.00%
5330 - Library Professional Development	406.35	9,847.83	8,094.00	(1,753.83)	121.67%
5399 - Annual Conference	0.00	13.75	2,500.00	2,486.25	0.55%
5420 - Application Software Licensing	54.00	11,406.76	20,300.00	8,893.24	56.19%
5430 - Server Software Licensing	33,578.76	108,918.53	118,800.00	9,881.47	91.68%
5440 - Library Services Platform	417,575.09	1,036,043.22	993,100.00	(42,943.22)	104.32%
5450 - Data Management Services	1,391.10	32,482.55	37,600.00	5,117.45	86.39%
5460 - Information Subscription Service	0.00	20,735.38	20,400.00	(335.38)	101.64%
5470 - Subscription Support Services	484.92	29,734.44	33,800.00	4,065.56	87.97%
5480 - Telecommunications	602.30	5,635.88	7,500.00	1,864.12	75.15%
5490 - Group Purchases - Services	960.00	3,320.49	600.00	(2,720.49)	553.42%
5510 - Office Supplies	156.27	1,725.23	3,300.00	1,574.77	52.28%
5520 - Postage	48.80	450.19	800.00	349.81	56.27%
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	0.00	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	2,210.00	19,340.00	22,060.00	2,720.00	87.67%
5830 - Consulting	0.00	275.00	1,300.00	1,025.00	21.15%
5840 - Payroll Service Fees	372.13	3,597.62	4,600.00	1,002.38	78.21%

**Statement of Revenue and Expenses
For the 9 Months Ended March 31, 2026**

	Month-to-Date Actual	Year-to-Date Actual	Annual Budget	Remaining Budget	% Collected Expended
5860 - Notification & Collection	14,248.18	57,051.67	85,900.00	28,848.33	66.42%
5899 - Annual Conference Facility Contract	0.00	10,835.00	12,100.00	1,265.00	89.55%
5920 - Reimburse for Resource Sharing	1,099.99	36,351.75	42,000.00	5,648.25	86.55%
5940 - E-Commerce Payment Transactions	0.00	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	608.79	5,122.32	2,560.00	(2,562.32)	200.09%
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>673,480.02</u>	<u>3,141,163.88</u>	<u>3,982,493.02</u>	<u>841,329.14</u>	<u>78.87%</u>
 Excess Revenues less Expenses	 <u>\$ (311,032.72)</u>	 <u>\$ (42,896.72)</u>	 <u>\$ 0.00</u>	 <u>\$ 42,896.72</u>	

SWAN Library Services

Check Register

All Bank Accounts

March 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
Vendor Checks						
Backstage Library Works						
5450	Data Management Services	Backstage Library Works	487.30	Backstage - ACH	03/11/26	<u>487.30</u>
Backstage Library Works						
5450	Data Management Services	Backstage Library Works - October	424.60	Backstage - ACH	03/13/26	<u>424.60</u>
Backstage Library Works						
5450	Data Management Services	Backstage Library Works	479.20	Backstage- ACH	03/02/26	<u>479.20</u>
Scott Brandwein						
5310	Travel Reimbursement	Scott Brandwein - mileage	224.14	Brandwein - ACH	03/02/26	<u>224.14</u>
Comcast						
5480	Telecommunications	Comcast - Feb 11, 2026 to Mar 10, 2026	264.95	Comcast - ACH	03/03/26	<u>264.95</u>
ComEd						
5120	Utilities	ComEd - SERVICE FROM 2/5/26 THROUGH 3/6/26	552.32	ComEd - bill pay	03/11/26	<u>552.32</u>
Chicago Heights Public Library						
5920	Reimburse for Resource Sharing	Chicago Heights Public Library - RPB	1,099.99	CPL - ACH	03/02/26	<u>1,099.99</u>
First Bankcard						
5220	Staff Meetings	First Bankcard - Halsted Deli - Holiday party	568.74	FNBO automatic w	03/14/26	<u>6,443.19</u>
5240	Professional Association Membership Dues	First Bankcard - ALA professional mtg	125.00			
5240	Professional Association Membership Dues	First Bankcard - Paypal COSUGI	150.00			
5420	Application Software Licensing	First Bankcard - Mailchimp	54.00			
5430	Server Software Licensing	First Bankcard - DNS Made Easy	541.90			
5430	Server Software Licensing	First Bankcard - Microsoft Azure	3,569.86			
5470	Subscription Support Services	First Bankcard - Sendgrid	289.00			
5470	Subscription Support Services	First Bankcard - Statuscake	195.92			
5480	Telecommunications	First Bankcard - Grasshopper	49.35			

SWAN Library Services

Check Register

All Bank Accounts

March 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
5480	Telecommunications	First Bankcard - Microsoft calling plan	288.00			
5510	Office Supplies	First Bankcard - Vistaprint business cards	30.84			
5510	Office Supplies	First Bankcard - Vistaprint business cards	26.43			
5510	Office Supplies	First Bankcard - Apple.com airtag	99.00			
5520	Postage	First Bankcard - USPS	48.80			
5330	Library Professional Development	First Bankcard - ICS Learning Group	406.35			
HiQuest				HiQuest - ACH	03/11/26	<u>29,467.00</u>
5430	Server Software Licensing	HiQuest - Ping Identity	29,467.00			
KMMRD Enterprises				KMMRD - ACH	03/11/26	<u>4,373.57</u>
5110	Rent/Lease	KMMRD Enterprises - March	4,373.57			
KMMRD Enterprises				KMMRD - ACH	03/02/26	<u>4,176.21</u>
5110	Rent/Lease	KMMRD Enterprises - Feb.	4,176.21			
Lauterbach & Amen, LLP				L&A - ACH	03/02/26	<u>1,105.00</u>
5820	Accounting	Lauterbach & Amen, LLP - January	1,105.00			
Lauterbach & Amen, LLP				L&A - ACH	03/11/26	<u>1,105.00</u>
5820	Accounting	Lauterbach & Amen, LLP - Feb.	1,105.00			
LIMRiCC				LIMRiCC - ACH	03/11/26	<u>21,924.76</u>
5025	Health, Dental, Life And Disability Insurance	LIMRiCC - March	21,924.76			
LIMRiCC				LIMRiCC ACH	03/02/26	<u>25,425.43</u>
5025	Health, Dental, Life And Disability Insurance	LIMRiCC - Feb.	25,425.43			
Reliance Standard Life Insurance Co.				RSLI - ACH	03/02/26	<u>1,028.63</u>
5025	Health, Dental, Life And Disability Insurance	Reliance Standard Life Insurance Co. - March	1,028.63			
SirsiDynix, Inc.				SirsiDynix - ACH	03/11/26	<u>960.00</u>
5490	Group Purchases - Services	SirsiDynix, Inc. Pseudo Libraries	960.00			

SWAN Library Services

Check Register

All Bank Accounts

March 2026

Payee/Account #	Account Description	Description	Amount	Check Number	Check Date	Check Amount
SirsiDynix, Inc. 5440	Library Services Platform	SirsiDynix, Inc. - Annual renewal	417,575.09	SirsiDynix - ACH	03/14/26	<u>417,575.09</u>
Unique Integrated Communications, Inc. 5860	Notification & Collection	Unique Integrated Communications, Inc.- MessageBee	6,690.50	UMS - ACH	03/11/26	<u>7,085.29</u>
5860	Notification & Collection	Unique Integrated Communications, Inc. - Notices	394.79			
Unique Integrated Communications, Inc. 5860	Notification & Collection	Unique Integrated Communications, Inc. - Message Bee	6,690.50	UMS - ACH	03/02/26	<u>7,162.89</u>
5860	Notification & Collection	Unique Integrated Communications, Inc. - Notices	472.39			
Wellness Insurance Network-WIN 5025	Health, Dental, Life And Disability Insurance	Wellness Insurance Network-WIN - March	168.18	WIN - ACH	03/11/26	<u>168.18</u>
Wellness Insurance Network-WIN 5025	Health, Dental, Life And Disability Insurance	Wellness Insurance Network-WIN - Feb.	167.18	WIN - ACH	03/02/26	<u>167.18</u>
Check List Total						<u><u>531,699.92</u></u>

SWAN BOARD MEETING MINUTES

March 20, 2025, 9:30 a.m.
Glen Ellyn Public Library
400 Duane Street
Glen Ellyn, IL 60137-4508

1. Call to Order, Roll Call

President Musil called the meeting to order at 9:30 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

There was no public comment.

3. Action Item

Acceptance of March 20, 2026, SWAN Board Meeting Agenda

Bussey moved, seconded by Burns that it be

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

Motion carried by unanimous voice vote.

4. Action Item

Approval of the SWAN Financials February 2026

Bussey moved, seconded by Johnson that it be

RESOLVED THAT THE SWAN BOARD APPROVES THE PAYMENT OF BILLS FOR FEBRUARY 1, 2026 –FEBRUARY 28, 2026, AND ACCEPTS THE BALANCE SHEET AND DETAILS OF EXPENDITURES FOR FEBRUARY 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 February 20, 2026, SWAN Board Meeting Minutes

Johnson moved, seconded by Van Cleve 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. **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.

c. **Treasurers Report**

None

d. **Board Calendar**

None

9. **Action—Approved revised Reserve Cash Policy**

The Reserve Cash Policy was revised from four months to “equivalent of five months operating expenditures shall be maintained as reserve cash” and increase from 50% to 75% “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.”

Motion carried by roll call vote with the following results:

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

10. Discussion Item – Procedure on Non-Payment of Membership Dues

The SWAN board discussed obtaining a legal opinion on a scenario of a library non-payment of membership dues if a property lien could be placed on the owning library.

The timeline of the procedure was discussed and recommended the 70 days after notice and 120 day threshold expiration date be clarified in the revision to be considered at the next meeting.

11. Discussion Item—SWAN strategic plan

The SWAN board completed several exercises including three SWOT analysis and prioritization of issues for the upcoming five years.

Musil adjourned the meeting at 3:00 p.m.

Minutes Prepared by Aaron Skog
Respectfully Submitted,

Samantha Johnson
Board Secretary

SWAN Executive Director Report

April 17, 2026

Update on activities

Innovative Users Group (IUG) conference

Innovative Senior Director Public Library Sales Carrie Pearson invited SWAN to the Innovative Users Group conference in Chicago, Monday, April 13th. I requested Tara Wood, Cynthia Romanowski, and Scott Brandwein attend the conference, which was the opening day of a three-day event.

We attended the opening session, which included updates from Innovative on its company direction with its focus on its new cloud-based platform Vega Library Experience (Vega LX) which connects to both of the company's ILS platforms Polaris and Sierra.

The components of Vega LX include:

- Discover: the discovery interface
- Mobile: its mobile application
- WebBuilder: website building tool, similar to a feature within Aspen Discovery
- Promote: targeted marketing to library patrons
- Program: management of library events
- Analyze: data metrics from Discover are collected, with plans to include the ILS data from Polaris and Sierra
- Interact: conversations with library users via chatbot or SMS
- Connect: a messaging platform, similar to MessageBee

As you can see, this is an ambitious vision for Vega LX, which was already laid out at a meeting with SWAN four years ago. The company is making progress on its Vega Discover, which is in use by PrairieCat. Meanwhile, other Illinois libraries such as Helen Plum Public Library District originally intended to use Vega Discover but decided to switch to Aspen Discovery. The CCS consortium has also decided Vega Discover was not its future discovery platform and instead selected BiblioCore from BiblioCommons. Both Pinnacle Library Consortia and CCS are using MessageBee for some of its ILS notifications.

The Polaris "roadmap" session outlined the previous releases in 2025 which were versions 7.8 and 8.0. The Polaris ILS has a web interface named LEAP that with the 8.0 release has all of its system administration tools now in LEAP so that the Polaris staff client is no longer needed to administer the system. The upcoming 2026 roadmap showed LEAP would continue to make strides to enhance features for library staff in technical services roles. The progress with Polaris on its web-based staff interface is impressive, but it is worth noting that software development work with LEAP was underway in 2013

when SWAN received a proposal from Polaris. That said, the development of LEAP over the past 13 years should be commended.

The Vega reporting and analytics solution was not entirely clear, which might be due to attending only one day of the conference, but it seemed to be early in its development. Carrie Pearson has stated that the Polaris integration with LibraryIQ is worth considering, which is what the New Jersey consortia STELLA has done after its switch from SirsiDynix Symphony to Polaris/Vega LX. We will be discussing with STELLA the reporting and analytics solutions some more at a future date. STELLA has also offered to share its RFP/RFI template with SWAN.

(Exhibit pgs. 45-60)

There are other interesting accomplishments noted at the conference:

Libby app integration: Clarivate/Innovative has achieved some negotiated breakthrough with OverDrive to allow its Vega platform to feed actual library collections into Libby, so that if an eBook title is unavailable but the physical copy is on shelf, it would appear in Libby.

Rapido: this is a new interlibrary lending platform solution that was deployed in Ohio to allow sharing between public and academic libraries.

In addition to STELLA, we spoke with staff from Helen Plum, PrairieCat, CCS, and Pinnacle.

Public Library Association 2026 Conference

I attended the PLA conference in Minneapolis from Wednesday, April 1st through Friday, April 3rd. Below is a summary of my discussions and sessions.

Vendor meetings:

- Grove for Libraries: met for lunch to discuss some exciting direction of Grove with Ingram to provide enhanced library content similar to ProQuest Syndetic Solutions. With the demise of Baker & Taylor Content Café, there needs to be some competition in this space. Grove is also exploring patron driven acquisitions integration with Ingram in Aspen Discovery.
- Innovative: met for lunch to discuss SWAN's direction with its ILS and analytics. I shared that no decision has been made but there would be some discussion in June and direction following over the second half of 2026.
- SirsiDynix: met at the vendor booth and emphasized the importance of BLUEcloud Staff as a premier web-based client for library staff. It was clear that much of my discussions with SirsiDynix were understood by senior leadership that attended the booth. It was not new information for them.

- ByWater Solutions: briefly discussed SWAN’s upcoming decision on its ILS and that ALA Chicago would be an opportunity to discuss Koha ILS and its data analytics solution.
- Equinox: similar discussion as with ByWater Solutions, but with the [Evergreen ILS](#) and [Metabase](#) as a potential solution for SWAN. The staff noted that Old Colony Network in Massachusetts selected Evergreen and Aspen Discovery as its next platforms, migrating from Symphony and Enterprise Discovery from SirsiDynix. Old Colony Network will be going live in May 2026. Evergreen ILS was under consideration by SWAN in 2013 and was a top three finalist. The platform is now entirely web-based and designed for library consortia.

Sessions attended:

- Vendors & data privacy
- eBook legislation interest group
- How Gen Z is using the library
- Strategic planning in public libraries
- Advocacy efforts from ALA
- Advocacy efforts at the local government and state level

I spoke with a number of library staff and directors at the conference, including Frank Murray from Evergreen Park and Anna Wassenaar from Blue Island, and encouraged them to consider SWAN Board openings.

The session on vendors and data privacy was excellent and should be considered for SWAN Expo as the keynote speaker. The presenter was Dorothea Salo from Wisconsin University.

Illinois Library Association Public Policy Committee

The Committee continues to advocate for ILA legislation. 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.

Projects

Strategic Planning Events

The three events are open for registration.

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

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

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

Board considerations

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

March Balance Sheet

The Fund Balance Unrestricted line for March 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 75% 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 79%.

	FY26 Budget	Ending March 2026	Percentage of budget YTD 75%
Total Revenue	\$3,982,493.02	\$3,098,267.16	78%
Total Expenses	\$3,982,493.02	\$3,141,163.88	79%
Over / (Under)	\$0.00	(\$42,896.72)	

Accounts Receivable

4010 - SWAN Full Membership Fees: 87.05%

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 14.

4310 – RAILS Support to SWAN: 75%

The third quarter payment to SWAN was received. The final payment for the fiscal year is due in April.

4499 – Annual Conference Receipts: 141.61%

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

4510 – Interest Income: 74.19%

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: 46.30%

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: 156.08%

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 put this line over budget.

5310—Travel Reimbursement: 121.08%

Reimbursements to SWAN employees for local travel to meetings.

5330 – Library Professional Development: 121.67%

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: 553.42%

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: 87.67%

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

6010—Bank Fees: 200.09%

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

Operations Report: March 2026

Summary

Membership engagement activities and statistics are reported through the month-end of March 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
3/3/2026	Cataloging Training (ROS)	Bibliographic Services; User Experience	Consultation
3/5/2026	SWAN Quarterly Meeting	All	Governance
3/10/2026	Aspen Networking	User Experience	Membership Meeting
3/17/2026	The ins and Outs of EDI Acquisitions	Bibliographic Services	Membership Meeting
3/18/2026	Circulation Working Group	Information Technologys & System Support; User Experience; Bibliographic Services	Membership Meeting
3/20/2026	SWAN Board Meeting	Administration	Governance
3/31/2026	SWAN Fireside Chat	All	Membership Meeting

User Group and Engagement Events

Aspen Networking Group (3/10/2026)

Much of the discussion at the first Aspen Networking Group meeting centered around purchase suggestions, including the holds features and best practices in managing requests for titles that do not yet have a publication release date. As a result of this discussion, Tara Wood is reviewing the purchase suggestions settings in Aspen for the 41 libraries using purchase suggestions and planning a potential session for libraries using purchase suggestions and those interested to share best practices and workflows. The group also discussed holds logic in Aspen as well as the keyword filter functionality that went live in February.

SWAN Circulation Working Group (3/18/2026)

The group met in person at the Bensenville Public Library in a working session focused on preparing for the “Choose the Fate of the Item - Use It or Lose It” session planned for April 29th at Crete Public Library District. This session will focus on damaged and unusable practices, including physical items the presenters have gathered for attendees to interact with.

SWAN Discussion: The Ins and Outs of EDI Acquisitions (3/17/2026)

Samantha Dietel facilitated an event, "The Ins and Outs of EDI Acquisitions". Discussion leaders Jenny Cuevas (ADD), Susana Leyva (DGS), and Ann Marie Lindsey (GED) helped stimulate discussion on various EDI Acquisitions talking points, including general EDI workflow, new vendors, and best practices for EDI invoicing and ordering. The meeting also featured a demo of ordering from Ingram Ipage from Ann Marie Lindsey and a demo of MARCEdit tools for loading non-EDI orders from Jenny Cuevas.

Major Projects & Research

Aspen Discovery

26.03 release

This release included two long-time enhancement requests from our youth services librarians: a new picture book format and the ability to lock filters to save them across different keyword searches.

In addition, this release included some improvements for holds logic around records with an on-order status, ensuring they are prioritized below records with a checked out status. Users can also now get email notifications for saved searches.

Hoopla API update and Flex integration

The upgrade to Hoopla V2 (new API endpoints) was originally scheduled for March 10. We are delayed until April 13, 2026. The upgrade will allow each subscribing Hoopla library better control over how the instant Hoopla collection is displayed in Aspen. The enhancement also lays the groundwork for the Hoopla Flex integration in Aspen. We plan to go live with the new endpoints April 13, but we do not plan on turning on the Hoopla Flex integration until later. Before the March 10th rollout, it was discovered that our Aspen indexing was taking a long time and the thought was that the new Hoopla endpoints may have something to do with it. Grove for Libraries is sure that all the bugs have been worked out, and they do not expect us to have any issues with the upgrade. They are also moving all applicable Aspen libraries to the new Hoopla V2, so SWAN will not be the only member on Hoopla V2.

Palace Project integration

We are awaiting some additional improvements to the Palace Project integration, some of which are planned for the 26.04 release. The indexing for Palace Project has been drastically improved, from

several hours for a title's status to be updated to less than 5 minutes. However, if two people happen to check out the same book at the same time and there is only 1 copy available, the message displayed to the end user was not correct. Example, it would tell both patrons that their checkout was successful, but only one of those patrons would have the title checked out while the other had been placed on hold without immediately knowing. Updated messaging will reflect the proper response in this scenario.

The action messaging will be live on the 26.04 release scheduled for April 22, 2026. We plan to turn the integration on for our participating SWAN libraries on that day.

New Staff Laptops

The new laptop deployment is nearly complete, with only a couple of staff remaining on the schedule. The rollout has gone smoothly, mostly due to Ahren Siever's setting up one-on-one sessions with staff at SWAN HQ to ensure the migration to the new hardware went as smoothly as possible.

We are still awaiting pricing for the few laptops we had originally requested to have as spare units. Due to stock issues at the end of 2025, we were only able to procure enough for our current staff. The spike in both RAM and storage resulted in significant cost increases, with one of our model's price increasing by \$300. Our sales rep at Lenovo has been working on better pricing for the remaining few laptops.

SWAN Expo Planning

This year, in order to solicit more membership submission of presentation proposals, we held two drop-in information sessions for anyone curious about the process of presenting at SWAN Expo or who wanted more information on the types of presentations we are looking for. Both were sparsely attended, but those who came appreciated being able to learn about the process and expectations. Each attendee has submitted a proposal, so we consider the idea a success.

Q2 2026 Projects

This section outlines a selection of projects SWAN will complete or kick off in the second quarter of this year.

Aspen Pilots

Scan-and-go

Scan-and-Go is the self check feature in the Aspen LiDA app. We anticipated we would be able to launch in Q1 of this year, but the pilot is remains stalled as we await additional development to handle non-blocking alerts from Symphony, such as hold pickup alerts.

The CLEVNet consortium is also working with Grove for Libraries to sponsor development that will improve the Symphony Web Services integration with Scan-and-Go for all libraries using Aspen with

Symphony. As this pilot is our priority, we would like to see to to launch and completion before embarking on additional Aspen pilot projects.

Events

Before opening up a pilot of the Aspen Events feature, we would like to complete the Scan-and-Go pilot with our membership. That said, there is still plenty to work on behind the scenes testing the Events module and developing documentation our members can use when a pilot begins. Our hope is to launch a pilot interest form by the end of the quarter.

Talpa

Also on deck this quarter is further investigating the [Talpa Search project](#) from LibraryThing. Talpa combines catalog search capabilities with book industry data and artificial intelligence (AI) technologies.

Grove for Libraries developed a [Talpa Aspen integration](#) that allows patrons to choose Talpa Search from the list of search indexes (i.e. patrons should choose from Library Catalog, Articles and Databases, Talpa Search, etc.). A [demo site](#) is available as well.

Talpa requires a subscription, so one initial step for this project is to contact LibraryThing to obtain a quote for a consortium-wide subscription. Additional early investigation steps include contacting libraries using Talpa, and conducting a comparison of search results using Talpa versus the native Aspen search.

Bibliographic Services Clerk Hiring and Training

In early April, we sent an offer for the Bibliographic Services Clerk position that has been posted for some time now. After two rounds of interviews, we have a list of candidates that would be excellent for the position. If this offer is accepted, we will hopefully begin training the new part time worker in late April or early May. The employee will work approximately 20 hours per week remotely.

SharePoint/File Management (Internal)

We have been anxious to begin a project to re-organize our internal file system and implement some efficiencies in our SharePoint infrastructure, but as a fully internal project, it often gets superseded by membership-facing endeavors. This quarter provides an opportunity for us to pursue this further, so we will kick off this project in late April and carry it out slowly throughout the summer.

While it does not have a direct membership effect, we have been experiencing intermittent issues with file syncing and sharing that we believe have to do with our SharePoint file design being too crowded and centralized.

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
3/10/2026	Aspen Networkin	All	Partnerships
3/12/2026	Aspen Community Meeting	All	Partnerships
3/19/2026	Aspen Catalogers Group	Bibliographic Services	Partnerships
3/25/2026	SirsiDynix SureSailing	All	Partnerships

Support, Documentation, and Training

Details on support tickets, documentation, and training.

Outage Tracking

There were no unplanned outages or indexing errors in March.

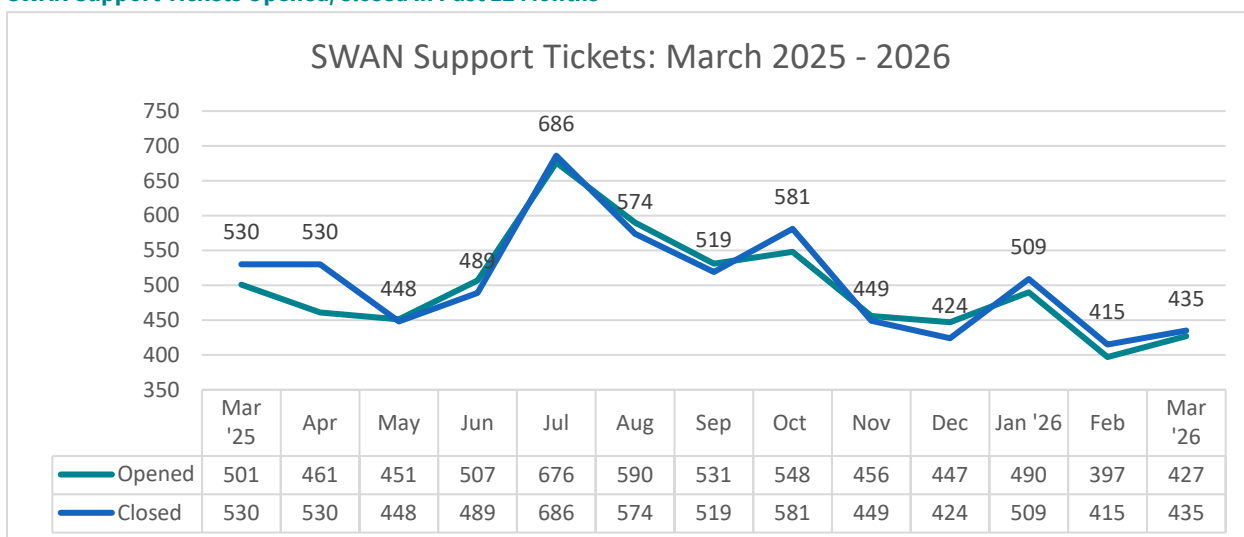
System Maintenance & Outage Calendar

Incident	Date	Details
Symphony Test Refresh	1/21/2026	Symphony Production cloned to Test
Overnight Processing Errors	1/27/2026	ADUText Completed Abnormally
SSL Renewal: login.swanlibraries.net	2/4/2026	SSL Renewal for SSO Domain
Overnight Processing Errors	2/24/2026	ADUText Completed Abnormally

Support Tickets

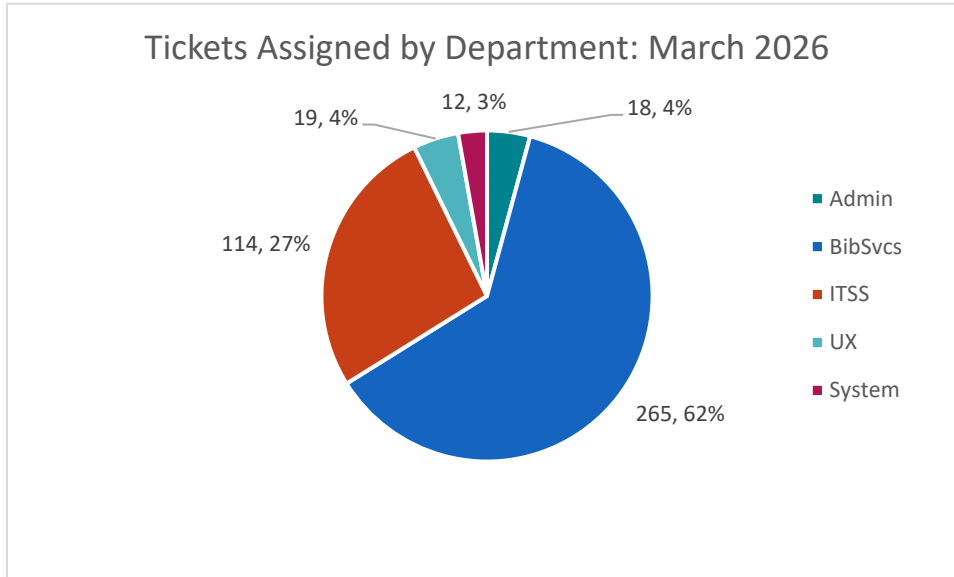
System Assigned tickets represent tickets that were merged or otherwise consolidated.

SWAN Support Tickets Opened/Closed in Past 12 Months



Data labels reflect tickets closed each month.

SWAN Support Tickets Assigned by Department



Support Site

New and updated documentation

Vickie Totton added new documentation, [Open Hold Shelf Hold Wrapper Best Practices](#).

Training Modules & Recordings

Webinar audit

In March, Crystal Vela conducted consults with SWAN staff to determine next steps for the 42 webinar recordings flagged in our audit as needing updates or additional discussion. She also developed a new webinar script template for staff to use as they begin to re-record and update our webinars.

She is currently creating a project plan to prioritize and schedule the development and creation of new webinar recordings and courses.

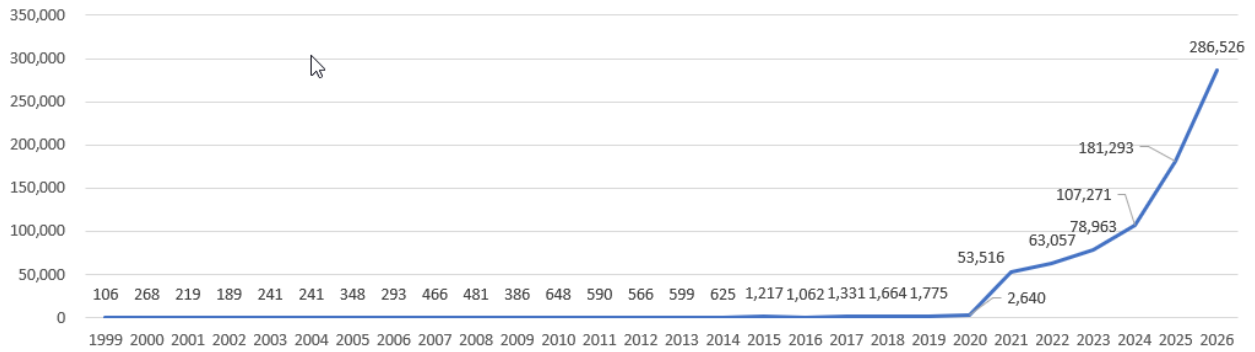
SWAN has also purchased a subscription to Loom, which we will use to create webinars. It offers editing features and some helpful automated tools, such as removing “ums” and pauses to help SWAN staff offer efficient and polished webinars to our membership.

Maintenance

Automatic Monthly Patron Record Removal

In March, we removed 1,847 inactive patrons from the database. We currently have 783,188 registered patrons in the system. Now that the patron record purge has reached the goal of >5 years of inactivity, only 2% (15,955) have been inactive since before 2021 and remain due to bills greater than \$100 on their account.

Number of Patrons - Last Activity Year

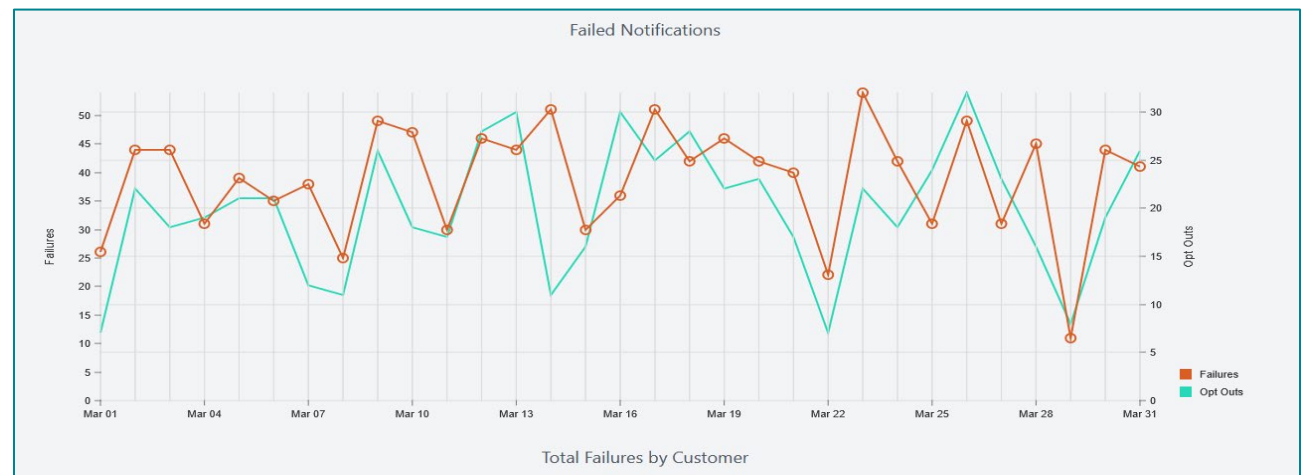
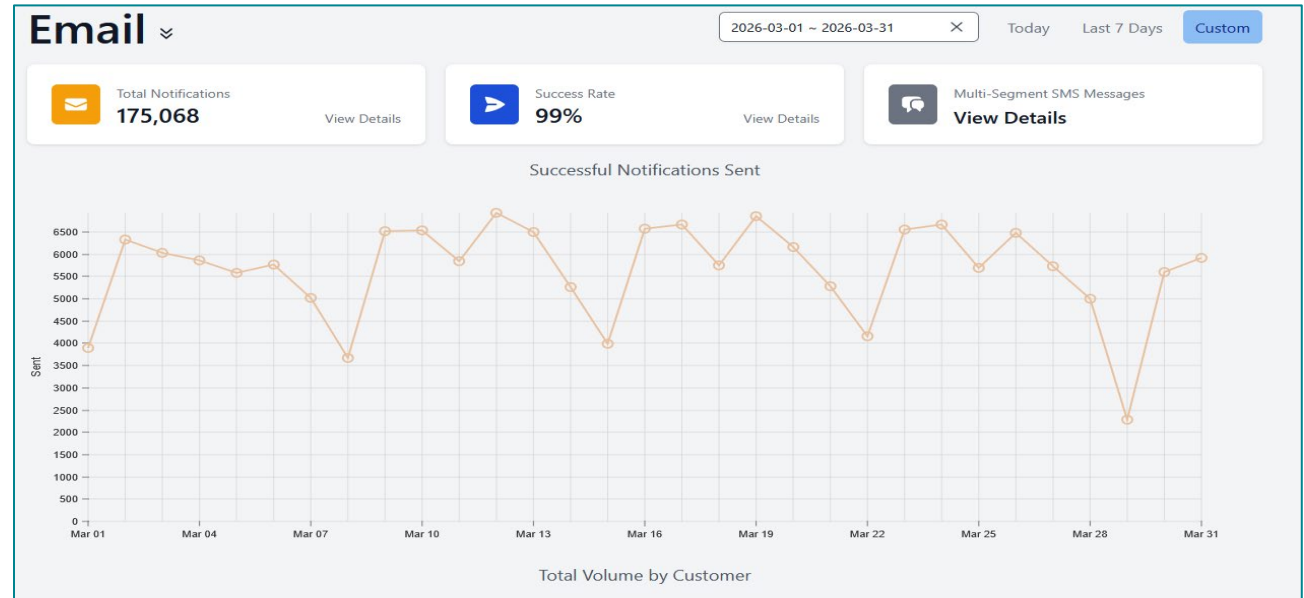


We encourage libraries to examine these bills for possible removal at the library’s discretion.

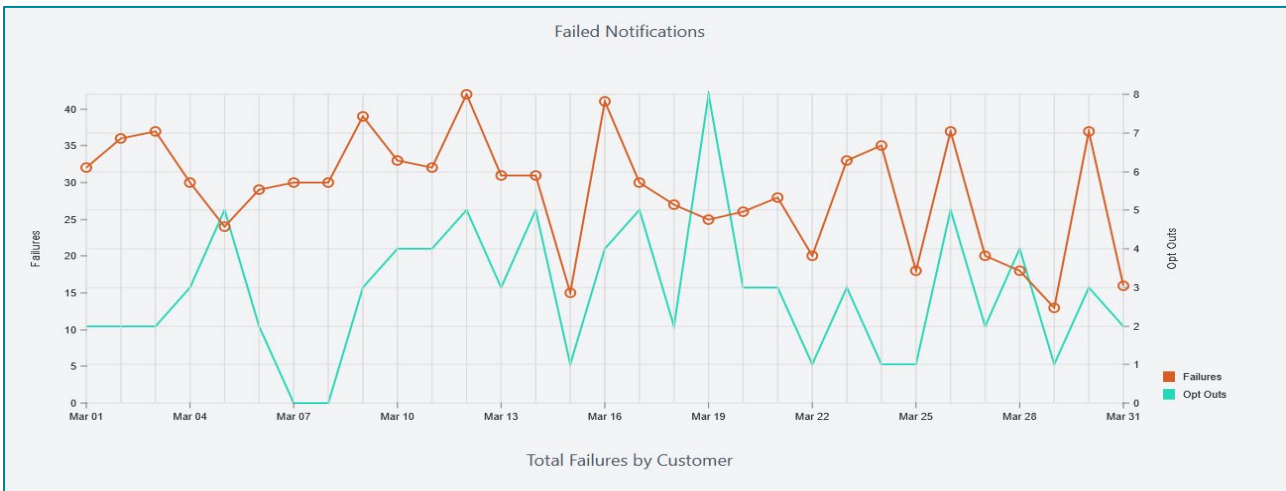
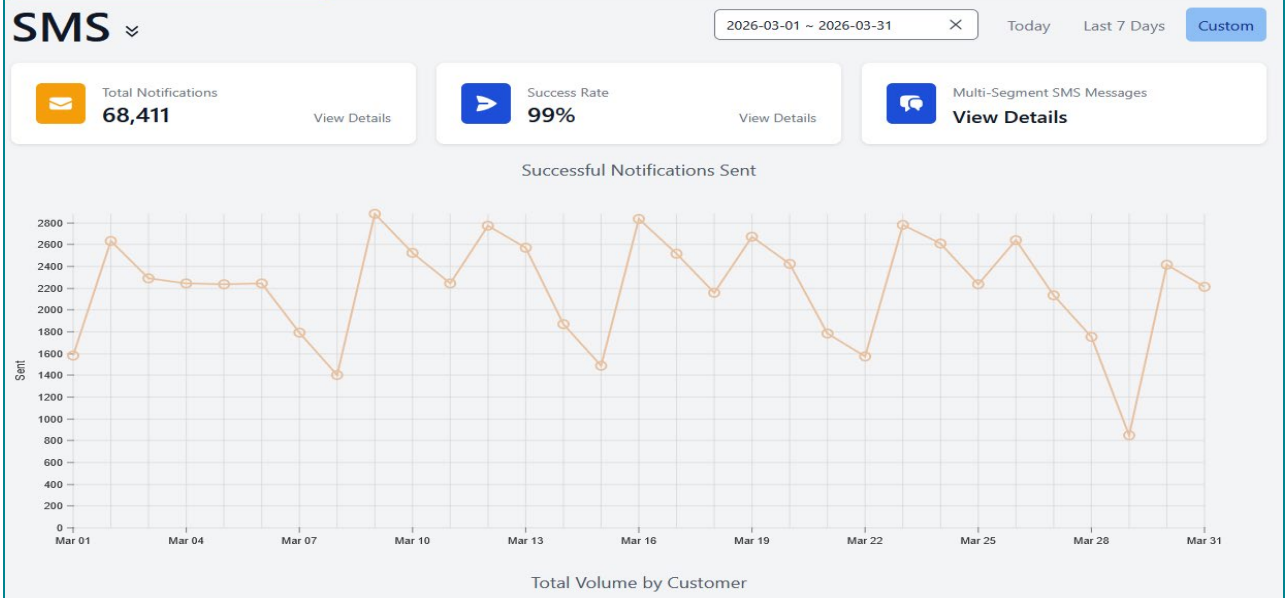
MessageBee Statistics

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
Mar-26	175,068	173,196	1,206	98.93%	617	134,654	4,719
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	N/A	N/A
Mar-26	68,411	67,402	895	98.53%	89	N/A	N/A
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
Mar-26	6,483	6,276	189	96.81%	0	N/A	N/A

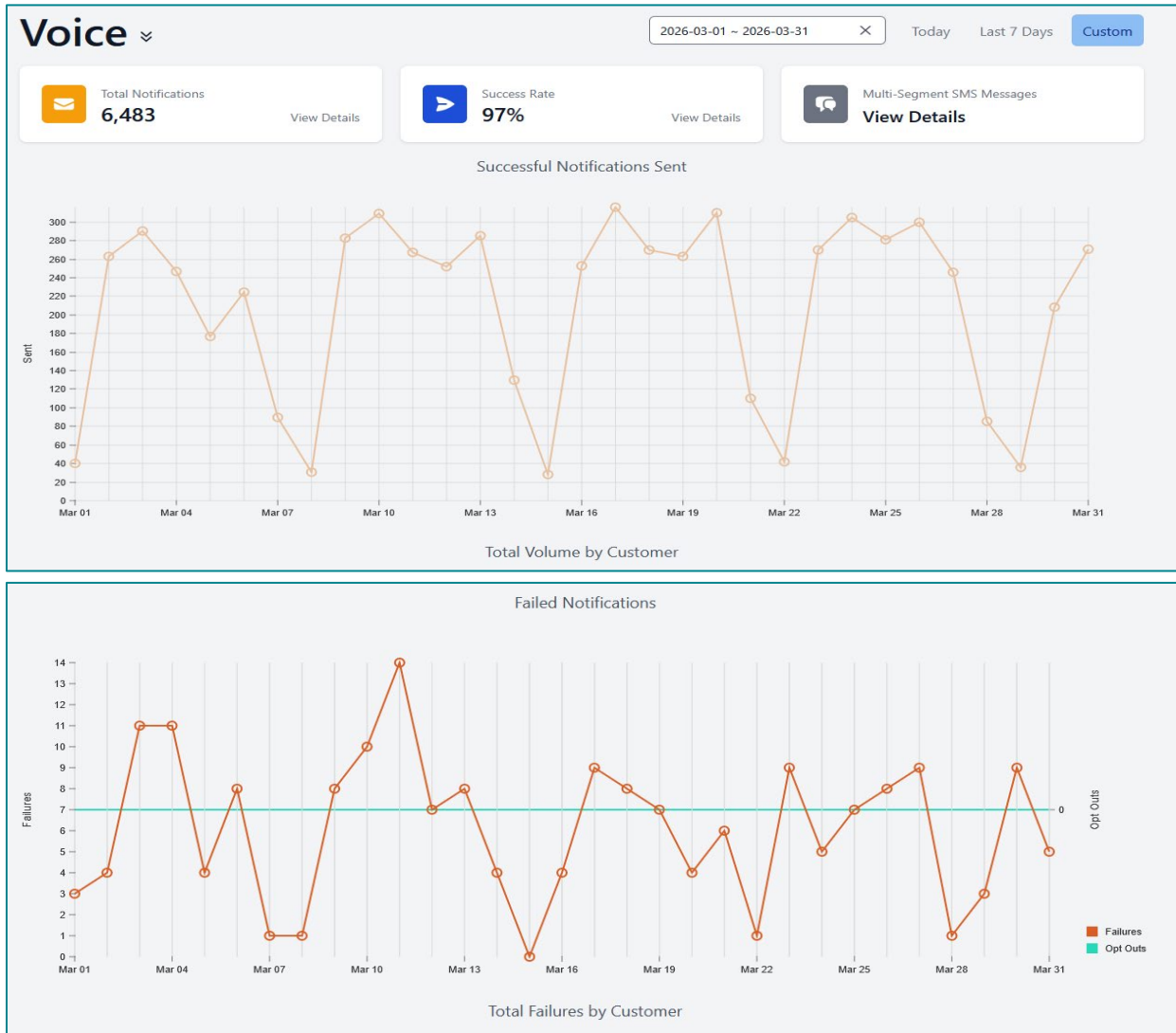
Email Notices



SMS Notices



Voice Notices



Print Notices

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

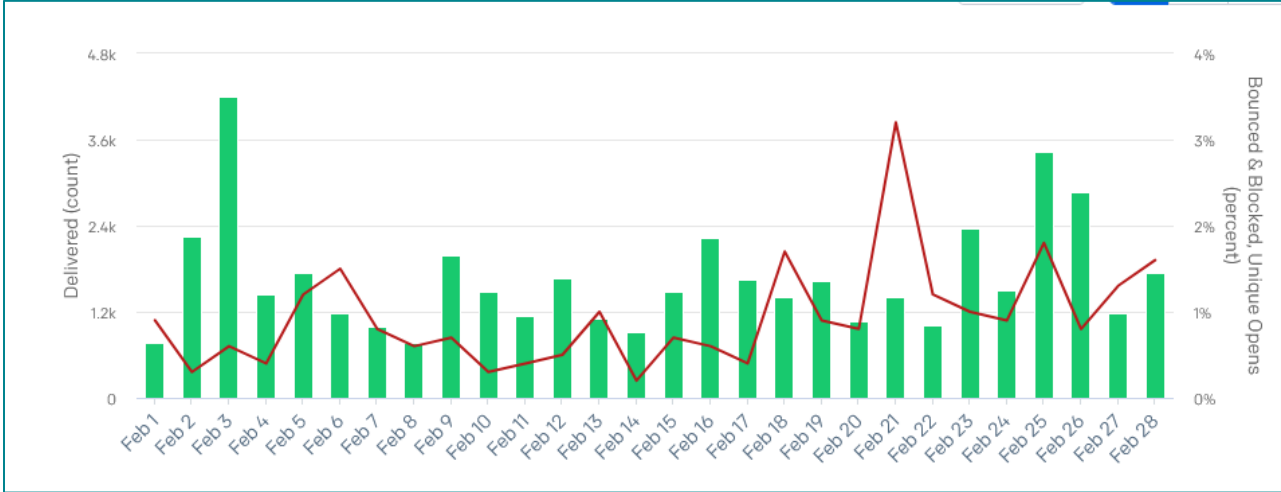
Month/Yr	Bill Notices	Amount
December, 2025	530	\$ 514.10
January, 2026	487	\$ 472.39
February, 2026	407	\$ 394.79
March, 2026	322	\$ 312.34

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.

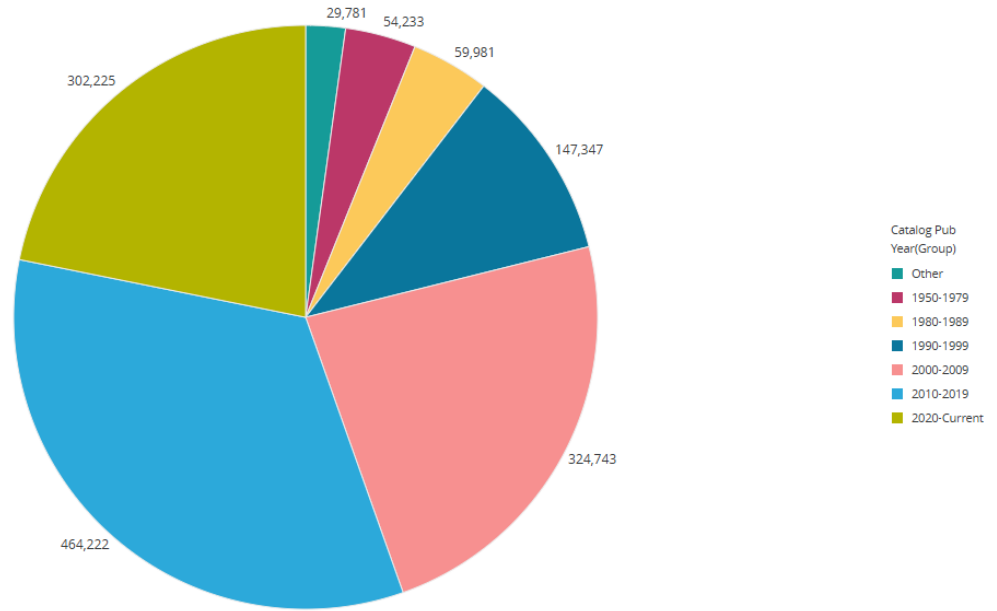
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Orig 2023	114	123	187	197	164	146	57	38	34	104	111	40	1,315
Copy 2023	2,925	2,213	2,352	1,819	2,630	2,310	1,752	2,215	1,875	2,338	1,968	1,838	26,235
Orig 2024	134	149	127	132	125	80	129	63	99	80	80	73	1,271
Copy 2024	2,072	1,936	1,633	1,967	1,727	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	65										
Copy 2026	1830	1766	2080										

Records Added

In March, SWAN libraries added 45,737 new items to the database, and a total of 6,907 new catalog records.

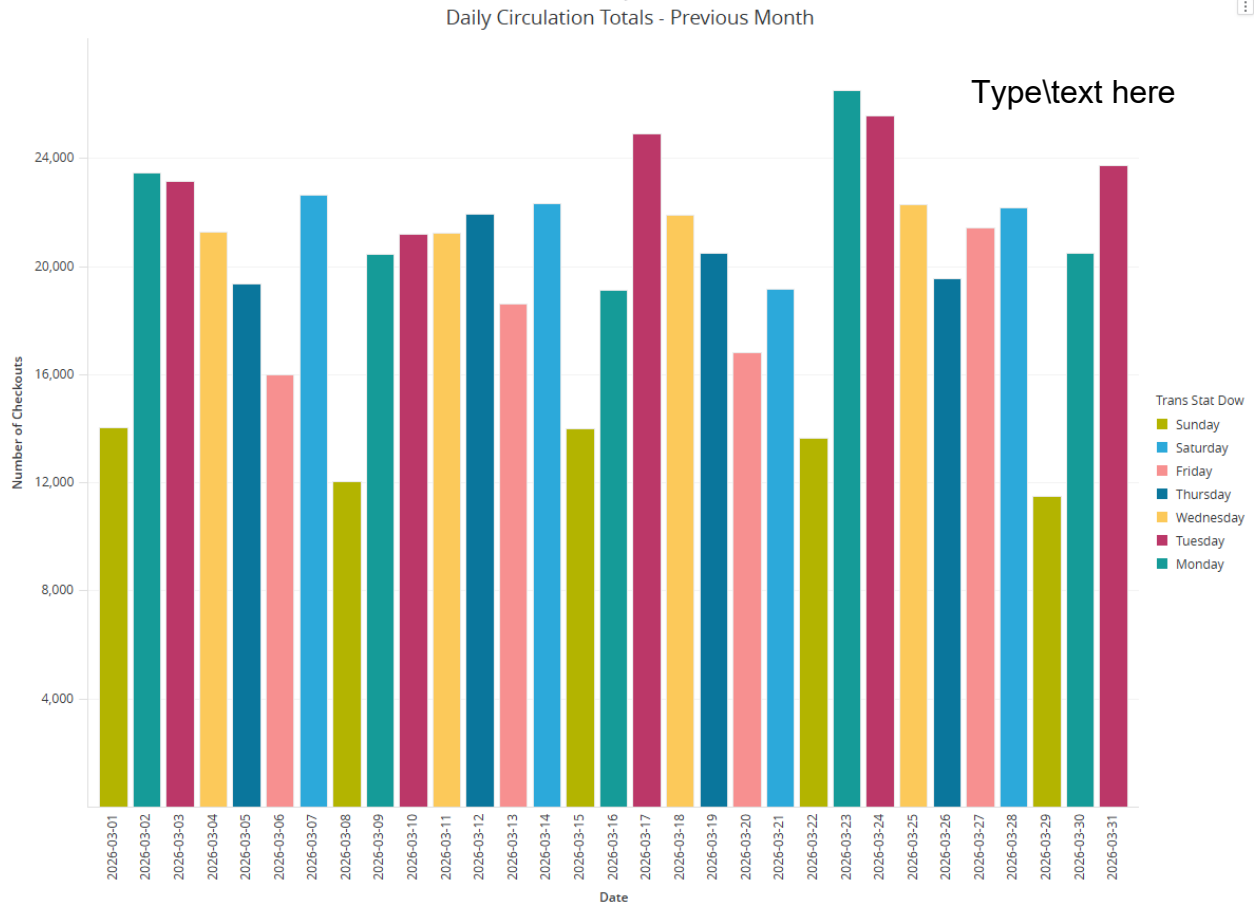
Currently, we have 1,382, 532 unique bibliographic records with available items. Of these, 55% were published in or after 2010.

Title Count by Publication Year



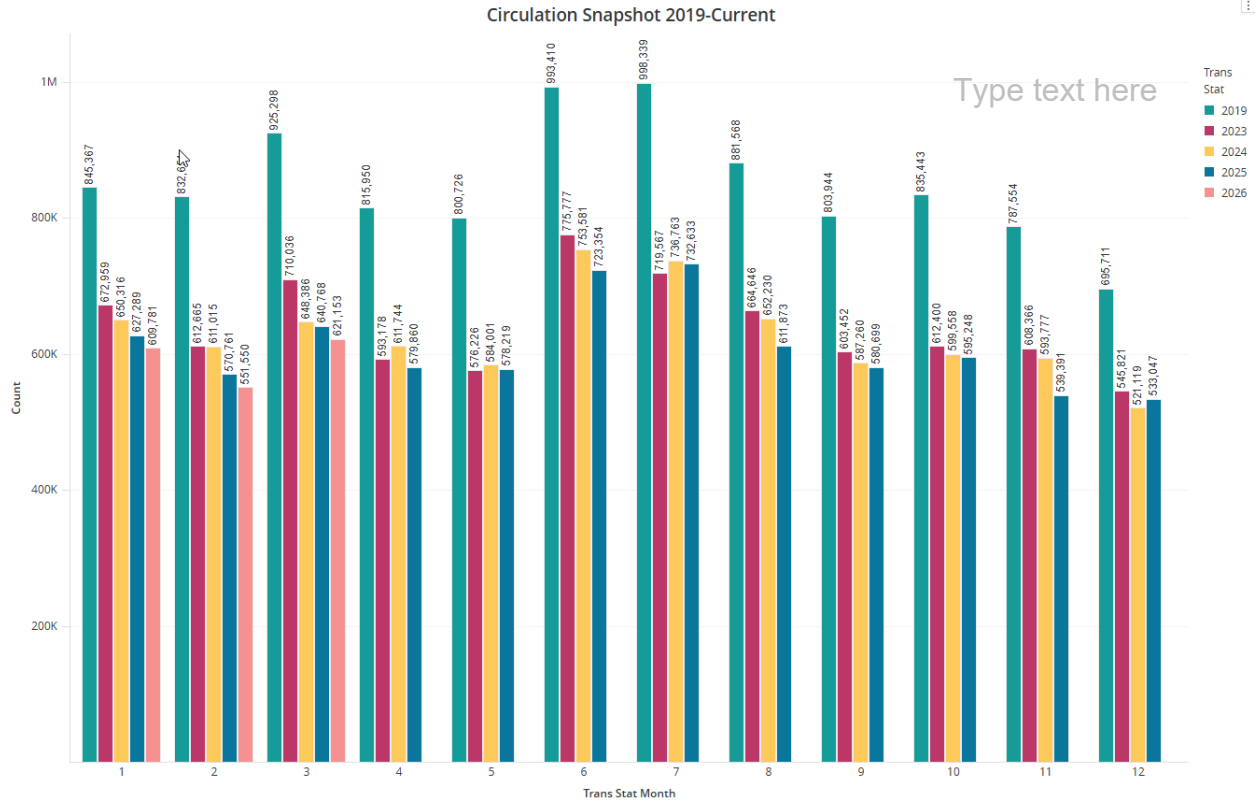
Circulation

In March, there were 621,130 total circulations across all SWAN libraries. Comparative daily rates are in the graph below.



Monthly total comparison since 2019

In March, systemwide circulation was 96.9% of the total in March 2025 and 67.1% of the pre-pandemic count from March 2019. The first few months of this year demonstrate the slight downward trend in physical circulations that has been taking place since 2020.



Trends in Holds

In March, 199,753 holds were placed by 41,989 unique patrons, for an average of 4.8 items per holding patron. Hold placements/pickup remains steady in recent years, even as physical circulation tapers.

Interlibrary Loan & Resource Sharing

In March, Interlibrary loan checkouts between SWAN members totaled 117,241 for 19% of total checkouts.

Reciprocal borrowing between SWAN libraries totaled another 18.1% of total checkouts at 111,492. Non-SWAN reciprocal borrowing made up another 3.4% of checkouts.

OCLC Worldwide Resource Sharing

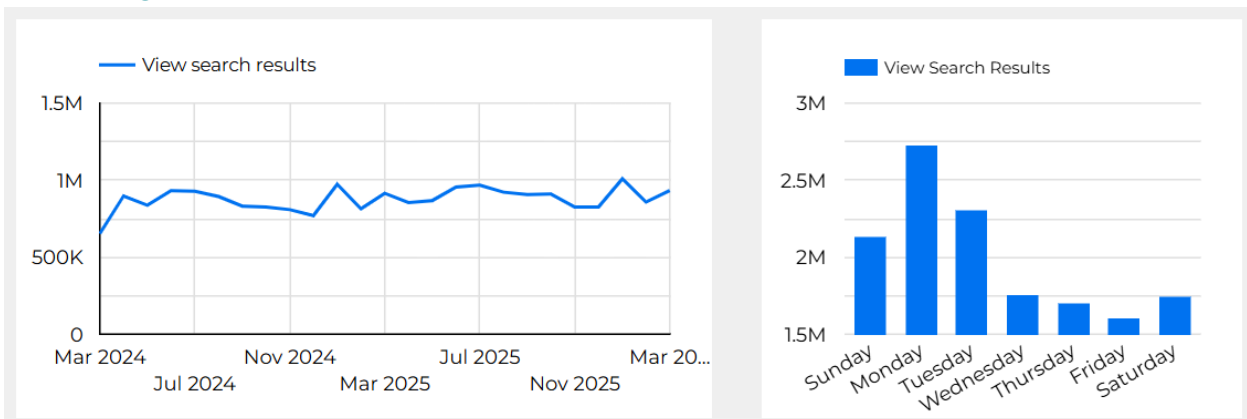
In March, our combined OCLC interlibrary loan statistics show that SWAN was still a net lender by a ratio of 1.8 items lent for each item borrowed. We lent 2,534 items and 15 copies and borrowed 1,405 items and 20 copies.

Online Public Catalog - Aspen

Top 25 Searches in Aspen (March 2026)

- | | | |
|---|--------------------------|-------------------------|
| 1. project hail
mary | 6. easter | 16. harry potter |
| 2. theo of golden | 7. pokemon | 17. minecraft |
| 3. spring | 8. hamnet | 18. horror |
| 4. the
correspondent | 9. games | 19. colleen hoover |
| 5. dog man
(fictitious
character) --
comic books,
strips, etc. --
juvenile fiction | 10. the
correspondent | 20. theo of golden |
| | 11. mystery | 21. consumer
reports |
| | 12. mcfadden,
freida | 22. my husbands
wife |
| | 13. the housemaid | 23. wings of fire |
| | 14. roku | 24. paw patrol |
| | 15. judge stone | 25. kin |

Results Pageviews in Aspen

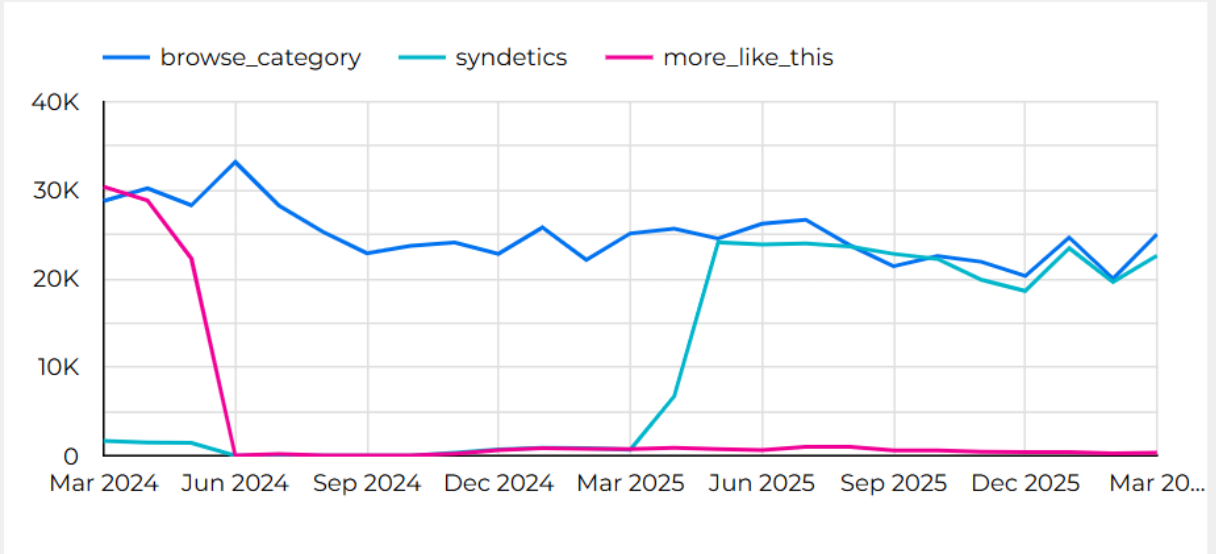


Usage of Recommendations

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*.

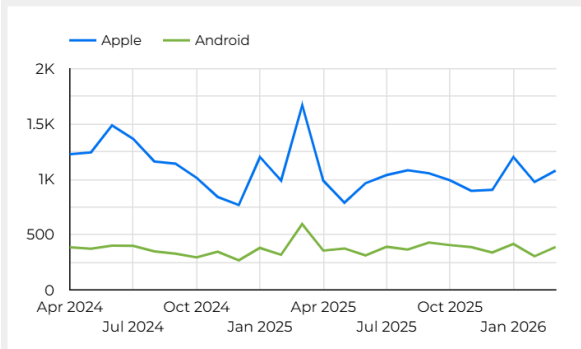
Recommendations



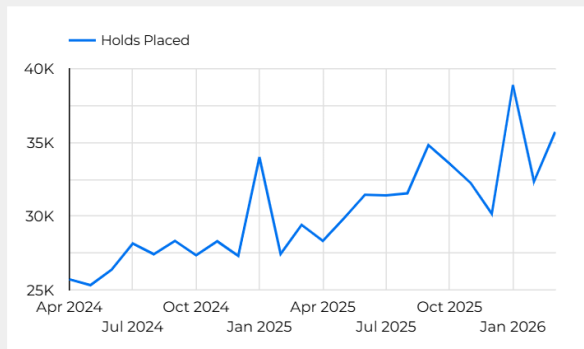
SWAN Libraries + App – Aspen LiDA

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

Procedure on Non-Payment of Membership Dues

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

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 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 Days After Notice 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 Days After NoticeThreshold

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 Days After NoticeThreshold

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 After NoticeThreshold

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 After NoticeThreshold

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 After Notice 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

Days Past Notice Date	Date	Step Taken
0	<u>7/1/2026</u>	Letter notifying library of non-payment
70	<u>9/9/2026</u>	Disable holds
90	<u>9/29/2026</u>	Shadow library collection
120	<u>10/29/2026</u>	Expire patrons
180	<u>12/28/2026</u>	VPN disabled, membership suspended
300	<u>4/27/2027</u>	SWAN terminates membership
365	<u>7/1/2027</u>	Library's data is removed from SWAN

SWAN Strategic Planning Events

- Refreshments provided, including coffee, and snacks
- Printed out priorities on large sheets
- Dots for voting
- Poster paper for capturing discussion

Agenda

Introduction

Priorities discussion

Concerns around main priorities

Key topics not addressed

What should change or stay the same as a result of strategic planning

Additional feedback

Review ideas shared & placed in “parking lot”

Priorities Discussion

Explain how these were arrived at by board and SWAN staff.

Possible Outline for Membership Focus Groups

1. The following priorities have been brainstormed by the SWAN board and staff. In your opinion, which are the most important issues for SWAN to focus on during the next strategic planning cycle (5 years)? (Vote with dots.)
 1. Membership engagement with SWAN (e.g., quarterly meeting attendance, participation in working and networking groups, reaching out to board representatives, attendance at SWAN Expo)
 2. SWAN staff engagement with membership (e.g., improving SWAN staff’s understanding of member needs and assistance with pain points)
 3. Satisfaction with SWAN ILS platform (e.g., work on points raised in platform survey, future ILS decision, administration of new surveys)

4. Vendor consolidation and rising costs (e.g., finding technology solutions when options are narrowing)
 5. Membership growth, retention, and definition (e.g., goals for recruitment, member satisfaction, identity as public vs. multi-type consortium, future of membership fees)
 6. E-resource sharing (e.g., Could SWAN become a new Overdrive consortium, potential uses of Palace Project, future group purchases of e-resources)
 7. SWAN communications (e.g., SWANcoms, forums, fireside chats, quarterly meeting)
 8. Standardization of patron experience through compromise vs. individualization of individual libraries (e.g., expiration of library cards, checkout periods, renewals, holds)
-
2. List the top 5 priorities. What concerns you most about these topics? (dot voting)
 3. If one of your main priorities did not make the top 5, would you like to share your concerns around it?
 4. Can you think of any other key topics that we have not touched on? What are your concerns around that topic?
 5. What do you think should stay the same about SWAN as a result of the strategic planning process, and what do you think should change?
 6. What other feedback do you have for the Strategic Planning Committee and the SWAN administration as they move forward with this strategic planning process?

Schedule 9: SWAN BLUEcloud priorities

For the May 2025 – April 2027 SWAN agreement period.

CIRCULATION	DESCRIPTION	SIRSIDYNIX UPDATE	COMPLETE
TOP FIVE PRIORITIES OF SWAN IDENTIFIED BY THE CIRCULATION WORKING GROUP OF NINE LIBRARIES			
SINGLE SIGN-ON	BLUEcloud single sign-on (SSO) works, but this will need to be configured with SWAN and updated to our identity service provider when we are ready.	MK: pending further updates from SWAN.	Yes
ADD DUPLICATE CHECK BUTTON FOR PATRONS	This is available showing name and phone number, but we also need birthdate.	MK: After discussion with Carla, Birth Date is an existing duplicate check field in BC Circ. It is performing an AND lookup, so selecting fewer search fields as match points will result in a wider search and list of matches.	
CREATE HOLD WRAPPERS	Hold slips are here, need the vertical print to be able to use this at our libraries	MK: Ability to print with vertical text for receipts and work slips was added with 25.06.00 (Nov 2025).	Yes
VIEW LAST PATRON IN ITEMS	We would like to see this functionality for an item that is on a patron's account. Currently you will only get this information if you do a catalog search.	Tracking number: CIRC-2364 MK: I've also updated the issue with details from our discussion re. important fields and location of details in the UI.	

**CREDIT CARD
INTEGRATION**

SWAN currently utilizes BLUEcloud Commerce with the merchant account with ProPay. SWAN libraries utilize the ProPay magnetic swipe integration with Symphony WorkFlows, which functions well, but is 10 years behind the standard of EMV/chip & PIN. The payment integration required for BLUEcloud Circulation would need to include EMV but also the "tap to pay" option. The NFC reader option should also have some function with phone payment apps, such as Apple Pay.

MK: We are seeking new partnerships for BLUEcloud Commerce. We are also investigating Google Wallet and Apple Pay support in BLUEcloud Mobile 2, which will extend to other BLUEcloud apps in the future.

**SIGNATURE PAD
INTEGRATION**

SWAN has integration with Topaz model devices that have been in place for 10 years. These devices are used within the card registration process to have patrons prompted to acknowledge and digitally sign their responsibility for a card. BLUEcloud Circulation should have some ability to capture a digital signature, either using a touch screen or some acknowledgement similar to payment kiosks using EMV with display screens. Symphony ILS is storing the digital signature image and can be viewed on the patron user account by library staff.

Tracking number: CIRC-1773

ADDITIONAL MUST-HAVE BLUECLOUD CIRCULATION FEATURES IDENTIFIED BY SWAN STAFF

<p>ADD AN OVERRIDE TO CHECKOUT ITEMS THAT ARE CURRENTLY CHECKED OUT</p>	<p>Current functionality provides a warning window that allows user to continue but does not require an override.</p>	<p>Tracking number: CIRC-2939</p>	
<p>FILTER ITEM SEARCHES TO ONLY YOUR LIBRARY</p>	<p>Library staff want to choose their library prior to a search. The function is available in Patron Search</p>	<p>Tracking number: CIRC-485</p>	
<p>PLACE HOLD ON ITEMS WITHOUT CALL NUMBERS</p>	<p>Not all of our Acquisitions libraries create on-order items when they place their orders. WorkFlows allows a hold to be placed on a record as long as there is an order. BLUEcloud Circulation does not have this functionality.</p>		
<p>RFID INTEGRATION</p>	<p>22 SWAN libraries utilize RFID from vendors like EnvisionWare, Bibliotheca & TechLogic. RFID-enabled libraries prefer to use WorkFlows' direct integration to scan a stack of items with RFID tags for check-out or check-in purposes.</p>	<p>Tracking number: CIRC-2940 MK: Current RFID integration supports EnvisionWare and Bibliotheca.</p>	<p>Yes</p>
<p>ABILITY TO SEE WHAT THE "PICKUP BY" DATE IS WHEN THE ITEM IS AVAILABLE</p>	<p>List of holds has an Expiration Date column however it seems that is the "Pickup By" date. The Expiration Date in Symphony is the date the hold expires.</p>	<p>MK: After reviewing with Carla, we found that the "Hold Expiration" column in the patron holds display view is actually the "Pickup by" date. The "Request Expiration" date in the detail view of the hold is actually the hold "expires" date in Symphony. We will continue to test and create an issue to address the label and appropriate display in BC Circ.</p>	

ACQUISITIONS**DESCRIPTION****SIRSIDYNIX UPDATE****COMPLETE**

MUST-HAVE FEATURES IDENTIFIED BY SWAN STAFF. PLEASE NOTE, THREE SWAN LIBRARIES ARE USING BLUECLOUD ACQUISITIONS IN SWAN'S BLUECLOUD STAFF PRODUCTION ENVIRONMENT.

IMPORT EDIFACT INVOICES WITH INVOICE LINES LINKED TO FUNDS FOR SHIPPING AND VAS CHARGES

The ability to link invoice lines to funds was just added, but we also need these invoice lines linked to funds to be supported through EDIFACT invoicing. This is very critical for our libraries, and many will be unable to use EDIFACT invoicing until this is implemented.

PRORATE INVOICES

Libraries need to be able to prorate lines like shipping by copy or line, just like in WorkFlows. We also need this to be supported for EDIFACT invoicing.

APPLY A TEMPLATE TO MULTIPLE TITLES IN A SELECTION LIST WITH ONE CLICK.

Right now, selectors must select each item to order one at a time, click the Select Item button, and the template is applied to that title.
The requested update would allow selectors to select multiple titles at a time (each title has a checkbox next to it), then click a new button - Select Items - and the template would be applied to all titles at once.

ABILITY TO EDIT BIBLIOGRAPHIC RECORDS WHEN USING LOOKUP TITLE FEATURE BEFORE IMPORTING METADATA TO ORDER.

When creating an order and using the Lookup Title feature, you can import bibliographic metadata, but you cannot edit it first. We require certain MARC tags in all imported bibs, and right now staff are having to enter these in WorkFlows. We would like the ability to insert MARC tags right from this screen to accommodate local cataloging procedures and simplify workflow for staff.

MULTI-TITLE PURCHASE ORDERS

Right now, there is a one-to-one relationship between title and order. Our libraries would benefit from having a purchase order that contains many order lines/titles ordered.

CATALOGING

Description

MUST-HAVE BLUECLOUD CATALOGING FEATURES IDENTIFIED BY SWAN STAFF

BATCH RECORD IMPORT

The ability to import batch MARC records for order records exists in BLUEcloud Acquisitions, but there is no current functionality to batch import records in BLUEcloud Cataloging. We use a third-party to export and import enhanced bibliographic records.

**ITEM MAINTENANCE
USER INTERFACE**

The BLUEcloud Cataloging user interface is not very conducive to working with records. It must be able to allow the moving or the hiding of columns to focus on the bibliographic record. Navigating from item maintenance to the bibliographic record requires returning to the hitlist and re-selecting the record. The Cataloging interface overall needs to be less cumbersome to the user.

**IMPLEMENTATION OF
ITEM TEMPLATES**

The ability to use Item Templates needs to exist in BLUEcloud Cataloging for Cataloging Staff to be able to utilize these item templates. The functionality currently exists within Acquisitions, but a staff member should not have to be an acquisitions person to use this function.

**TRANSFER ITEMS
AND CALL NUMBERS**

The Symphony Transfer function provides the ability to move items and call numbers, and by extension delete unused bibliographic records. This function does not appear to exist within BLUEcloud Cataloging.

**RECORD MERGING
AND REPLACE
WITHIN SYMPHONY**

Record merging/replace should include the ability to transfer data between two records in Symphony.

DYNAMIC INDEXING

The Symphony function of Dynamic indexing of add/edits/deletes does not exist within BLUEcloud Cataloging.

EDIT ITEM/CALL NUMBER LIBRARY	Item Library and Call Number Library are uneditable, but we need to be able to make changes to these fields as a consortium.
NEED BLUECLOUD MODULE FOR MANAGING AUTHORITY DATABASE	There is access to Symphony's authority database that houses authority records for authentication. This functionality is needed in BLUEcloud Cataloging to ensure that authorized headings are utilized within our database. Required authority functionality includes batch import, editing, creation, and deletion of authority files. We also require the ability to view authorization status of bibliographic headings within the catalog record view.
ABILITY TO LOCK EDITING OF SPECIFIC MARC TAGS AND CONTROL FIELDS	The Symphony function for locking certain MARC tags/field to prevent people from deleting important tags like the 001 or 003 does not appear to exist in BLUEcloud Cataloging. The option is they either can delete MARC tags or not delete MARC tags. There is no way to narrow down the field or tag.

IMPROVEMENTS TO AND TRANSPARENCY IN BLUECLOUD SEARCH, ESP. ISBN, UPC, AND OTHER STANDARD NUMBER SEARCHING

In WorkFlows, a Standard Number search searches across ISBN, UPC, and other standard numbers. In BLUEcloud Cataloging, you have to be very granular with selecting what field you are searching. It would be ideal to search across fields using a larger "Standard Number" blanket search.

ISBN and UPC fields that begin with |z (marks the number as invalid) are not appearing in searches for those numbers. While it is important in Acquisitions that these numbers are not utilized for creating orders lines, it is important in Cataloging for these records to appear in results.

BROWSE SEARCHING, INCLUDING NAVIGATION OF INDEX TERMS

Browse searching needs to provide the ability to browse on bibliographic headings as functioning in Symphony WorkFlows.

**MARC LISTENER AND
NEW RECORDS**

The Symphony function MARC Listener is used for importing new records into the bibliographic database. SWAN adopted MARC Listener to bring down the number of duplicate bibliographic records being created. This functionality does not exist in BLUEcloud Cataloging. In BLUEcloud Cataloging, users must rely on Z39.50 connections to OCLC Connexion instead of being able to work in Connexion and send the record to BLUEcloud Staff. If BLUEcloud works off of Symphony, and a record is imported into Symphony via MARC Listener, we need to ensure that the record can be found in BLUEcloud Cataloging with a search (see Dynamic indexing).

MANDATORY FIELDS

Fields such as the 245 should have the ability to be marked as mandatory so that records cannot be committed to the database without data in them.



SWAN Board Self-Evaluation

The SWAN Board self-evaluation questionnaire is intended for the current representatives of the board to assess the effectiveness of its meetings, relationship with the SWAN Executive Director, and the individual representative's responsibilities.

Board meeting effectiveness

Board meetings start on time. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Board meetings end in a timely fashion (3 hours or less) *

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

Board members follow a well-planned meeting agenda. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Every board member has an opportunity to be heard. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The President of the Board is skilled at managing different points of view. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The President of the Board is effective in delegating responsibility among board members. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Board Member Responsibilities

There is an effective orientation for new board members.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I have a good record of meeting attendance. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I read the minutes, reports & other materials in advance of our board meetings. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I participate fully in discussions. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I feel free to express my opinions. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I am familiar with SWAN's by-laws. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I serve on a committee. *

- Yes
- No

I represent the broad interests of SWAN and all of the membership. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I am an advocate for resource sharing within SWAN and the larger library community. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

We have a strategic plan that is updated on a regular basis. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Meeting agendas for the Board and Committees clearly reflect our strategic plan. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Policies are regularly reviewed and revised as necessary. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Board relationship with Executive Director

We have a clear understanding of where the Board's role ends and the Executive Director's begins. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

There is a good communication between the Board and the Executive Director. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The Board has discussed and communicated to the Executive Director the kinds of information and level of detail we require. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

There is a formal process for the evaluation of the Executive Director. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The Board trusts the judgement of the Executive Director. *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The Board does not give direction to the staff or set priorities, management of SWAN is the responsibility of the Executive Director. *

- Strongly agree
- Agree
- Neutral

Disagree

Strongly disagree

Please feel free to leave comment on any of the topics above.

Your Name

Library

[Report abuse](#)

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