

# 2023 Implementation Plan

February 2023 to February 2024

## Introduction:

An implementation plan outlines the goals and actions required to meet the strategic directions and priorities set by the Board. Whereas the Plan of Service stretches over a 3-year time frame this implementation plan identifies how we aim to accomplish its priorities over the next year (2023). This plan outlines our goals or actions, how they contribute to our strategic priorities, the timetables for each, and identifies responsible individuals. Greater specificity on each action or goal will be found in department plans, project reports and plans, needs assessments, and the individual goals of staff members.

An implementation plan is the core document used to evaluate the performance of the Executive Director. As such, it is important that the Executive Committee review the plan and sign off on its adoption. As the implementation plan covers a single year, choices must be made on which strategic directions will take precedence in the year, recognizing that some things must be done in order.

The Implementation Plan reflects the organization and strategic priorities of the Plan of Service. Board members are encouraged to review [the Plan of Service](#) with the implementation plan for context.

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## Administration

The administrative department consists of the Executive Director and Executive Assistant. The department is dedicated to the smooth operation of the system by, overseeing all aspects of the of the system, paying particular attention to communicating the value of our services, and building relationships with stakeholders.

Strengthen stakeholder relationships through dialogue, reporting, and consultation

**Plan of Service Connection:** Communication, “advocate and communicate the value of libraries,” and “provide yearly reports to municipal and library boards,” “strengthen NLLS core services in assisting and referring library needs and requests.”

**Briefing Note:** The Board has indicated a move to visiting each council every other year. In 2023 the Executive Director (ED) and a member of the Executive Committee will present to 50% of councils but provide value statements digitally to all councils. The ED and a member of the Executive Committee will visit all library boards to discuss the unique challenges of each library and the growth and development of the system. Furthermore, the Leadership Team will make special effort to find opportunity to visit with local library managers.

**Lead Staff:** James MacDonald

### **Actions:**

- ED visits with local library boards
- Annual Survey conducted with review and follow-up.
- Value statements created for each municipality and 50% of municipalities visited in person
- Weekly Reports
- ED to facilitate the Board’s development of the 2024-2026 Plan of Service
- ED to reach out more frequently to individual library managers

**Budget Considerations:** Visits require board honorarium for executive members, travel expenses for the ED and executive. These visits have been budgeted for 2023.

Develop a marketing strategy

**Plan of Service Connection:** Communication, “provide marketing tools through a variety of streams.”

**Briefing Note:** The library system needs an appropriate style-guide to present a consistent look and feel to the system. Libraries need assistance with social media, marketing, and content creation. We’ll fine tune and present our strategy to meet the various marketing needs of the system and its members.

**Lead Staff:** James MacDonald

**Action:**

- Identify and synthesize our current marketing efforts
- Document what we do now and where the marketing gaps are
- Produce a reasonable plan and strategy to meet gaps

**Budget Considerations:** We have budgeted for engagement with professional marketing services in 2023.

### Member Library Services (MLS)

The Member Library Services department is the library consultation, training, and development arm of Northern Lights. This department holds the bulk of our professional librarians and our consulting services. MLS staff work hard to create meaningful relationships with those they serve and represent the system and its services to each of our communities. These folks know the communities they serve well and work hard to ensure their needs are being met.

### Increase Indigenous Community Participation in the System

**Plan of Service Connection:** Follow-up, “confirm and reinforce guidelines and expectation between all stakeholders”

**Briefing Note:** We will build connections with our Indigenous communities by meeting them in their communities. Through community led conversations we will find common ground and promote library services that are relevant and valuable to the communities. We’ll establish an Indigenous advisory council to meet regularly with the Executive. We will engage with local schools to help them understand the services already available to them and what could be available to their community through membership in the service. In 2023 we will make special efforts with the 4 Métis communities in our region.

**Actions:**

- Create a mandate for an Indigenous Advisory Committee
- Meet with all the schools and councils in the Métis communities
- Offer library registration to all school students
- Offer institutional memberships to all schools
- Attend and present at family literacy nights in Métis communities
  - Promote services
  - Promote Indigenous Advisory Committee
  - Strengthen relationships between Indigenous communities and the local libraries.

**Lead Staff:** Jessie Morris

**Budget Considerations:** OROS funding was allocated to these endeavors in our 2023 budget.

#### Data and Library Advocacy

**Plan of Service Connection:** Follow Up “provide transparency, confirm expectations”

**Briefing Note:** In 2023 the MLS department will continue to capitalize on library data and statistics to help our members tell their own stories. They will continue to reduce administrative overhead at member libraries by consolidating library statistics in a central tool (PowerBi). They will facilitate and offer training on library advocacy and community engagement.

**Lead Staff:** Jessie Morris

**Actions:**

- Continued development of PowerBI – consolidation of library data and statistics
- Support informed conversation and training around community engagement and advocacy.
  - Provide specific training to libraries on marketing, community engagement, and advocacy.

**Budget Considerations:** Power BI comes at a cost of about \$70/year per license. We have covered these costs for libraries in 2023. Future costs may fall to member libraries if budget cannot accommodate the service in 2024 and beyond. Training budget has been established for the year.

#### Annual Training

**Plan of Service Connection:** Training “update system led training,” “Provide cost savings,” “provide system related training.”

**Briefing Note:** NLLS will provide high-calibre training and professional development opportunities to our member libraries, that maximize on financial investment, flexibility, and accessibility to all participants. Library managers and staff will have access to quality training, networking, and professional development opportunities, organized by Northern Lights Library System, in consultation with library managers. Managers and staff will have flexible options for accessing training, including online – live; online—recorded; in-person, centralized at HQ; as well as in-person, de-centralized at member libraries. Finally, managers and staff will have the opportunity to attend major conference events, annually, in order to network with other professionals, stakeholders, and industry experts.

**Lead Staff:** Jessie Morris

**Actions:**

- Quarterly Speaker Series – 2 Online, 2 In-person; 1 at NLLS, 1 at a member-library
  - These events will be ticketed and will include a post-presentation networking event.
  - These events will be recorded and made available for viewing on the NLLS Youtube Channel
- Annual Weekly Webinar Series – 8-10 curated seminar/webinars will be presented on relevant topics.
  - 4 will be presented online only, and 4 will be presented at HQ or member library locations.
  - All sessions will be recorded and made available for viewing online.
- NLLS will provide a delegate to Stronger Together, to participate in conference planning and execution in that shared conference which will connect our libraries with a greater sphere of regional library staff—and will reduce the workload.

**Budget Considerations:** Anticipate work to be done within current Conference/ training budget lines.

Implementing the Technology Sandbox

**Plan of Service Connection:** Follow Up “open the global door and share new and emerging concepts”

**Briefing Note:** Northern Lights provides members libraries with access to technologies that would be high risk or inaccessible within their own budgets. We vet new technology for value and potential engagement in a library setting. Establishing lending and programming guidelines for easy implementation and testing.

**Lead Staff:** Jessie Morris

**Actions:**

- Continue to research new and upcoming STEAM kits
  - Purchase new kits and establish a framework for training and evaluation
- Promote current kits and accessible technologies
- Retire aging technology no longer in demand
- Establish 3D printing services for delivery by van run

**Budget Considerations:** Things purchased here come from our collections budget. We must be very careful about the types of kits we purchase. Consideration of a specific budget for kit development, separate from traditional collections, should be given in future years.

## Library Access Enhancements

**Plan of Service Connection:** Follow Up “open the global door and share new and emerging concepts”

**Briefing Note:** We will explore automation of library registrations, including self-registration, as well as CSV file importation for student information. Many of our libraries operate with few open hours but even when the library’s physical doors are closed many of our services are available 24/7. This impacts their ability to partner with local schools and other community partners. We will develop plans for increasing after-hours and remote library access and take practical steps to achieve greater access where available.

**Lead Staff:** Jessie Morris

### **Actions:**

- Offer library registration to all school students
  - Automate generation of Polaris Memberships through CSV files
- Offer institutional memberships to all schools through member libraries
  - Partnering with our member libraries to increase information available to schools regarding what library services are available to them
- Support Member Library resources for family literacy activities

**Budget Considerations:** This may dip into our marketing and collections budget lines.

## Operations and Finance (Ops)

The Ops department ensures that the logistics of the system are taken care of. From the delivery of library materials to paying the bills to maintaining a functional building, Ops coordinates the day-to-day business of the system.

### Analyze Processing costs and services

**Plan of Service Connection:** Communication, “strengthen NLLS core services in assisting and referring library needs and requests.” Training “Communication before system implementation.”

**Briefing Note:** Book processing and mactak analysis to be completed with a review and implementation of new process upon consultation with all stakeholders.

**Lead Staff:** Terri Hampson

### **Action:**

- Time tracker and cost analysis of current process
- Present options of potential change in the current process
- Ensure documentation of current processes is up to date and accessible to staff
- Consult with librarians and staff throughout the analysis

**Budget Considerations:** Staff time to devote to the analysis

#### Focused Financial Strategies - Operations

**Plan of Service Connection:** Follow-up, “confirm and reinforce guidelines and expectation between all stakeholders,”

**Briefing Note:** In our continued efforts to increase efficiency in our operations, and capitalize on the strengths of our employees, Northern Lights will shift its bookkeeping services to a third-party. This will improve our financial operations by removing rote tasks from skilled staff and allow them to focus energies on higher level tasks (sponsorships, grants, system development). Engaging with professional accounting services will smooth potential succession and reduce liabilities.

**Lead Staff:** Terri Hampson

**Actions:**

- Assess third-party bookkeeping services for potential partnerships
- Identify bookkeeping processes that can reasonably be moved to a third-party
- Manage the transition to a third-party
- Assess and refine bookkeeping processes after transition
- Train staff and board on new procedures.

**Budget Considerations:** Third-party accounting services were budgeted in our 2023-2026 budget projections.

#### Technology Services and Infrastructure (TSI)

The TSI department maintains the backbone of our digital services. One of the most compelling advantages of system membership is in stable network access, and technology support in all its aspects. We must adapt to changing technologies and ensure that we are staying abreast of changes in the field.

#### Endpoint Enhancement Plan

**Plan of Service Connection:** System Best Practices

**Briefing Note:** In 2023, NLLS plans to deploy Deep Freeze on all 425 of the endpoints (computers) on its network. We will start with the public computers. This move aims to ensure a uniform user experience for both employees and the public while enhancing

endpoint security and resolving current infrastructure problems. Installation of Deep Freeze on all (~425) endpoints across Member Libraries and Headquarters will lead to consistent experience across endpoints regarding user experience, endpoint build, and security. New computer images will improve internet performance and network speeds.

**Lead Staff:** Tim Kuelker

**Actions:**

- Pilot the service with select libraries
- Develop and provide training (likely a series of webinars) on deepfreeze to local libraries
- Deploy deepfreeze on all computers
- Develop standardized images for each computer
- Begin imaging of computers

**Budget Considerations:** This has significant budget implications. A proposal went to the board in November and was approved.

### Network Enhancement Plan (Phase 3)

**Plan of Service Connection:** System Best Practices

**Briefing Note:** Phase 3 of the Network Enhancement Plan will see NLLS upgrade the network switch devices at the majority of Member Libraries through the purchase of FortiSwitches. This will allow NLLS to provide better, quicker, and more accurate service to our members. Concurrently, secure network cabinets will be installed at Member Libraries that need them to further ensure the security of our equipment and network.

**Lead Staff:** Tim Kuelker

**Actions**

- Identify sites needing upgrade
- Purchase switches/cabinet
- Installation in conjunction with annual site visits

**Budget Considerations:** Total project is estimated to cost \$75,000 with \$5,000 in additional annual costs to maintain support contracts. Within current approved budget.