

2023-02-10 Executive Meeting Agenda

January 9 2023

Meeting Agenda DRAFT - Executive Committee Meeting

Meeting Information

Date: February 10, 2023

Location: Vermillion Public Library

Attendees: Vicky Lefebvre (Chair), Jen Anheliger (Vice-Chair), Matthew McLennan, Curtis Schoepp, Dwayne Spicer, Larry Tiedemann, Barbara Smith, Maxine Fodness, Josh Crick, Leslie Cusack

Guests: Jodi Dahlgren (Chair)

Staff: James MacDonald, Terri Hampson

The meeting is open to the public. We aim to provide a Zoom connection to watch the proceedings. We can not guarantee the quality of the Zoom connection or the ability to participate fully through the Zoom connection.

Join Zoom Meeting

<https://us02web.zoom.us/j/84409672666?pwd=ME5Da3dROFVtSTlwS3BwelBuK3BmZz09>

Meeting ID: 844 0967 2666

Passcode: 726202

AGENDA

1. Approval of the Agenda

2. Approval of Previous [Minutes of November 25th, 2022](#)

3. Chair's Report (verbal)

Report on action items from last meeting & Chair Report

a) Executive Director to setup parameters of the Indigenous Advisory Group

A mandate statement has been drafted by our manager of member library services and presented to the Policy committee. The mandate will be discussed later in the meeting under policy updates.

b) Executive Director to write a formal thank you letter to the PLSB for the bandwidth increases for our libraries.

A letter was drafted on behalf of the Board Chair.

3.1 Chair's Challenge

Briefing Note: The Chair challenged each municipal council to get library cards for themselves, and their administration and to have a council picture taken proving the accomplishment. Councils that chose to participate were to submit their picture to a webform provided to their library manager. Councils that also got their administration to participate were entered into the draw twice.

Participating councils/libraries included:

- Cold Lake
- Marwayne
- Innisfree x 2
- Bon Accord x 2
- Elk Point X 2

Draw for the winner to take place now. We'll use the **Wheel of Names** to make the draw.

3.2 Library Manager's Council

The next Library Manager's Council meeting is February 22nd.

4. Financial Report

Briefing note: We are awaiting the audit report for a clear picture of the 2022 financials. The audit should be ready by February 24. **This report** includes a

link to our month-to-month financials for 2023 and a look at the final month of 2022.

5. Update on NLLS vehicle fleet

Briefing Note: By email motion on January 6, 2023, "J. Anheliger moves: To direct the Executive Director with selling the 2021 Dodge Promaster with sale proceeds to be directed to the vehicle replacement reserve." This motion passed and the vehicle sale was made. The executive chose to sell this vehicle early (it had about 190,000km and by policy we wait to sell after 250,000km) because the vehicle was in constant need of repairs: we replaced the alternator 3 times, had wheel bearing issues, and transmission issues, amongst other issues, the vehicle was too costly to maintain.

The system now supports a fleet of 3 delivery vehicles:

Year	Make	Model	KM - Jan
2017	Dodge	Grand Caravan	162,534
2018	Ford	Transit van	362,782
2020	Dodge	Promaster 2500	188,367

The 2017 Grand Caravan is used as a backup delivery vehicle and occasionally as a consulting, and IT support vehicle. It has passed the 5 year sale date. However, it is in good shape and we hope with controlled mileage it can act as a backup delivery vehicle for several more years.

The 2018 Ford Transit is well past the 5 year and 250,000km replacement schedule. A replacement van was ordered in early 2022. The dealer has assured us we are at the front of the line but delivery is estimated for summer/fall 2023. The van is in good shape despite the high mileage. We recently had it inspected for the possibility of sale but opted to sell the less reliable Promaster instead.

The 2020 Promaster will likely reach 250,000km in 2023/24. As long as the maintenance on this vehicle remains low we will aim to stretch its useful life while watching the new vehicle market.

DRAFT MOTION: xxxxxxx moves to ratify the e-motion of January 6th, 2023, "J. Anheliger moves: To direct the Executive Director with selling the 2021 Dodge Promaster with sale proceeds to be directed to the vehicle replacement reserve."

6. First Annual System Services Survey Results

Briefing Note: The survey was conducted in late 2022 and it appears that we had the participation of every library manager. 49 participants indicated that they were library managers. Library managers that chose to provide their names will be entered into a draw for a \$500 CDW credit. CDW is our main provider of electronic and computer hardware. Library managers could provide their names and also participate anonymously if they chose. As a result of the anonymity we are unable to determine for certain that all library managers participated. Nonetheless, 32 chose to provide their names.

See the [Survey Report](#) for an analysis of the results.

We'll use the [Wheel of Names](#) to make the draw.

Andrew
Ashmont
Athabasca
Bon Accord
Boyle
Chauvin
Cold Lake
Edgerton
Garrison
Gibbons
Holden
Irma
Kitscoty
Lamont
Mallaig
Mannville
Mundare
Myrnam
Newbrook
Paradise Valley
Radway
Smoky Lake
St. Paul
Thorhild
Tofield
Two Hills

Vegreville
Viking
Vilna
Wainwright
Wandering River
Waskatenau

7. Systems Advocacy Committee

Briefing note: The 7 systems met on January 19th and adopted a systems [advocacy guide](#), a advocacy [brochure/takeaway](#), and a [logo/slogan](#) for further promotion. We encourage all board members to familiarize themselves with the contents of the plan and their role in it.

8. Proposed Implementation Plan 2023

Briefing note: [The 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.

DRAFT MOTION: xxxxx moves to accept the 2023 Implementation Plan as presented/amended.

9. Plan of Service 2024 - 2026

Briefing note: The current Plan of Service expires at the end of 2023. The Executive is empowered to prepare and plan the next plan of service. They are generally prepared for a 3-year period. The Executive must discuss how they'd like to proceed with the development of the plan.

10. Policy updates

Briefing note: The policy committee met on February 3rd, 2023. See [the minutes](#) from that meeting.

POLICIES FOR REVISION:

10.1. [Terms of Reference - Procedural Policy](#)

Briefing Note: Added procedures for the board and its committees to call for and vote on motions via email, outside of regular Board or committee meetings.

10.2. Section 3:1F - [Corporate Credit Cards](#)

Briefing Note: This policy integrates [Sec 1:1C Staff Expenses and Reimbursement](#) with the Corporate CC policy. Several grammatical updates are made as well as updates to reflect changes in procedure.

10.3. Section 3:1B - [Accounting and Audit \(name change to Financial Matters\)](#)

Briefing Note: This policy will combine the following financial policies: [Accounting and Audit](#), [Financial Matters](#), [Investments](#), [Principle](#), [Borrowing Bylaw](#), and [Banking](#) under a single policy title Financial Matters. The updates are largely clarifying - no substantive changes were intended.

10.4. Section 1:1K & Appendix E - [Benefits](#)

Briefing Note: Update to reflect the motion of the Board to cover health benefits premiums and clarify staff responsibilities around short and long term disability. Some grammar and clarifying edits.

10.5. Section 1:1L & Appendix - [Leaves](#)

Briefing Note: Clarification and simplification of the policy and alignment with current and future Alberta labour standards. We would delete the appendix and refer to the current Alberta labour standards on protected leaves.

10.6. Section 1:1T - [Inclement Weather](#)

Briefing Note: Clarification and organization of the policy, with grammar updates.

10.7. Section 1:3G - [Political Activity](#)

Briefing Note: Addition of two points regarding political activity outside of work and rental of building to political parties or causes.

10.8. Section 1:3U - [Communication Protocol - Employee\(s\)](#)

Briefing Note: Slight grammatical updates for clarity.

10.9 Section 2:1L - [Freedom of Information and Protection of Privacy \(FOIP\)](#)

Briefing Note: Slight grammatical updates, removal of erroneous hyperlink, clarification on when NLLS provides FOIP training.

NEW POLICIES

10.10. Terms of Reference - [Indigenous Advisory Committee Mandate](#)

Briefing Note: This new TOR establishes an Indigenous Advisory Committee to assist the Board with establishing and delivering library services for Indigenous communities in the NLLS region.

POLICIES TO DELETE

10.11 Section 1:3P - [Privacy Issues](#)

Briefing Note: This policy was incorporated into the [Internet and Computer Usage Policy](#) previously and its deletion was overlooked.

10.12 Section 1:1Q - [Retirement](#)

Briefing Note: This policy is unnecessary, the hiring of past employees that have retired is governed by Alberta labour standards.

11. In Camera – Personnel – standing performance evaluation discussion.

12. Adjournment



DRAFT MEETING MINUTES—EXECUTIVE COMMITTEE MEETING

MEETING INFORMATION

Date: November 25th 2022

Time: 8am

Attendees via Zoom: Matthew McLennan, Curtis Schoepp, Vicky Lefebvre, Dwayne Spicer, Larry Tiedemann, Barbara Smith, Jen Anheliger, Maxine Fodness, Josh Crick, Leslie Cusack, James MacDonald, Jodi Dahlgren

Terri Hampson, Jessie Morris

Called to order: 8:06

AGENDA ITEMS

1. *Approval of Agenda*

M1: Jenn Anheligher moved to accept the agenda.

Carried

2. *Approval of Previous Minutes – [Draft minutes of October 14th, 2022](#)*

M2: Maxine Fodness moved to accept the minutes of October 14th, 2022.

Carried

3. **Report on Action items from last meeting & Chair Report**

A: the Executive Director to make the presentation to the Myrnam council on forming a local library board.

I met with the Myrnam administration on November 9th and discussed with them several options for the management of the library and library funding. We will meet with their council in December.

A: Executive Director to write a letter to the new premier congratulating her on her recent election.
[Letter was sent to the new Premier.](#)

A: Obtain further quotes on the construction of a vestibule for the front entrance of the building. Quotes have been difficult to come by. We are still working on this and have deferred construction to the spring.

Vicky discussed the systems advocacy group and its purpose. She relayed that communication with the press should be brought back to this advocacy group so we know what is up.

Vicky has challenged each executive member to ensure their council members have local library cards.

M3: Barbara Smith moved that executive meetings be held every other month with the second Friday of the month.

Carried.

M4: Leslie Cusack moved that our next Executive meeting be the second Friday in February.

Carried

M5: Matthew McClelland moved that after this round of council visits we move to a two-year rotating basis for visits to municipal councils.

Carried

Indigenous committee

A1: Executive Director to draft the parameters of the Indigenous advisory group that will meet with the Executive.

M6: Leslie Cusack moved to accept Vicky's verbal report.

4. Financial Report – [Financial Report](#) including overspent budget lines.

Briefing Note: As of the end of October we have expended 91.5% of the 2022 budget. Revenue is up **\$83,739.86** over this time last year. We have now received levies from all library boards. Increases in revenue are largely attributable to sale of two vehicles, two library secondments (3rd secondment underway now), office rentals, and a rise in interest on investments.

M7: Barb Smith moved to accept the financial report as presented.

Carried.

5. Network Enhancement

Briefing Note: Long term health of our technology infrastructure, and its development, need continued discussion. I am linking here to several Executive briefs that should help with the discussion. There are estimated costs in these briefs; however, we are not asking for any decisions at this time. We are still hard at analysis and research to ensure we are moving in the right direction.

Bandwidth and network speed enhancements

We have increased our wifi bandwidth caps and thus far have no negative impacts to report. We will monitor this closely before any further adjustments are made there.

Supernet has agreed to waive the fee of \$7,000 for redistribution of our bandwidth as discussed in our last meeting. We have since learned 2 things, 1) that the increase in annual costs is far more than expected (15k/year) and 2) that the PLSB has agreed to cover that cost for our libraries. We are moving forward with these increases now. This will move all our libraries to a minimum of 20mb/second. For a list of current and future network speeds with this change [see this document](#).

A2: Executive to write a formal thank you letter to the PLSB for the bandwidth increases to our libraires

Endpoint Management

We have been working for nearly two years to determine speed and access issues on our network, especially those encountered in Lac La Biche. We have employed several experts and outside consultants. The consensus is that there is an issue with the images and configuration of the computers. Re-imaged machines appear to function correctly on the network and solve the reported issues. This means we need to re-image all 425 machines on our network. This will be a significant undertaking. It exposes the need for better endpoint management on the network. We have been testing and researching a number of solutions and are looking with great interest at DeepFreeze. This [executive brief](#) outlines the costs and benefits.

M8: Larry Tiedemann moved to proceed with the purchase of Deepfreeze as outlined in the executive brief.

Carried.

6. Conference

Briefing note: We are continuing to hunt for a conference venue. We hope to have a chosen candidate by the end of the year. Right now, we are impressed with the facilities at the college in Vermillion.

There has been discussion in the past about holding our conference bi-annually instead of annually. The main purpose of that was to reduce system costs. Other possibilities are to partner with other systems or move to an online format every other year. [Potential conference alternative](#).

M9: Dwayne Spicer moved to cancel the annual NLLS conference, move to a distributed model of training, and adopt the Stronger Together conference as NLLS's annual conference.

We are excited that this change will better meet the needs of our smaller libraries and improve system training and professional development opportunities for all.

7. Staff Benefits

Briefing Note: Following the compensation review the Executive has indicated a desire to move from paying 70% of staff benefits to adopting 100% of the cost of health and dental benefits to staff. This would be in line with the other systems in Alberta. With dramatically rising costs it is a simple way to increase the total compensation package for staff. For a breakdown of current and potential costs [see this document](#). With the significant staff reorganization, we've undertaken in the past 2 years, a move to 100% coverage would fit within proposed budget.

**M10: Maxine Fodness moved that we increase NLLS staff health and dental benefits coverage from 70% to 100%
Carried.**

M11: Larry Tiedemann moved to go into camera at 9:25 (Jessie, Terri and Jodi left the meeting)

8. In Camera – Personnel – standing performance evaluation discussion.

James left the meeting at 9:35

**M12: Dwayne Spicer motioned to come out of camera at 9:46.
Carried**

Adjournment

M13: Josh Crick moved to adjourn the meeting at 9:47.

NEW ACTION ITEMS

A: Executive Director setup the parameters of the Indigenous advisory group.

A: Executive Director to write a formal thank you letter to the PLSB for the bandwidth increases to our libraires



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Tel (780) 724-2596 | info@nlls.ab.ca

Vicky Lefebvre
Chair
Northern Lights Library System

February 6, 2023

Diana Davidson
Director
Public Library Services Branch

Dear Diana,

On behalf of the Northern Lights Library System Board and its member libraries we would like to thank the Public Library Services Branch for its recent support in increasing library network bandwidth. High speed internet connections are a fundamental information service provided by rural libraries. For many rural Albertans the library provides an essential connection to broadband services. The province's support of the fiberoptic network, Supernet, for libraries is appreciated.

Network speeds for many of our libraries, despite being on a fiberoptic network, were as low as 5MB. Your recent support has raised the minimum to 20MB. This is a substantial improvement. We are grateful the province has seen the need to make this adjustment and encourage you to continue to keep increasing bandwidth allocations on the forefront of your strategic planning.

With appreciation,

Vicky Lefebvre

Board Chair | Northern Lights Library System
E executivechair@nlls.ab.ca | www.nlls.ab.ca
P 780.573.1926

Our workplace is situated on Treaty 6 territory, traditional lands of First Nations and Métis peoples.

Financial Report Ending December 2022 and link to January 2023

Dec 31 2022	End of Month Balance
Operating Acct	\$202,797.34
Indigenous Rollover	(Included in the investments account) \$216,919.72
Investments-Combined	\$2,029,993.32

Revenue is up **\$100,314.99** over this time 2021 and **\$198,397.59** over projected. Increases in revenue are largely attributable to sale of two vehicles, 3 library secondments, office rentals, and a rise in interest on investments.

Revenue in 2022 was **\$157,605.65** less than expenditures.

The libraries spent **\$31,080.16** more on their book allotments than was budgeted. This was anticipated as the new policy restricting rollover comes into effect at the end of Q1, 2023. The total carry forward amount at the end of 2022 is \$92,722.02. This is down from \$123,802.18.

There were ~\$212,000 in prepaid 2023 expenditures.

For the full 2022 budget/expenditures see this link: [Year To Date budget](#)

For the 2023 month to month expenditures see this link: [2023 Monthly Financials](#)

Budget lines over by 10% (2022) since last report

Operations and Finance		Expenses	Budget	Overage
6271	Fuel	48,557.16	\$40,000	-\$8,557.16

Summary of budget overages by department 2022

Governance:

The governance budget was under budget by **\$2,500**. We had significant overages in legal fees and Board meeting expenses. However, with the cancellation of the ALA (Jasper) conference we saved significantly in PD costs.

Administration:

The administration budget was over budget by **\$10,662.39**. We had a significant overage in site visit costs. This was expected as we shifted to mileage from fleet part way through the year. Without that shift the overage in fuel and maintenance would have been exceptionally higher than it is.

Operations:

The Operations budget was over by **\$33,395.41**. The bulk of that overage can be found in vehicle maintenance costs (\$15,846), fuel (\$8,557), unexpected building maintenance costs (\$5,914.47), and postage (\$2,553.63).

Technology Services and Infrastructure

The TSI department was under budget by **\$31,171.57**. We did have a significant overage with the web hosting services (\$16,990). However, savings in every other budget line easily eclipsed this.

Member Library Services

The MLS department was over budget by **\$7,980.95**. Revenues from the conference were less than expected creating a shortfall of \$4,704.32 and increased usage of our electronic resource (Hoopla) was greater than anticipated.

Staffing

We'll need to wait for the audit for a clear picture here. However, we are about 6% over budget for staffing. There are a number of factors contributing to the overage, including: the shift in April to account for the On Reserve On Settlement staff member in the general salary line, a reassessment from 2021 of a T4, and a significant organizational restructure.

NLLS ANNUAL SURVEY

2022 FINDINGS



INTRODUCTION

This is the first annual survey conducted of Northern Lights Library System's services. The primary target of the survey is library managers and staff at member libraries. The survey is also open to local board members. The goal of the survey is to better understand the needs of member libraries and how effective services provided by NLLS are meeting those needs. The survey was developed with feedback from member library managers, and the Board.

The survey was distributed in two ways: 1) by open link allowing participants to respond anonymously, and 2) by direct email to library managers. From October 24th to December 1st reminders were sent to library managers to participate in the survey. The message:

Good day library managers and directors,

Thank you for helping us develop this survey. As promised, I'm going to ask you to do it one more time. This survey should take 8-10 minutes.

Please complete the survey from this custom email in order to be entered into our survey incentive draw! Which is, a \$500 credit at CDW (<https://www.cdw.com/>) for your library. As you know this is the place to go for computers, printers, and all things tech.

We have created a separate link to share the survey with staff and board members, as well as for any comments you didn't feel comfortable sharing with your name attached. This link will be sent out via GroupsIO and can be shared as needed. All answers submitted through this second link will be anonymous.

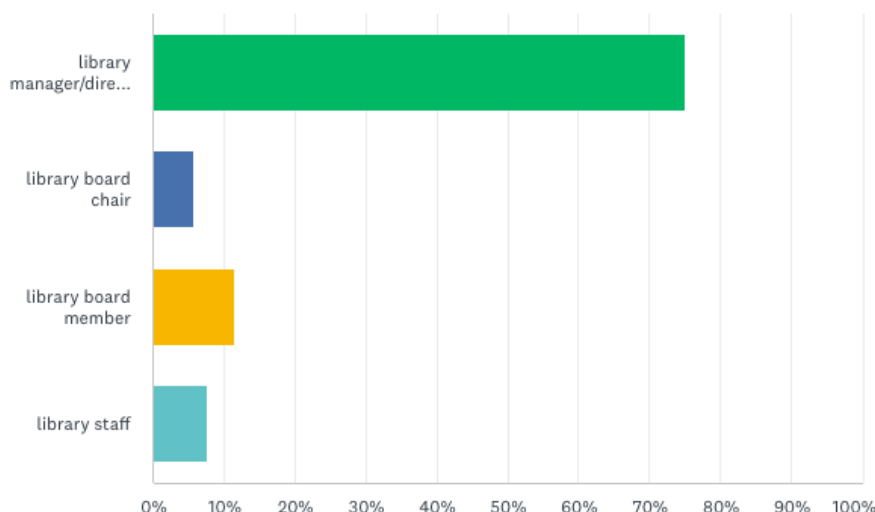
We want to hear from all our members.

~James

Thirty-two (32) library managers chose to participate through the email link, sharing their name with their response. In total thirty-nine (39) participants indicated they were library managers. It is not possible to know exactly how many library managers participated in the survey as some

may have chosen to fill out the survey with and without anonymity. As a result, the response rate of library managers to this survey ranges between 65 and 80 percent.

In total, the survey had 71 one participants. However, only 55 of these included complete responses. All responses were included in the analysis. However, for consistency in presenting statistical data numbers in this report are from the 55 complete responses only.



ANSWER CHOICES	RESPONSES	
▼ library manager/director	75.00%	39
▼ library board chair	5.77%	3
▼ library board member	11.54%	6
▼ library staff	7.69%	4
TOTAL		52

The response rate is reasonable. Northern Lights is regularly querying member libraries on specific services. It should be expected that there is some survey fatigue amongst library managers. Ideally, we'd have participation from every member library. In future years **consideration to shifting the primary audience of the survey from library managers to library boards should be given.** Sending the survey directly to board chairs to be completed

during a board meeting, with their library manager participating, might increase the value of responses and generate excellent discussion at the local level.

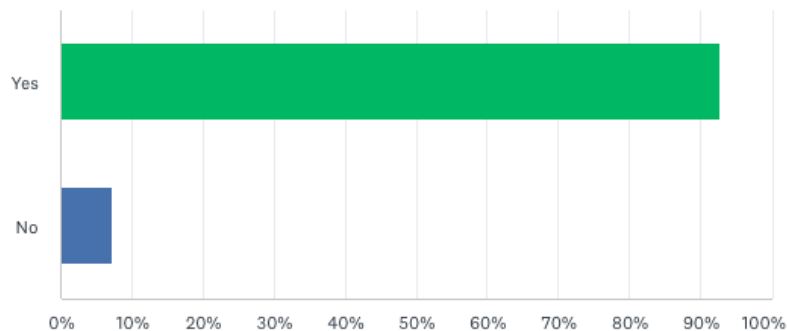
The survey was comprised of 5 sections: Governance, Administration, Operations, Member Library Services (MLS), and Technology Services and Infrastructure (TSI). These are the same 5 areas reflected in our strategic plans, budget, implementation plans, and our service catalogue. This report strives to balance a thorough analysis and transparency with the need to focus on crucial findings. Overall, we find that members are positive about the services provided by NLLS. Nonetheless, there are exciting opportunities for improvement in every area.

GOVERNANCE

The Board had a 75% turnover 1 year ago. It should not be surprising that there would be some communication issues. It is encouraging that the feedback is generally positive, and that nearly all respondents know who their representative is.

Do you know who your NLLS Board representative OR Executive zone representative is?

Answered: 55 Skipped: 0

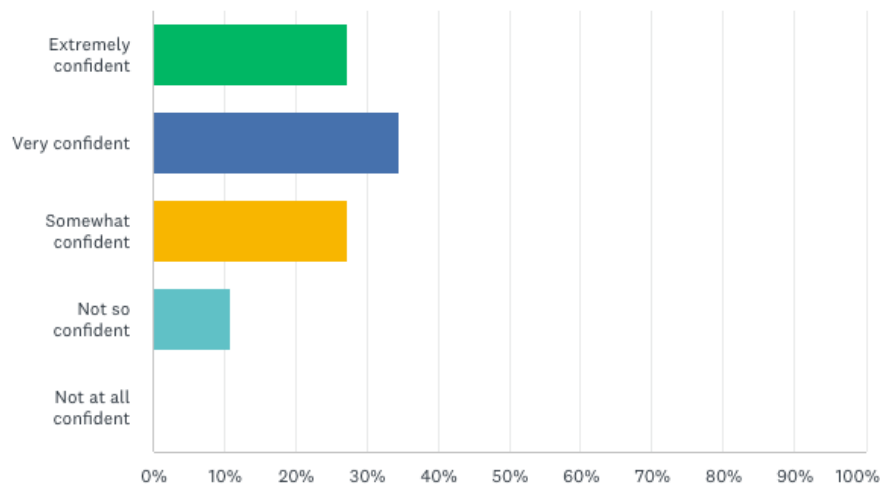


ANSWER CHOICES	RESPONSES	
Yes	92.73%	51
No	7.27%	4
TOTAL		55

However, 18 library managers (21 participants) are “somewhat” or “not confident” that the Board will hear and answer their concerns or questions. This is a clear indication that the Board has some work to do to invite greater participation and confidence from local libraries.

How confident are you that any questions or concerns you have will be heard and addressed by the Board or Executive Committee?

Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely confident	27.27%	15
Very confident	34.55%	19
Somewhat confident	27.27%	15
Not so confident	10.91%	6
Not at all confident	0.00%	0
TOTAL		55

The primary link between our library managers and the Board is the Library Manager’s Council (LMC). We include the Chair of the LMC in Executive and Board Meetings as an official representative. The LMC Chair is invited to report to the Board regularly. Those reports are an excellent way of helping the Board understand the work of our libraries. We may consider ways

to better leverage this position to bring concerns from library managers to the Board table and communicate the work of the Board to member libraries. The LMC Chair might consider:

- seeking feedback from managers on their Board report before it goes to the Board.
- including a section in their report that highlights current questions or concerns from members.
- reporting back to Library Managers after each Executive and Board meeting to share their reflections on the meetings.

The Board should consider ways to encourage local board attendance at the General Board meetings. One participant suggested:

...to NOT have Town Councilors be the default option for serving on the NLLS board. Recognizing that the levy to NLLS is a two-part payment from the library and municipality. I think there should be greater representation from the local library boards who have much more at stake than disengaged town councilors.

While it is not within Northern Lights power to select local board members, we can encourage councils to follow best practices. Anecdotally, we've heard from library managers that NLLS representatives from council that also sit on the local library board can be very effective. A councilor with a passion for, or belief in the value of public library services that is appointed locally and at the system level, can open communication between all three levels of governance: local boards, the system board, and municipal council.

These findings also support the practice of Executive representatives and the Executive Director reporting directly to local library boards annually and an annual Local Board Chair's meeting. Further, moving our Executive meetings out to local libraries will increase the Board's availability to members. As we continue these practices, I expect the number of respondents reporting confidence in the Board will rise.

There has been 100% improvement over the years. Continued communication is the key.

This Board should be pleased with the work they have done this past year. There is clear opportunity for improvement, but the survey clearly shows a positive trajectory.

Recommendations:

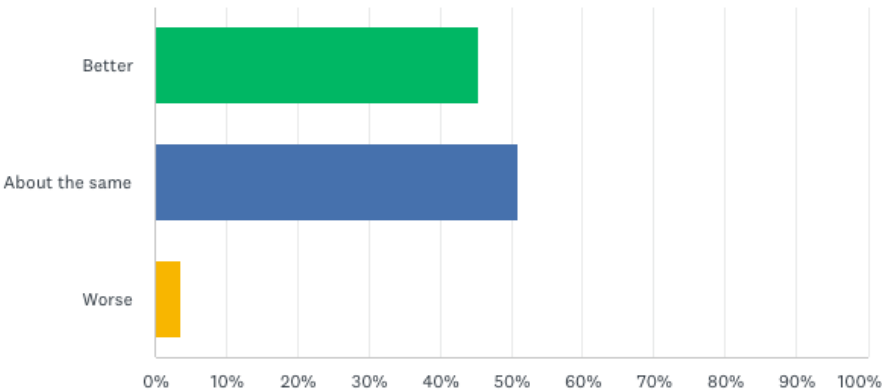
1. Strengthen the role of Chair of the Library Manager's Council.
2. Continue the recent practice of visiting local boards annually.
3. Continue the recently formed annual Local Board Chair's meeting.
4. Hold Executive meetings at member library facilities.
5. Develop clear recommendations and guidelines for municipal councils to consider when appointing NLLS representatives.

ADMINISTRATION

Respondents are generally positive in this section as they are throughout the survey. The system's trajectory is positive. Forty-five percent (45%) of respondents believe that the overall performance of NLLS is better than the year before. And fifty-one percent (51%) believe we are doing about the same. Of course, if about the same is "terrible" this is not a great metric. In future surveys we'll broaden this question slightly to provide greater nuance.

Compared to last year, how would you rate the overall performance of Northern Lights Library System?

Answered: 55 Skipped: 0



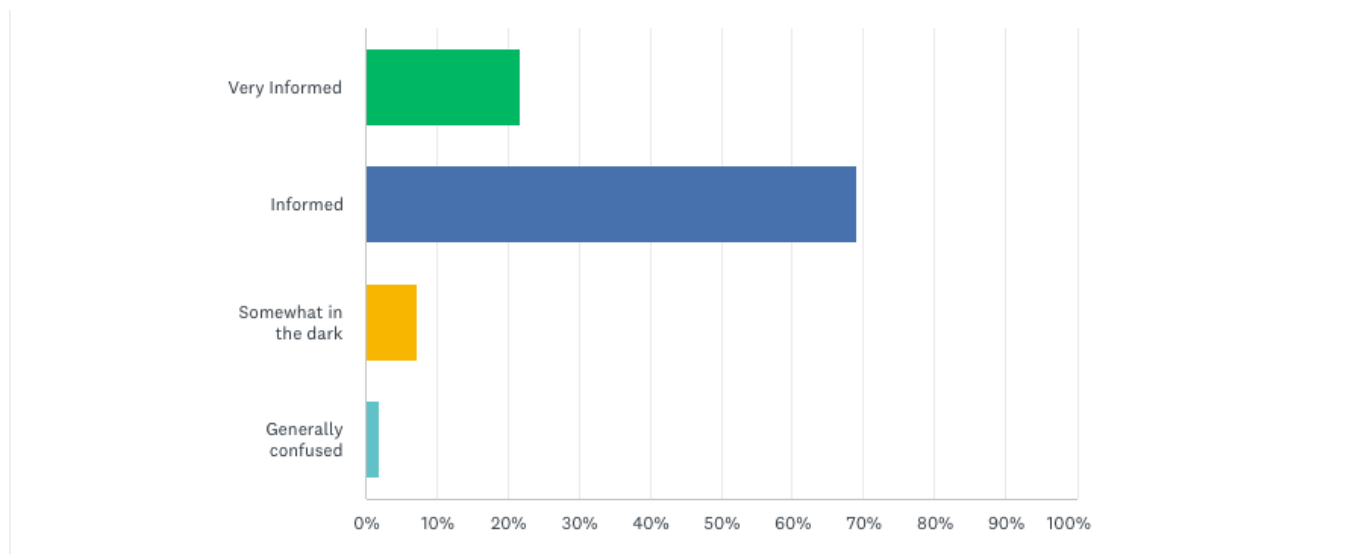
ANSWER CHOICES	RESPONSES
Better	45.45% 25
About the same	50.91% 28
Worse	3.64% 2
TOTAL	55

The word “continue” appears often in the comments. This is encouraging. Our members are seeing NLLS efforts to increase communication and advocate on their behalf.

- Continue to... nurture relationships
- Continue to lobby the provincial government
- Continue to keep communication open

Continued improvements in how, when, and what we communicate to our members is necessary. Efforts over the past years to improve communication through: weekly reports, the service catalogue,

value statements, digital tools, and site visits, is reflected in the strong positive response to the question, **“How informed do you feel about the services the system provides your library?”**



More than 90% of respondents feel they are “informed” or “very informed” about the services we provide. Furthermore, the final closed response question in this section is overwhelmingly positive. Respondents to this question could select all that apply.

ANSWER CHOICES	RESPONSES	
▼ I feel comfortable contributing my thoughts and ideas toward the overall direction of NLLS	47.27%	26
▼ I avoid reaching out to NLLS or making positive suggestions for change	5.45%	3
▼ I believe that overall NLLS takes an interest in the challenges and needs of my library.	67.27%	37
▼ I am confident in the leadership capabilities of the Executive Director.	58.18%	32
▼ I am NOT confident in the leadership capabilities of the Executive Director	1.82%	1
Total Respondents: 55		

The open comments in this section are particularly enlightening. See Appendix 2 for all comments. There are several themes that arise from the comments, including an emphasis on greater and more customized support for small libraries, and the timeliness and consistency of NLLS responses to member queries.

If you call with a concern, you are told to put in a ticket. We are the customer and its off putting to have to have our requests depersonalized to a ticket.

We continue to take steps to improving the timeliness of NLLS response to member issues and tickets. We recently instituted a [protocol for answering the main phone](#) line and ensuring member concerns are logged and addressed as promptly as possible.

We have developed a protocol for managers to regularly check on the status of open tickets. We've created views in the ticket system that allow department managers easy access to a list of all open tickets for their department. A protocol for posting internal notes is under development and includes best practices for when contact is made outside the ticket system, checking on ticket progress, and for keeping members updated on their tickets.

We are taking steps to improve our ticket response time and ensure that nothing gets lost by working with staff to codify our procedures and communicate expectations to members. Developing a culture that encourages members to reach out when we are not living up to those expectations is a priority.

Our coming training plan for the year pays particular attention to the needs of our smaller libraries. Northern Lights should be seen as a service and not a burden. This can be a juggling act where local boards are not able to provide enough administrative hours to their staff. Running a small library is complicated and requires significant administrative time. Advocating for our library managers to receive adequate time to administer as well as run the library with local boards would be worth the effort. Small libraries with few hours and limited budgets benefit tremendously from participation in the system but the scale of services is difficult to right size to meet the needs of our largest as well as smallest municipalities.

Recommendations

1. Establish a protocol for answering the NLLS main phone line and routing member queries.
2. Establish protocols to increase the timeliness of ticket responses.
3. Communicate best practices around administrative time for library managers to local boards where necessary.
4. Have the ED meet with a number of local library managers one-on-one throughout the year to better understand local needs and concerns.

OPERATIONS

Unfortunately, we missed adding an open-ended text response in this section. This dilutes these results as participants were unable to help contextualize their answers. In future years we will need to add a text response. Nonetheless, the answers we received were largely positive and even surprising in this area. The big surprise was the response to turnaround time for materials ordering. Anecdotally, concerns about the time it takes from order to delivery abound. However, **only three (3)** respondents indicated that “It takes way too long to receive the items I’ve ordered.” While **forty-one (41)** respondents agreed that “I am generally satisfied with the turnaround time for items I order.” This may indicate that changes in processing over the past several years have worked to alleviate problems that once existed. Maintaining satisfaction with the turnaround time of book orders and the quality of the processing is a top priority as we seek to continue to reduce outside purchases.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ I OFTEN find errors in the items cataloged for my library	11.11%	6
▼ I RARELY find errors in the items cataloged for my library	55.56%	30
▼ I am generally satisfied with turn around time for items I order	75.93%	41
▼ It takes way to long to receive the items I've ordered	5.56%	3
Total Respondents: 54		

NLLS staff in the Operations department should be proud of the work they do. Our members see and appreciate their efforts. The answers to the final question in this area provide four (4) affirming statements and three (3) improvement statements. Respondents could select all statements that apply.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ I feel comfortable reaching out to NLLS about delivery, cataloging or processing problems or questions.	75.47%	40
▼ I avoid reaching out to NLLS when I notice errors or problems	1.89%	1
▼ I believe that NLLS takes an interest in the challenges and needs of my library.	71.70%	38
▼ I feel that many of the standards are arbitrary or unnecessary red tape.	3.77%	2
▼ I feel that the standards for processing and delivery manage the many competing needs of libraries well	47.17%	25
▼ I am confident in the leadership capabilities of the Manager of Operations and Delivery Services.	52.83%	28
▼ I am NOT confident in the leadership capabilities of the Manager of Operations and Delivery Services.	3.77%	2
Total Respondents: 53		

Better communication with libraries throughout the order, processing, and delivery workflow will help us maintain appreciation of our services. It is important to note that libraries increased their order expenditures by eight percent (8%) this year. This positive response is impressive in the face of increasing volume. One reason leading to the maintenance of positive turnaround times may be attributed to the increase in the price point for applying Mactac to books (a time intensive process). We are currently reviewing our order to delivery processes with all staff. We will continue that effort.

Recommendations

1. Review and document current processing practices to ensure we can meet the demands of an increasing volume of orders

MEMBER LIBRARY SERVICES (MLS)

MLS has made great progress with enhancing the services provided by the system and the relationships built with member libraries. One thing that comes out in the feedback in this survey is that many (but not all) of our member libraries face one or two related challenges: they lack the administrative time to take advantage of all that we offer for training and support, or they

lack an understanding of what we do or can do for them. Nonetheless, most members feel “informed” or “very informed” about our services.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ Communication is FREQUENTLY relevant to my needs and professional interests.	50.00%	27
▼ Communication is RARELY relevant to my needs and professional interests.	7.41%	4
▼ I have access to information related to NLLS services and offerings.	74.07%	40
▼ I have difficulty finding information and often don't know what is being offered.	11.11%	6
Total Respondents: 54		

For library managers and staff that have restricted budgets and time, the significant number of service offerings from NLLS can be overwhelming. We have several communication channels, and this can lead to confusion if library managers are not interacting with those channels regularly. Continued refinement of channels of communication will mitigate against this over time.

The relationship between MLS staff and member library staff is a top priority for this department. Further development and nurturing of these relationships will support the overall mission to deliver services and training that meets the needs of our libraries. To that end, MLS will continue to develop a clear understanding of the needs of member libraries through direct communication and site visits. Site visits will include a final report which will outline topics covered, training offered, and optional next steps that member libraries can initiate when they have capacity to do so.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ When I request assistance I receive a relevant response from my consultant or someone else capable of helping me.	56.60%	30
▼ When I request assistance I don't receive a relevant response, or the response takes too long to be helpful to me.	13.21%	7
▼ I feel confident that when I ask for help I will get what I need.	64.15%	34
▼ I don't feel confident that I will get the help I need when I ask.	5.66%	3
Total Respondents: 53		

By and large, the MLS team is developing solid relationships of trust with our members. This can only be accomplished through an understanding of the needs of libraries and following through on promised help in a timely manner. The survey clearly shows that this is the experience of our members. However, about twelve to fifteen percent **(12-15%)** of respondents indicate some concerns communicating with their consultants. This is hardly surprising. Historically, the average turnover for professional consultants in the system is about 18 months. We've kept the current MLS team together for 2 years. It takes time to build positive relationships especially where previous relationships were strained. Participants could select all answers that apply to this question about member's experience with us:

ANSWER CHOICES ▼	RESPONSES ▼
▼ I feel comfortable reaching out to my assigned consultant.	72.22% 39
▼ I avoid reaching out to my assigned consultant unless I absolutely need to.	11.11% 6
▼ I believe that MLS takes an interest in the challenges and needs of my library.	51.85% 28
▼ I feel that MLS hasn't taken the time to get to know me or my library... yet.	7.41% 4
▼ I am confident in the leadership capabilities of the Manager of MLS.	48.15% 26
▼ I am NOT confident in the leadership capabilities of the Manager of MLS.	7.41% 4
Total Respondents: 54	

As part of their annual professional development goals, the MLS team has adopted a "Philosophy of 100% Accountability." This means that in every situation they ask, "Have I done everything in my power to ensure *this situation* is successful?" This does not mean doing the work for others. Instead, it focuses on infrastructure, follow-up, follow-through, and acknowledgment of mistakes. Where mistakes are found, intentional reparation to preserve and strengthen relationships are made.

MLS will strive to provide greater transparency for the work that the department does. One-way we'll accomplish this is through the formal written reports after site-visits that can be shared with department managers, library managers, and local boards. We anticipate this will help all involved develop a better understanding of what we do, how we do it, and why we do it that way. Greater transparency will support change management across the system, along with better understanding between consultants and member library staff.

The comments in this section were informative for all areas of the system. See Appendix 3 for all comments. Several of the recommendations in other sections were partially inspired by the comments here. MLS is the face of the system to the frontline staff of our member libraries. Significant accolades need to be given to the work of our consultants as they juggle the sometimes-competing needs of 49 libraries in a range of unique contexts.

I am grateful that MLS staff have begun seconding at libraries in our area to understand rural library service.

We have had the privilege of using the consulting services while we were transitioning to a new library manager. It made the process from hiring to training flawless.

The degree of complexity of the work MLS engages with is significant. The bar to entry is a graduate degree in library studies, but to be effective in this environment requires years of experience both varied and specific. As consultants are immersed in what it takes to run a small rural library their ability to assist our members is strengthened. The comments and the responses to this survey reflect this complexity.

Recommendations

1. Produce site-visit reports that can be shared with department managers, library managers, and boards.
2. Continue seconding library managers where appropriate.
3. Continue to refine communication channels accessed by member library staff.
4. Adopt a philosophy of 100% accountability.

TECHNOLOGY SERVICES AND INFRASTRUCTURE (TSI)

The trajectory of TSI is very positive. As with MLS, we can better utilize the tools we have, especially the helpdesk. Faster response times and better follow-up are achievable. (TSI) aims to communicate clearly on technology changes, updates, and upgrades. Please indicate all statements that reflect your experience with us:

ANSWER CHOICES ▼	RESPONSES ▼
▼ Communication is FREQUENTLY timely and helps me understand what changes are being made and why.	78.18% 43
▼ Communication is RARELY helpful, too technical, or confusing.	3.64% 2
▼ I have access to helpful documentation and resources which allows me to make the most of the technology in my library.	63.64% 35
▼ I have difficulty finding information or documentation that clearly explains the technologies and software in my library.	9.09% 5
Total Respondents: 55	

This response shows that communication coming out of the TSI department is largely accessible and timely. Continued refinement of our communication channels (Teams, knowledgebase, website) will help reach those final few that struggle to find the help they need when they need it.

The answers to the next questions about member's experience with TSI are encouraging.

ANSWER CHOICES ▼	RESPONSES ▼
▼ I feel comfortable reaching out for technical help.	83.33% 45
▼ I avoid reaching out for technical help unless I absolutely need to.	9.26% 5
▼ I feel I know when it is appropriate to put in a ticket through ask@nlls.ab.ca OR when I should call someone.	55.56% 30
▼ I believe TSI understands the technical needs and abilities at our library and works at the level of our understanding.	57.41% 31
▼ I feel that TSI hasn't taken the time to get to know the technical issues at our library.	3.70% 2
▼ I am confident in the leadership capabilities of the Manager of TSI.	66.67% 36
▼ I am NOT confident in the leadership capabilities of the Manager of TSI.	0.00% 0
Total Respondents: 54	

Unfortunately, our question regarding the hardware, network, and software experience of staff and patrons was unbalanced. We offered respondents three (3) affirmative and one (1) improvement statement to choose from. Like our other questions, they could select all that apply. The spread of responses is relatively even. The number of respondents reporting an unstable or slow network connection, twenty (20), is less than encouraging but confirms what we already knew.

ANSWER CHOICES ▼	RESPONSES ▼	
▼ The computing hardware in the library meets the needs of patrons and staff.	69.09%	38
▼ The internet connection in the library is reliable.	54.55%	30
▼ The internet connection is slow or unstable.	36.36%	20
▼ I feel confident about my ability to use the various software provided by NLLS	41.82%	23
Total Respondents: 55		

The open comments in conjunction with this response make it clear that bandwidth and network stability must remain a top priority for this department. Since the survey 30 of our libraries have seen significant bandwidth increases. We'll continue to monitor network speeds and work to identify other improvements that can be made.

The open-ended comments in this section strongly point to the need for faster response time to tickets. This is partially the nature of technical issues. When you need help, you need help now!

I feel tech tickets need to be answered within the hour.

With a small team of tech support and a very large number of members a balance between response time and capacity must be found. The survey recommendations already point to better helpdesk procedures to help with the timeliness of response. However, TSI needs to put technologies in place that will proactively forestall issues, provide consistent experience, and simplify complexity. The best way to increase response times to tickets is to reduce the number

of trouble tickets coming into the system. We do this by adopting technologies and structures that need less maintenance and by providing appropriate training on those technologies.

Recommendations

1. Monitor recent improvements to bandwidth and pursue options for increasing network stability and performance (continue with the network enhancement plan).
2. Pursue endpoint standardization and simplify our complex computing environment.
3. Slow down the pace of improvements to allow member libraries to adjust to changes.
4. Work with the MLS team to provide appropriate training on new technologies.

CONCLUSION

The survey itself had several problems despite consultation with member libraries and boards. There was no open-ended response to the Operations section, the final question in the TSI section did not include corollary improvement answers to affirmation answers. Some of the questions might have been better formulated for greater nuance in responses. Nonetheless, the value of the survey is significant. The survey suggests several improvements the system can make to better services. It is also largely affirming of the great work system staff are doing. The trajectory of Northern Lights is positive in all areas.

Recommendations

1. Consideration of engaging professional survey design services should be given. The ability to compare responses year-of-year will greatly enhance the utility of the survey.
2. Consider changing the primary target audience of the survey to boards with managers and encourage boards to complete the survey together each year.

APPENDIX 1: ALL OPEN RESPONSES TO GOVERNANCE

How might the Board better address the needs of our libraries?

1. Continued Lobbying of the provincial government for continued and increased supports
2. More consulting support
3. Videos or recordings on skills such as HR, planning, communicating with your board, small library specific training.
4. There has been 100% improvement over the years. Continued communication is the key.
5. The chain of communication seems to be working well; haven't encountered glitches so far, so if any have occurred, they've been dealt with before trickling to my level.
6. I think they are doing a pretty good job
7. IT - faster response. Most libraries don't ask for assistance until they have tried everything so the longer NLLS takes, the longer our staff cannot work properly.
8. They are doing a good job.
9. Listen to members & what they would like from library
10. I feel that the Board is doing a great job in support our library so don't have any suggestions at this time.
11. I think you're doing well. Continue investigating resource sharing options that don't cost our libraries additional monies, include as much as possible with the funds that are appropriated.
12. Good to see that we now have the same member sitting on our board as the NLLS board. This has not happened for us previously and communication between the two boards suffered as a result.
13. Information regarding increases in the NLLS Levy would be appreciated before it actually is approved & why the increase is necessary. Ask the member libraries what programs and services are really important & what is not used effectively. We are not receiving increases from the government or municipalities so how long before we cannot afford to be open.

14. Applying for more need funding and passing onto the libraries, please. That is if able to apply to the government as a Library Board.
15. Unsure
16. By actually reaching out and talking with their libraries.
17. Lobbying the government for much needed additional funding.
18. I am not confident that NLLS trustees navigate the role of councillor versus NLLS board member properly. Given the historical pattern of NLLS board members not engaging properly with member libraries in the past (please note this has never been the case with Vermilion) it seems the best solution is to NOT have Town Councillors be the default option for serving on the NLLS board. Recognizing that the levy to NLLS is a two part payment from the library and municipality I think there should be greater representation from the local library boards who have much more at stake than disengaged town councillors. Although it is helpful to have a councillor on this board for advocacy purposes since it the municipality must also approve the levy purchase, I think we would be best served by having more "library people" in the room. I recognize that some jurisdictions have done this before, but the overwhelming practice seems to be for council to nominate a member instead who may or may not be on the local library board.
19. Contact the library directed and inquire.
20. Finding a way to speed up up the process of removing withdrawn items from Polaris's search (to reduce the amount of false positives when searching for books)
21. consistency, showing up to the meetings.
22. They should be on a local library Board or at the very least come to one local library board meeting quarterly so they can be knowledgeable about issues the libraries they represent have. Also, they should NOT be wearing their councillors' hat at the NLLS table.
23. How about board members reach out to their libraries?
24. Library Manager's should be able to directly address the board and executive with any concerns that they have.
25. none they are doing good
26. Our NLLS rep is very good at listening to our concerns and addressing them.

27. Let me know who is my board rep. Have the village assign a board rep. Have the rep contact me so we can have arrange a time before board meetings to address any concerns that I may be having.

APPENDIX 2: ALL OPEN RESPONSES TO ADMINISTRATION

Where should the System's administration focus its energy in the coming year? Or any other thoughts?

1. Small libraries need better/more help. Not enough time or resources to figure out complicated programming or rarely used features of Windows, Polaris, Power BI, Simply Reports, etc.
2. How to do a membership campaign. How to promote eservices to non-library members.
3. The site visits are great. There is so much discussion when they are here, that when they get back to NLLS, nothing that was discussed was done in a timely manner or not done at all.
4. Continue to lobby the provincial government for funding. Get to know the new minister. Continue to work on fiscal responsibilities.
5. No suggestions at this time.
6. I think they are doing a pretty good job
7. None - you know the library needs better than I.
8. Keep on doing a great job.
9. Be pro active
10. Continue to keep communication open between library managers.
11. Keep doing what your doing. Providing services and assistance to our libraries. Having the consultants have more facetime with their libraries.
12. Library support. I sometimes feel like it takes a really long time to hear back from my tickets
13. The NLLS presentation to our Town Council was not received positively in 2021. In the first time in more than a decade we had a 50/50 vote split which needed the mayor to step in and vote in favour of the motion. This is shocking since we have historically received tremendous support for library issues at the municipal level. It was reported to me that Council was frustrated with how the numbers were presented. Our relationship

with regional government partners has also deteriorated in recent years because there is misunderstanding over where the NLLS levy money actually goes. I would prefer to see administration refine the presentation of numbers so that laymen can adequately see the cash flow and budget in a way that makes sense to them. If marketing consultants are needed to polish the pitch I think it would be worth the effort.

14. The reason I said worse are a few things have happened this year that have never happened before: 1) Appointment set up that was forgotten by NLLS. 2) Promises made via phone that were not honored by NLLS. I was told a help ticket should have been made. I had made a help ticket. The consultant called me to discuss it. She then promised to send items to help with our programming. The items never arrived after waiting three weeks. I contacted my consultant and I was told to make another "help" ticket. I felt that if a promise was made on the phone, that promise should have been honored without a "help" ticket. 3) Help tickets not returned in a timely fashion, once a tech item was forgotten. I ended up telephoning to get the needed attention after waiting for 4 hours to get my printer fixed. I was told he had forgot and he was sorry. (all tech items should be dealt with within the hour.) Mistakes happen but tech items should be priority. Also, does NLLS own a Tesla vehicle? There is a rumor circulating around that they do. Is this not a highly expensive vehicle? Perhaps NLLS needs to be more transparent on their spending as libraries pay ever increasing fees to NLLS.
15. I would like the focus to be on the little libraries that have small about of hours in a week . We already have our plate full with patrons, admin. It is frustrating when NLLS give us more thing we have to do. with little hours we have. where in previous years NLLS would help us little libraries out.
16. focus on helping small libraries with one staff member update their websites and social media accounts. Make more shareable content that is generic to all Alberta libraries, so it is quick and simple to share.
17. Meeting the needs of the libraries should be priority, providing service to the libraries. The worst thing to do is dangle services and then take them away.

18. I would like to see a more library focused approach where libraries are consulted in a timely manner for possible changes. There was a lot of things this past year where no notice or very little notice was given.
19. Looking at resources that can be bought in bulk and given to Libraries ie...Radon Detector Kits such as Marigold has.
20. Continue to nurture the relationships that have been developed and make new relationships with those that are beneficial to the partnership of the libraries and NLLS. Continue to listen to the member libraries and help them find solutions or give direction to find solutions to their issues.
21. IT and e-resources

APPENDIX 3: ALL OPEN RESPONSES TO MLS

What have we missed regarding consulting services? How can we improve?

1. Requests for help are forgotten or put on back burner. Knowledge of Polaris seems lacking. Needs to be more organized. Showed up half hour early for site visit and proceeded to leave rather than have school secretary contact me. I was coming in on my time off to meet because she had indicated this time would work best for her so I was not happy.
2. You are all do a great job. Site visit consults and what ideas come of it, do not get done in a timely manner. I guess I have to email everything that was discussed and send reminders.
3. We have had the privilege of using the consulting services while we were transitioning to a new library manager. It made the process from hiring to training flawless. In addition, the new library manager will feel much more comfortable in reaching out to the consultant when the need arises.
4. I cannot think of anything right now
5. N/A
6. Nothing
7. I appreciate your team and their efforts. Limitations on what we receive are more a condition of my efforts than theirs
8. They are out of touch with what really happens at the public library level. They have no idea the challenges we face or time we have available. We need them to reach out to us.
9. It would be nice to have more facetime with our consultant. I feel like by the time they get here we barely scratch the surface of what we want to achieve.
10. I do think that the consultants have a lot (too much) on their plates and therefore response time is longer than what I would like. But when my consultant does respond she is very helpful and knowledgeable.
11. I am grateful that MLS staff have begun seconding at libraries in our area to understand rural library service. Historically this department has been staffed by candidates from abroad or urban centers without any real experience in the day to day operations of the

one man show or limited service libraries that reside in the our region. This has always been frustrating because of a former disconnect between the top down ideas originating from NLLS bucking up against the reality of front line service. Hearing about seconding efforts in Tofield, Vegreville, etc. had me puzzled at first, but now I think it makes perfect sense to further understand the realities of library service in our area. The NLLS service plan calls for a distinct effort to match mentors and partners to strengthen growth. I wait for some concrete development in this area for managers but am happy to see NLLS made the effort to know our libraries and strengthen our connections through partnerships when a manager leaves their role and a vacancy arises.

12. I have answered this previously. There have been mistakes and oversights made and apologizes made.
13. This was hard because there are so many different ways I could answer. Most of the time they are awesome. But there are times they give us more than we can handle. The ideas are great . How you can improve? Thinking about the little libraries, in how NLLS can help with the work load. Trying to figure out, how to do thing that we don't do very often takes time out of operation hours. Which it would take NLLS 5 minutes to do and it would takes the little library 1/2 hour to figure it out. Because the little libraries don't have the hours to get things done on the hours they have. which I don't think we should volunteer our time. Please help us out.
14. Not sure if this comment should be here or in another section. I would like to see less new things thrown our way without a solid instruction/training in place beforehand. It would be nice to be able to confidently and efficiently use all the tools at our disposal without having to figure them out on our own.
15. Sometimes it feels like we are being told how things should be done according to the Manager of MLS rather than her asking what we need. With the exception of the Reading Programs planning committee, I am finding that the ball seems to be dropped on stuff lately. For example, they announce that a training session is going to be happening and then it gets canceled for whatever reason (sickness, emergency, etc.) but the training is never rescheduled. I also find it difficult to find information on some things. Is it on Teams, the Website, the ask knowledge base, groups.io, etc. It doesn't seem very

organized. The Reading Programs Committee is awesome in the plans that they have come up with, the organization of the material and the timeliness. This is a great addition to our libraries.

16. The help ticket resource has its advantages for NLLS, I really miss just being able to pick up the phone and talk to someone immediately about our issue. I feel that the decision to use this system exclusively is not user friendly or service based for member libraries...If you call with a concern you are told to put in a ticket. We are the customer and its off putting to have to have our requests depersonalized to a ticket. We operate in a service based field, we would never have our patrons be told....oh just send us a message.
17. I get very frustrated with the time it takes to get a question answered as well as rarely speaking to someone. It is difficult to explain the questions in an email at times. Often I just need a quick response and end up calling a member library to get the answer. To improve this perhaps we need one person who will always answer the phone who has the knowledge of general information on how polaris works. That person can then answer the question or at least tell us if that is something we need to go through our consultant with.

APPENDIX 4: ALL OPEN RESPONSES TO TSI

What have we missed regarding Technology Services? How can we improve?

1. Having the internet bandwidth increased will hopefully make a big difference. Certain times of day Polaris was so slow it would take about a minute to check in a book!
2. I have difficulties in the use of some recent software provided by NLLS. eg. Teams, Canva
3. Can not think of thing right now
4. Response to requests are sometimes very slow.
5. Nothing
6. More emphasis on our websites & a video of the basics we could always go back to for help. Sometimes our staff changes & we need help with training.
7. I know what our software is but could use a little more help in step by step instructions on how to go from user name and password to actually implementing the action that I want. (this might be more consultant based)
8. The internet isn't slow per se, but it does tend to be unreliable and not meet my needs so I will likely be moving to the town provided fiber internet in the future for eligible workstations and screens subject to consultation with TSI. I have seen no observable improvement in bandwidth and still get frequent complaints from patrons trying to host a zoom meeting on public wifi in our after hours space. I am happy to see the ambitious overhaul of TSI and projects meant to improve the efficiency of our system. Change is good. My only qualm so far has been that overall I think the tenant migration was a bit rushed by the contractor. The contractor had everything working for a while on our site but within a week we started having a few issues that I could no longer resolve. As a result I am not very confident in the reliability of our email services. The general mailbox in particular has had at least 4-5 separate helpdesk tickets over the past couple months. Some staff members needed to reset the mail profile on their accounts at least once a week because of the lack of stability. Recently Brandon identified that FortiEDR was causing an issue so hopefully we have the matter resolved, but it did take more than a

month to get some resolution. This is not the fault of Brandon, but likely that we had too much overlap between migration, FortiEDR, and other things going on all at once.

9. I'm looking forward to the bandwidth upgrade as our wi-fi has been increasingly slow the last couple of years.
10. At times my internet is slow. Ticket items need to be answered in a timely fashion. There are times, I have had no response and I needed to make the phone call. I feel tech tickets need to be answered within the hour.
11. Explanations are often provided. I need to be able to print the instructions, not just read them, so that I have the information necessary to locate whatever is being suggested when I'm in a new window.
12. The TSI are wonderful. very help full. Keep up the great work
13. I guess my previous comment can go here. Provide adequate training for new software BEFORE we have to use it.
14. I feel that this department could be faster at answering ask tickets. Many times, I am waiting a week to get a reply or an answer.



Advocacy

How-To Guide

Alberta Provincial Election

2023



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PROVINCIAL ELECTION

The seven library systems in Alberta wish to raise awareness about library funding issues in advance of the spring Provincial election. While most funding comes directly from municipalities, Provincial library funding is critically important, and has not increased substantially since 2009. There was a \$0.10 per capita increase that came into effect in 2015.

Additionally, population figures have not been updated in recent years, meaning libraries are serving greater populations than for which they are being funded. This in addition to the current inflation crisis, means all libraries are struggling financially.

OBJECTIVES

To create to raise awareness of the value of libraries to people in Alberta

To seek a commitment from Provincial candidates to support libraries through increased funding

AUDIENCE

Primary Targets

- All candidates running in the provincial election
- Current ministers and MLAs

Primary Partners

Primary partners will play an active role in our provincial advocacy effort.



Partner	Role & Responsibilities
Library System Board Members	Make contact with candidates and current MLAs with meetings and letters.
Library Board Members	Meet with MLAs to request support.
Municipal Councils	Voice support for an increase in funding to Provincial Government
Library System Directors	Distribute materials to member libraries and boards, meet with Municipal CAOs, and provide support to board members and councils.

Secondary Partners

- LAA & ALTA
- Out-of-System Node Libraries
- Large Urban Libraries
- TAL

Secondary Targets

- Residents within the seven library systems
- Media

ADVOCACY APPROACH PRINCIPLES

Messaging

- Messages will focus on the value of libraries
- Messages will demonstrate how libraries can help meet various political goals as identified by each party (e.g. job creation, skills upgrading, economic development)

Peer-to-Peer

- Library board members will contact candidates and elected officials
- Library administrators will support their board members and liaise with municipal administrators

All Candidates

- All candidates will receive the same information

Peak at the Right Time

- Timeliness is critical to making an impact



- Environmental scanning will be needed to monitor key opportunities for outreach
- Ramp up mid-way through the election campaign

Seek public support

- People will be encouraged to ask candidates about their support for libraries

AWARENESS CAMPAIGN TAGLINE AND LOGO

Libraries
**VALUE
BEYOND**
words

Libraries Value Beyond Words is the tagline for the provincial awareness campaign about the value of libraries to people in Alberta.

This is a play on words, taken from the expression about something that is indescribable. Something that's "beyond words" is so amazing, so beautiful, so incredible that there are not sufficient words to describe it.

Libraries Value Beyond Words is not about the literal interpretation (i.e. text or books), but rather, the conceptual interpretation that libraries deliver so much value that there are not sufficient words to describe it.

Of course, the fact that libraries deal with words is the double meaning.

KNOW YOUR MESSAGES

It is crucial to ensure government agencies continue to support and fund these valuable community institutions. To that end, it's important that all candidates in the election are aware of the value that libraries bring to the people of Alberta.



Sustainable funding is critical to ensuring public libraries continue to empower Albertans and strengthen communities. More than ever, libraries have a far-reaching impact on their users and communities. In areas such as:

- Early Literacy
- Diversity and Inclusion
- Social Integration
- Adult Learning
- Participation in the Digital Economy
- Support for immigrants
- Partnerships with Indigenous communities
- Access to Technology

Alberta libraries are busy. Despite misconceptions that libraries are becoming increasingly irrelevant in an era of the Internet, libraries have experienced continuous growth in circulation, programming, library visits, cardholders and community partnerships.

Tell Your Story

Rather than presenting a long list of services, introduce your politicians to your library staff and mention how they contribute to making a difference in your community. Using anecdotes will likely resonate more with your candidate and leave a lasting impression. For example, Dee-Ann at the Strathmore Municipal Library started a sign language program that allowed her to communicate with those around her and helped the community become more inclusive to people with hearing disabilities.

Don't Endorse Candidates

Do not endorse any candidates, regardless of their positions on libraries. This can be a huge risk if the candidate is not elected, or is not a part of the party that forms the government. Avoid getting political and remain focused on positive messaging regarding the value of libraries.



WHAT CAN YOU DO?

Meeting with MLAs and Candidates

Meeting with candidates and campaign staff before and during the election period is a great way to build a relationship and to educate on the positive impacts of libraries and issues confronting the sector. Candidates want to get to know the important stakeholders in their communities – that's you – and will appreciate your local perspective and the opportunity to learn more.

Engaging with local candidates and campaign staff will:

- Give you the chance to have more in-depth, targeted conversations with a local perspective.
- Evaluate candidates' understanding of the issues facing affecting libraries, and respond to any questions they may have.
- Create long-lasting connections with candidates, can help to create advocates for provincial support of libraries.

Preparation is Key

Stay up-to-date on your candidates and their platforms. Gather information on their backgrounds and interests to establish a personal connection.

- Inquire about the candidates' knowledge of and vision for public libraries and your public library, in particular.
- Educate yourself on the government's previous commitments. The Alberta government has contributed nearly \$30 million in total provincial grants to Alberta's 222 municipal library boards and seven regional library systems.
- Library trustees on 229 library boards provide the strategic direction and play an important role in ensuring that our library meets its financial, legal and community obligations.



- Library staff are leaders in delivering quality services in the community.
- Talk about memberships and attendance for programs and events at your local library.
- Mention that your patrons can use their library cards in public libraries throughout the province and return their borrowed materials to any library.
- Mention that public libraries provide free computers and internet access to anyone who needs it.
- Get candidates involved by inviting them to take part in a program, such as an all-candidate meeting at the library or reading at Story Time.
- Remember to remain politically impartial.

Requesting and Scheduling a Meeting

- Make yourself available to meet with the MLA or candidate for as long as they have time. Be as accommodating as possible.
- Candidates and MLAs receive lots of invitations. If you haven't heard back about your invitation within a few days or haven't been given a specific meeting date, you should follow up on it.
- Determine speaking responsibilities in advance if more than one team member will be participating in the meeting.
- Prepare a relevant, local story to illustrate your point.
- Leave a copy of the **takeaway document** for the MLA or candidate so they have something to refer to after you go. Offer to answer any questions, or meet again, at any time.

Conducting a meeting

- Focus on your key messages and be concise.
- Be passionate and respectful.
- Make note of the candidate's/MLA's comments and questions. Follow up with additional information if appropriate.
- Be sure to leave time for questions.



Following up

Send a thank you email to the MLA or candidate, along with any answers to questions they asked, and a digital copy of the takeaway document.

Informal Meetings or Encounters

Although informal encounters are less frequent, there may be other ways for you to get in touch with your local candidates or MLAs. Be sure to capitalize on the opportunity to interact with and inform candidates about the services that libraries provide if you run into them at the library or a community event. Informal interactions are a great way to develop a good rapport with someone who could end up becoming your next Member of the Legislative Assembly.

Letter Writing

If you are unable to arrange a meeting, you can write a letter instead, detailing the key messages and including the takeaway document. Be sure to ask about the individual's position on various library issues. This will give you a better idea of where candidates stand on matters that are important to libraries, and will be very helpful should the candidate be elected.

Email may be more convenient, but a handwritten letter can make a bigger impression on the candidate.

Media Interviews

Gaining public support for libraries will be an important aspect of our advocacy efforts. Media interviews can be a great way to get exposure and reach the general public. You can initiate an interview with the local paper, or respond to a reporter's request.

Remember, you do not have to answer a request for an interview right away. You can ask the interviewer to tell you



what they are going to ask, and reach out to them after you have had some time to put together your answers.

Social Media

Take the conversation online to help promote Alberta's libraries this election. You can use a tweet or a Facebook post to promote the value of libraries, show your support for them, or spread awareness of the problems facing libraries in Alberta.

Be sure social media posts focus on the value of libraries. Ask people to show their support for libraries by reposting/liking/retweeting your posts. This can be a great way to engage with people across the province.

Asking Questions at Election Forums and Debates

Throughout the election, candidates will take part in several local engagements where voters may have the chance to ask them questions. Another possibility is that you'll run into a candidate by accident or at an event you've planned.

You and other library supporters should take advantage of these contacts, whether they take place in person or online, to learn more about the candidates' positions on the issues that concern libraries.

An example of how to word a question in a setting where it would be asked publicly:

The pandemic demonstrated how critical it is for individuals, students and families across Alberta to access online resources through public libraries.

How do you plan to support libraries in Alberta?

Additional Resources



The Value of Libraries Messaging

During each election, there are several common topics around which all the political parties build their platforms. We will link to these topics to demonstrate the value of libraries in delivering on important issues for Albertans.

Economic Development

Businesses locate in communities with libraries. They value libraries as an essential quality-of-life amenity for their employees and families. Libraries support economic development by providing resources for people to start a business, upgrade skills, or learn about career options.

Education

Libraries encourage literacy for people of all ages, help newcomers who have English as a second language and connect people and the world. Free internet access is a critical educational support for families and people living in poverty.

Environment

Libraries help reduce waste and over-consumption by lending books, movies, materials and resources time and time again. This is the 'original' recycling program! Library circulation gets the longest life out of each material by enabling as many people to use it as possible.

Health

Libraries bring people together, which is a significant factor in mental well-being. For example, moms and toddlers can enjoy story time, providing socialization and literacy support. Isolated seniors can play cards; teens can make friends during game night. The library is a safe, enjoyable community hub that supports mental health through social connection.

Libraries can also provide peer-reviewed, evidence-based resources on health matters, making access to reliable information easy for everyone.

Credible Information

Librarians are available to help people find evidence-based resources. credible and reliable. In times of misinformation,



falsehoods and conjecture, Libraries can be a force for objectivity and truth.

Take Away Document

A take away document has been created to leave behind after meetings with MLA's, Candidates, and anyone else that might benefit.

Web Content

Web content has been created to go on each library system's website to provide information and resources.

Organic social media posts will link back to respective library system websites for more information.

MLA Contact Information

Current MLAs:

<https://www.assembly.ab.ca/members/members-of-the-legislative-assembly>

Libraries **VALUE BEYOND** words

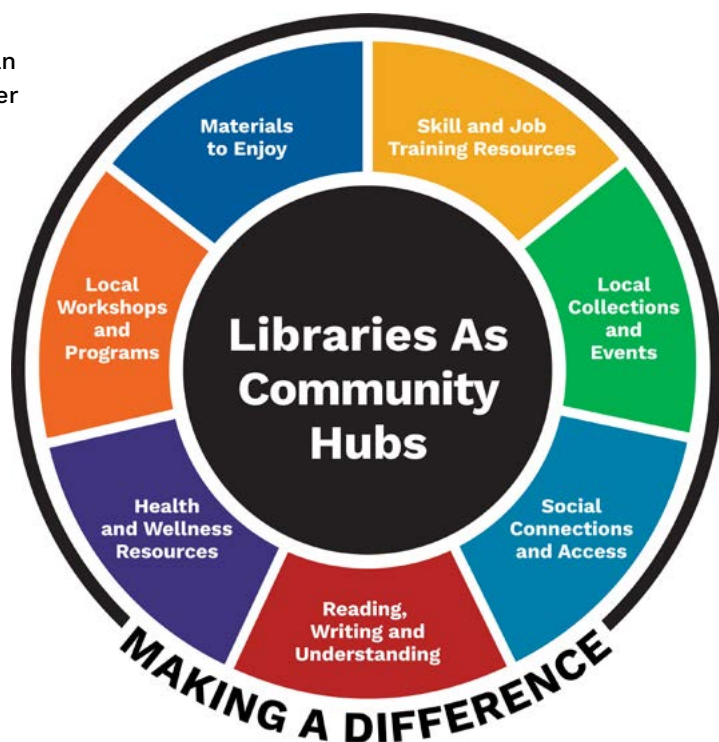


In a typical year, public libraries in Alberta are visited more than 20 million times, circulate more than 35 million items, and offer tens of thousands of programs for all ages. Public libraries are welcoming community hubs that connect, inform, and inspire people of all ages. Libraries help to build a stronger province by creating opportunities for all.

Libraries Deliver Value Beyond Words

Libraries are one of the most effective and impactful uses of public funding. Strong libraries equal strong communities. Libraries help ensure that all Albertans have access to broad band internet, authoritative information, technology, tools, and services needed to help our province thrive. Equitable access to resources and materials provided by libraries 'levels the playing field,' and enables all Albertans to learn, grow and flourish.

Libraries are the heart of rural communities across Alberta.





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Can we count on your support?

Libraries **VALUE** **BEYOND** words

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.

PLAN OF SERVICE

Bringing the world to our communities by collaboratively providing efficient, effective and exceptional library service



Professional Development

TRAINING for libraries for trustees for NLLS staff

- update system related training
- provide training opportunities to libraries and board members
- provide cost savings when offering professional development
- ensure timely communication to all partners of applicable rollouts and updates
- provide affordable technology for online professional development as required
- communication before system implementation

Stakeholder Relations

COMMUNICATION transparency strengthen relations

- advocate and communicate the value of libraries
- provide yearly reports to municipal and library boards
- update and rollout Master Agreement
- update Service Package for each NLLS department
- provide marketing tools through a variety of streams
- strengthen NLLS core services in assisting and referring library needs and requests
- investigate and share various grant writing and fundraising opportunities to library boards

System Best Practices

FOLLOW UP available resources pilot projects roll-outs

- providing transparency of sharable information within our system
- confirm and reinforce guidelines and expectation between all stakeholders
- match mentors for new librarians and new trustees within the NLLS system
- open the global door and share new and emerging concepts for all stakeholders
- uphold a NLLS culture to share in a respectful, inclusive and diverse environment

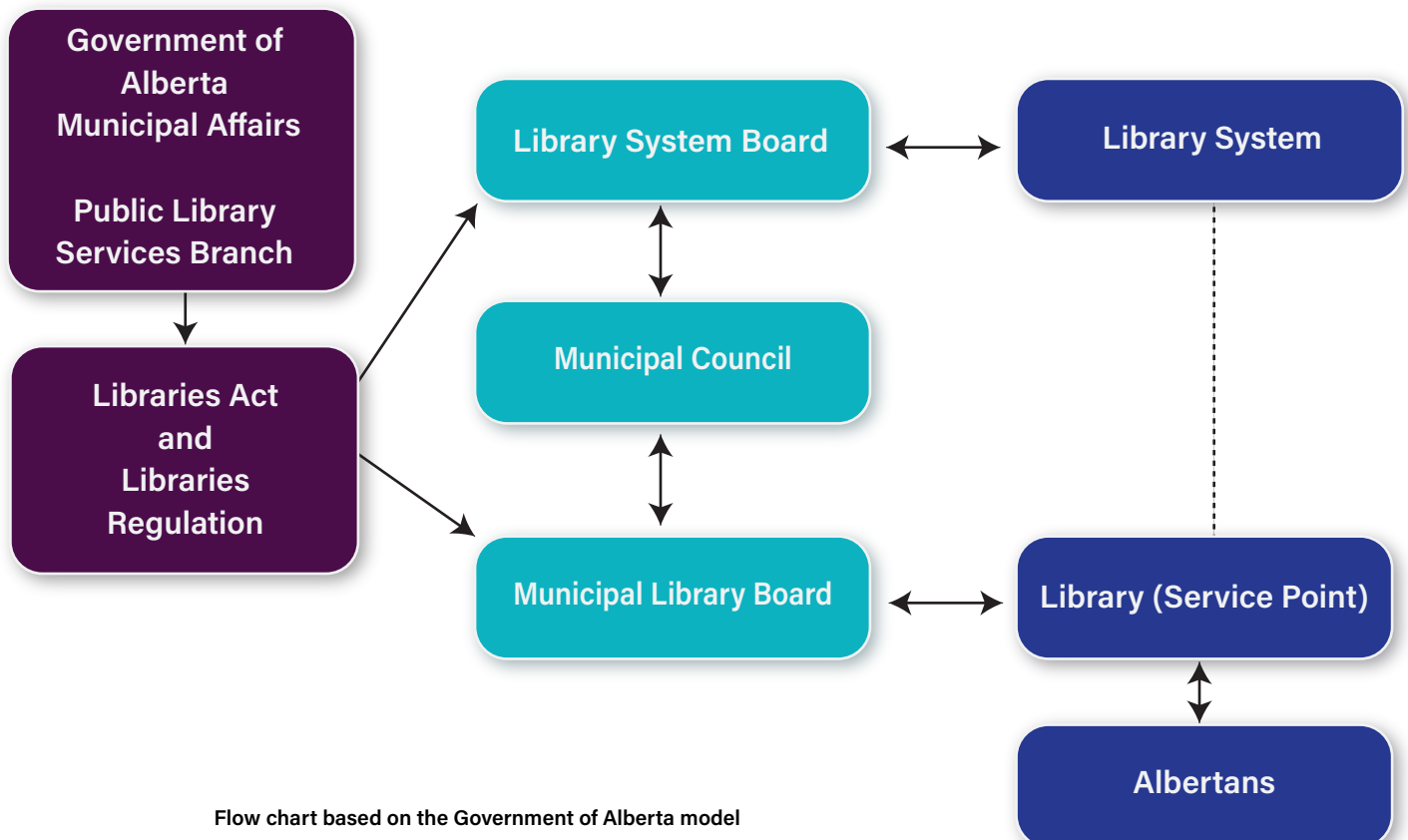
Plan of Service Chair Message - Vicky Lefebvre



On behalf of our executive, I would like to thank the Plan of Service Committee who had to work virtually on developing this plan. We would also like to thank the trustees and librarians who participated in our surveys, advising us what they wanted maintained and what they would like to see done and or changed over the next three years. Our surveys revealed a need for education in the understanding of our roles and responsibilities throughout the system. You will see an increased focus on professional development for our trustees, staff and librarians as well as clearly defined service agreements.

We have scheduled an organizational review which should be completed early in 2021. This will guide us in providing the most cost-efficient, effective services while meeting the needs of all our libraries during this time of fiscal uncertainty. We will look at all operations within our system and implement the recommended changes throughout the next few years. We will be doing this with a new management team.

We are excited about what our future holds. It may look different due to Covid. We are committed to ensuring our staff will be there to assist the libraries by having the resources and tools they need to bring the world to their communities.



Flow chart based on the Government of Alberta model

STATEMENT OF POLICY AND PROCEDURE

Section: Terms of Reference | Chapter: | Page(s): 8

Subject: **PROCEDURAL POLICY** |

Reviewed: 2023-01-13 | Revised: NEW | Effective: 2021/02/26

PROCEDURAL POLICY

PART I - INTERPRETATION AND APPLICATION

Purpose

1. The purpose of these Rules of Order is to establish procedures according to which meetings of the Board and committees of the Board are to be governed and conducted.

Definitions

2. In these Rules of Order, any word or expression used in the Act has its statutory meaning unless otherwise specified in this section, and:
 - a) "Act" means the Libraries Act, RSA 2000, c L-11 and its regulations, as amended;
 - b) "Board" means the Northern Lights Library System Board;
 - c) "Chair" means the Member elected by the Board in accordance with section 32 of the Act and included a Member assigned by the Chair or appointed by the Members present at a meeting to presides over the meeting in the Chair's absence;
 - d) "Delegation" means any person or group who wishes to make representations to the Board at a meeting related to the Board and its programs;
 - e) "Executive Committee" means that duly appointed committee of the Board;
 - f) "Executive Director" means the individual appointed by the Board to the position of executive director for Northern Lights Library System;
 - g) "Member" means a duly appointed member of the Board, and includes an alternate member when a Board Trustee's member is unable to attend a meeting of the Board;
 - h) "Motion" means a formal proposition put forward by a Member in attendance at a meeting with the intention that it be put to a vote;
 - i) "Point of Order" means the raising of a question by a Member to call attention to any deviation from a provision of these Rules of Order or any statute, regulation, bylaw or policy;
 - j) "Point of Privilege" means a matter affecting the rights and privileges of the Board collectively or of individual Members;
 - k) "Resolution" means a Motion which has been voted on and carried by the Board.

Application

3. When any matter relating to the proceedings of the Board or any committee of the Board is not addressed in the Act or in these Rules of Order, the matter shall be decided by a vote of a majority of Members participating in the meeting and entitled to vote.

PART 2 – BOARD MEETINGS

Regular Meetings

4. Regular meetings of the Board shall be held in accordance with Board policy.
5. The schedule of regular meetings of the Board, including the date, time and location of meetings, will be posted on the NLLS website.
6. If there are changes to the date, time or place of a regular meeting, including cancellation, at least 24 hours' written notice of the change must be given to all Members and to the public by posting on the NLLS website.

Special Meetings

7. The Executive Committee may call a special meeting of the Board whenever the Executive Committee considers it appropriate to do so.
8. The Executive Committee calls a special meeting of the Board by giving at least 48 hours' notice in NLLS website and to the member libraries, and municipalities by electronic mail, stating the purpose of the meeting and the date, time and electronic means by which it is to be held. A special meeting may only be held virtually.

Chair

9. The Chair shall preside over meetings of the Board. If the Chair is absent, the Member assigned by the Chair to preside in the Chair's absence, shall preside. If the Chair has not assigned a Member to act in the Chair's absence or, if that Member is absent, the Executive Director shall begin the meeting by calling for a motion for the appointment of an acting Chair from among the Members present.

Quorum

10. A quorum of the Board for the transaction of business shall be a simple majority of the Members.
11. As soon as there is a quorum after the time fixed for a meeting, the Chair shall call the meeting to order.
12. If there is no quorum within 15 minutes after the time set for the meeting, the names of the Members present shall be recorded and no meeting will take place on that date.
13. If at any time during a meeting quorum is lost, the Chair shall call a recess and if quorum is not achieved again within 15 minutes, the meeting will be adjourned.
14. The agenda for an adjourned meeting will be dealt with at the beginning of the next meeting.

Attendance

15. If a Member is unable to attend all or part of a meeting, including arriving after the start of a meeting or leaving before the meeting is adjourned, the Member:
 - a) must notify the Chair at least 24 hours in advance, or if exigent circumstances exist as soon as reasonably possible;
 - b) must provide the general reason for the absence; and
 - c) may request that the Chair announce the reason and expected duration of their absence during the meeting.

Electronic Participation at In-Person Meetings

16. A Member may participate in an in-person meeting via electronic means or other communications facilities if,
 - a) the Member provides the Chair and Executive Director with at least 24 hours' notice of their inability to attend in person or, in exigent circumstances, not less than one hour's notice;
 - b) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,
 - c) the members of the public attending the meeting are able to hear the meeting as it occurs, and
 - d) there is a quorum physically present at the meeting to ensure the meeting can continue if the electronic connection fails.

Virtual Meetings

17. The Board may hold a meeting virtually, entirely by electronic means, including, without limitation, a teleconference or a live, publicly streamed broadcast if,
 - a) the electronic means or other communication facilities enable the Members, and any Delegations, participating in the meeting to hear one another,
 - b) the members of the public attending the meeting by electronic means are able to hear the meeting as it occurs, and;
 - c) notice of the meeting is given to the public which includes the electronic means by which the meeting is to be held and information necessary for the public to access the meeting.

Technical Difficulties

18. The Chair may direct that a Member's electronic participation in a meeting be terminated if the Member cannot be heard clearly, or if a poor connection or background noise is deemed to be unduly disruptive to the meeting.
19. If a technical problem prevents or interrupts a Member's electronic participation in a meeting, the minutes shall reflect the time at which the Member ceased to participate in the meeting by reason of the technical problem. If such technical problem is later resolved and the Member rejoins the meeting by electronic means without a vote on a Motion having taken place during the interruption in the Member's participation, the minutes shall reflect the time at which the Member rejoined the meeting.
20. If electronic communication is interrupted during a meeting and remains interrupted while a vote on a Motion is taken, the Member affected is deemed to have left the meeting prior to the vote and shall not be permitted to rejoin the meeting, either electronically or in person.

Electronic Recordings and Devices

21. No member of the public may electronically record any portion of a meeting, unless a request is made prior to the commencement of the meeting and the Chair determines that electronic recording of the meeting by the public will be permitted.
22. The Executive Director may cause an electronic recording of a meeting to be made, excluding any closed session, for internal administrative purposes only to assist the recording secretary in preparing the minutes of the meeting; however, the electronic recording shall be treated as a transitory record and destroyed upon the Board adopting the minutes of the meeting, which minutes shall constitute the official record of the proceedings.
23. All electronic devices must be in silent mode or turned off while a meeting is in progress.

PART 3 – AGENDAS and MINUTES

Agendas

24. The agenda for each meeting shall be prepared by the Executive Committee.
25. Any Member may submit an item for consideration of placement on a future meeting agenda. A Member who submits an item for consideration that is not placed on a Board meeting agenda retains the right to present the item at the next the Board meeting and have it added to the agenda if a majority of the Board agrees.
26. The agenda for all regular meetings of the Board shall contain the following matters in the order in which they are listed below:
 - a) Call to Order
 - b) Adoption of Agenda
 - c) Consent Agenda
 - d) Delegations
 - e) Old Business
 - f) New Business
 - g) Closed Session
 - h) Adjournment
27. The Executive Director shall cause the meeting agenda and all associated reports and other supporting documents to be provided first to all Members and then posted on the NLLS website, subject to any exceptions to public disclosure under the Freedom of Information and Protection of Privacy Act, at least 48 hours preceding the meeting to which the agenda relates. Supporting documentation that is received too late to be included with the agenda will be made available as soon as practicable thereafter.

Consent Agenda

28. The consent agenda portion of a meeting shall be reserved for non-controversial or routine items that may be moved and voted on without debate as one item, regardless of the number of reports included, to adopt all of the recommendations contained in the respective reports. Such items may include, but are not limited to: adoption of the minutes of a previous meeting, reports to be received for information only and correspondence addressed to the Board that does not require any Board action.
29. A Member may request for any item to be removed from the consent agenda and placed on to the agenda for debate. Such request must be made before voting occurs on the consent agenda.

Minutes of Meeting

30. The Executive Director shall prepare or cause to be prepared minutes of each Board meeting and the Board committee meeting that include:
 - a) the type of meeting that was held, whether regular or special;
 - b) the date, hour and place, or if virtual, the electronic means by which the meeting is held, of the meeting;
 - c) the names of the Members present at and absent from the meeting;
 - d) the name of the presiding officer;
 - e) the names of each member of NLS administration present at the meeting, including each person's title;
 - f) an item that corresponds with every item on the agenda for that meeting;
 - g) a Motion for each item on the agenda, as applicable;
 - h) the names of members of the public who speak to an item as a Delegation;
 - i) any abstentions made by any Member and the reason for the abstention;
 - j) the time of departure and return to the meeting of any Member for any reason;
 - k) the time the meeting is adjourned; and
 - l) the signatures of the presiding officer and the Executive Director.
31. At every regular meeting, the minutes of the previous regular meeting and any special meeting held more than 48 hours prior to the current meeting shall be considered for adoption.

PART 4 – PUBLIC PARTICIPATION

Meetings in Public

32. Subject to section 33 of these Rules of Order, all meetings of the Board and its committees shall be open to the public and no person may be excluded except for improper conduct as determined by the Chair.
33. Only Members or other persons recognized by the Chair or by a majority vote of the Members present shall be allowed to address the Board during a meeting.

Meetings Closed to the Public

34. The Board, and any committee of the Board, may close all or part of a meeting to the public in accordance with section 18 of the Freedom of Information and Protection of Privacy Regulation, AR 186/2008, as amended.
35. When a meeting is closed to the public, no Motion may be made, except a Motion to revert to a meeting held in public.
36. Only voting members may participate in closed session.

Conduct of the Public at Meetings

37. During a meeting, members of the public must conduct themselves with proper decorum. The Chair may order any member of the public who disturbs the proceedings by words or actions or in any other manner to be expelled from the meeting.
38. The Chair may request the assistance of a peace officer if a person ordered expelled by the Chair does not leave the meeting voluntarily.

Delegations

39. A person may request to appear as a Delegation and make a presentation to the Board, either on the person's own behalf or as a representative of a group or organization. The request must:
 - a) be made in writing;
 - b) include the name and contact information of the individual, and if applicable the group or organization, requesting to appear as a Delegation;
 - c) clearly identify the reason or purpose of the request and provide a brief explanation of the subject to be addressed in the presentation; and
 - d) be received by the Executive Director not less than 7 days prior to the meeting at which the Delegation is requesting to attend.

40. Delegation requests will be reviewed by the Executive Committee in preparing the agenda and the Executive Committee shall direct the Executive Director to notify the person requesting to appear as a Delegation whether the request has been:
 - a) approved, and added to the meeting agenda;
 - b) approved, but deferred to a subsequent meeting agenda;
 - c) referred to NLLS administration, if the matter is considered to be operational in nature; or
 - d) refused, if the matter is not considered to fall within the jurisdiction of the Board or is otherwise deemed improper, and the Executive Director shall so advise the Board why the request was refused by the Executive Committee.
41. The use of presentation slide decks, maps, videos and other similar materials is permitted in a Delegation presentation, provided that the materials are forwarded to the Executive Director in advance of the meeting, and these materials become the property of the Board as part of the record of the proceedings.
42. Each presentation by a Delegation shall be limited to 15 minutes unless a longer period is agreed to by a vote of the Members present at the meeting.

PART 5 – THE BOARD PROCEEDINGS

Role of the Chair

43. The Chair will preserve order and decorum and decide all questions relating to the orderly procedure of the meeting, subject to an immediate appeal by a Member from any ruling.
44. If a ruling of the Chair is appealed, the Chair will give concise reasons for the ruling and the Member will be provided an opportunity to give concise reasons for the appeal, and the Board will, without debate, determine by a show of hands whether to uphold or overturn the ruling. The Chair shall comply with the decision of the Board.
45. The Chair may participate in debate and vote on matters before the Board, without relinquishing the Chair.
46. If the Chair is required to leave the chair upon declaring a conflict of interest, the Chair must call on another Member present to preside until discussion and voting on the matter are concluded.

Conflicts of Interest

47. A Member must not take part in a decision of the Board or any committee of the Board if the decision might further a private interest of the Member, the Member's employer or an immediate family member.
48. If a Member is present at a meeting and has a conflict of interest in a matter to be discussed the Member shall, prior to any discussion of the matter, declare a conflict of interest by:
 - a) disclosing the general nature of their interest,
 - b) abstaining from any discussion of the matter,
 - c) abstaining from voting on any question relating to the matter, and
 - d) leaving the meeting until discussion and voting on the matter are concluded

Member Conduct

49. During a meeting, a Member must:
 - a) only speak after being recognized by the Chair;
 - b) address the Chair when speaking;
 - c) refrain from using crude, vulgar, profane or offensive language, or disturbing the orderly business of the meeting in any way;
 - d) respect and follow all applicable procedural rules;
 - e) respect and obey all rulings of the Chair except in the case of an appeal of a Chair's decision that is upheld by the Board;
 - f) refrain from leaving their seat or making any noise while a vote is being taken or the result declared;
 - g) refrain from re-entering the meeting while the vote is being taken, if absent from the meeting due to a conflict of interest;
 - h) refrain from interrupting other speakers, except to raise a Point of Order or a Point of Privilege;
 - i) reflect upon any vote, except for the purpose of moving that the vote be reconsidered; and
 - j) refrain from using any electronic device to record any portion of the meeting, engage in private discussion and debate with other Members on matters being discussed by the Board, or attempt to live-tweet the meeting in progress.

Points of Order

50. When a Point of Order is called, the Member calling the Point of Order must identify the procedural deviation.
51. The Chair may call to order any Member who is out of order.
52. When a Member persists in a breach of order, after having been called to order by the Chair, the Chair may declare the breach and name the offending Member.
53. Unless the Member who has been named by the Chair immediately apologizes for the breach and withdraws any objectionable statements, the Chair shall direct that the notation of the declaration of the breach and naming of the Member be noted in the minutes.
54. Upon a Member being named by the Chair and refusing to apologize, the Chair shall direct the Member to leave the meeting and the Member shall immediately leave the meeting and will not be allowed to return to the meeting unless the Member apologizes for the breach.

Motions

55. A Motion relating to a matter not within the jurisdiction of the Board is not in order.
56. A recommendation in a report does not constitute a Motion until a Member has formally moved it.
57. A Motion does not require a seconder.
58. Once a Motion has been moved and accepted by the Chair, it may only be withdrawn with the consent of the majority of Members present at the meeting.
59. The mover of the Motion may speak and vote for or against the Motion and once all Members present have had the opportunity to speak to the motion the mover is entitled to speak in closing on the motion immediately prior to the vote.
60. All Members must be provided with an opportunity to speak to a Motion before any Member is permitted to speak to the Motion a second or subsequent time.
61. Any Member may require a Motion under debate to be re-read at any time during the debate if the Motion is not electronically displayed for all Members to see, but must not interrupt a speaker to do so.
62. When a Motion is under debate, no other Motion shall be made except to:
 - a) "table", which means to cease discussion on the current topic to address another matter that the Member considers to be of greater urgency. A Motion to table is not debatable. If a Motion to table is passed, the Motion under debate is no longer debatable and a Motion to "lift from the table" is required to resume consideration of the matter. If not lifted from the table during the same Meeting, a tabled Motion expires at the end of that Meeting;
 - b) "call for the question", which means to close debate and ask that a vote be taken on the Motion under debate. A Motion to call for the question is not debatable but is only in order if all Members have had an opportunity to speak to the Motion under debate. If a Motion to call for the question is in order and passes, the Chair must put the Motion under debate to an immediate vote;
 - c) "refer", which means to redirect a matter under consideration to another party, such as a Board committee. A Motion to refer must include instructions to the referral body and is debatable;
 - d) "defer", which means to temporarily set aside a Motion under debate to a future Meeting. A Motion to defer must identify a timeline for the matter to be brought back to the Board and is debatable;
 - e) "amend", which means to modify the wording of a motion. An amending motion is debatable;
 - f) "move into closed session", which means to close all or part of the meeting to the public if a matter to be discussed concerns an item listed in section 18 of the Freedom of Information and Protection of Privacy Regulation; or
 - g) "reconvene in public", which means to revert to a meeting open to the public.

Amending Motions

63. A Member may only amend the Member's own Motion for the purpose of clarifying the Motion's intent without affecting the substance of the Motion. The Chair may accept such a "friendly amendment" upon putting a request to that effect to the meeting and if no other Member objects. A Member may also propose such a "friendly amendment" to another Member's Motion, which may be accepted by the Chair if the other Member agrees and no Member objects.
64. A proposed amendment to a Motion under debate that changes the Motion under debate in any substantive way must take the form of a Motion to amend and is debatable. A Motion to amend must be relevant to the subject matter of the Motion under debate and must not propose a direct negative of the Motion under debate.
65. Only one amendment to the main Motion under debate may be before the meeting at any time. A Motion to amend the proposed amendment is not in order.

66. When a Motion to amend is on the floor, Members may debate only the proposed amendment, not the main Motion under debate to which the amendment pertains.
67. If an amendment to a Motion is defeated it cannot be moved a second time.
68. Only after any Motion to amend has been put to a vote shall the main Motion under debate be put to a vote.

Splitting Motions

69. When a Motion under debate contains distinct propositions, at the request of any Member on a Point of Order, the Chair shall call for separate votes on each proposition.

Voting

70. Unless otherwise specified in these Rules of Order, a Motion is passed when a majority of Members participating in the meeting and entitled to vote have voted in favour of the Motion. A Motion put to a vote and not passed is defeated and does not result in a Resolution.
71. If there is an equal number of votes for and against a Motion the Motion is defeated.
72. A matter not amounting to a Motion that is put to a vote of the Board in the same manner as a Motion, such as an appeal of a ruling of the Chair on a Point of Order, becomes an act of the Board if a majority of Members present indicate support for it.
73. Before a vote is taken, a Member may request that the vote be recorded and the minutes must show the names of the Members present and whether each Member voted for or against the proposal or abstained on declaring a conflict of interest.
74. Votes on all Motions must be taken as follows:
 - a) The Chair will ensure that the Motion to be voted upon is clear by either:
 - i. confirming that the Motion is viewable by Members, either in hard copy or electronically; or
 - ii. by restating the Motion verbatim immediately prior to the vote.
 - b) Members must:
 - i. vote by show of hands at an in-person meeting;
 - ii. vote verbally by stating "yes" or "no" to the Motion if participating via teleconference or other electronic means at an in-person meeting;
 - iii. vote electronically using the polling function provided in the platform if participating in a virtual meeting; or
 - iv. vote by secret ballot when electing the Chair or any other officers.
 - c) The Chair will announce the result of the vote.
75. Once a vote has been called, no Member will be given an opportunity to speak to the matter.
76. After the Chair declares the result of a vote, Members may not change their votes.

Voting by Email – outside a formal meeting

From time-to-time Board members may be called on to discuss an issue or decision outside of a regularly scheduled meeting (i.e. via email). Motions may be made and passed through email using the following procedure. The email will include the procedure as follows:

77. Email containing a motion will be sent to a distribution list containing emails of all voting members of the applicable body.
78. Discussion on the motion shall conclude and all votes shall be cast within 72 hours of the electronic motion.
79. A majority of Board members must cast an vote within the above timeline for the vote to be valid.
80. When Board members cast an e-vote they must "REPLY ALL" so that all Board members may see how they have voted.
81. Each person voting must respond as follows: "Motion of [complete motion], in Favour/Against." (Ex. Motion of holding meetings on Sundays at 2am, Against).
82. If a member has a pecuniary interest in the vote they must declare this by email and abstain from voting before the deadline of the vote.
83. The Chair (or vice-chair in the absence of the Chair) will make it clear when voting ends.
84. The electronic vote will be ratified at the next applicable meeting.

Reconsideration

85. After a Motion has been voted upon, but before the meeting is adjourned, any Member who voted with the prevailing side may move for reconsideration of a previous Motion.

86. Debate on a Motion for reconsideration of a previous Motion must be confined to reasons for or against reconsideration of the previous Motion.
87. If a motion to reconsider a previous Motion is passed, such reconsideration shall become the next order of business despite the agenda for the meeting.
88. A Member who voted with the prevailing side on a Motion may serve notice of intention to bring a Motion for reconsideration at a subsequent meeting; however, a motion for reconsideration is out of order if the original Motion has already been acted upon irrevocably.

Adjournment

89. A Motion to adjourn the Meeting is always in order except:
- a) when another Member has the floor;
 - b) when a vote on a Motion has been called for but not yet taken; or
 - c) when a vote on a Motion is in progress or has been completed but the Chair has not yet declared the results of the vote.
90. A Motion to adjourn the Meeting shall be put without comment or debate.

NLLS Executive Board Chair

February 26, 2021

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: **CORPORATE CREDIT CARDS** | Sec 3, 1F

Reviewed: 2021/03/30 | Revised: 2021/05/29 | **Effective: 2017/05/13**

SECTION 3 – 1.F

CORPORATE CREDIT CARDS

1. **Corporate** Credit cards ~~issued by the System's bank in the System's name~~ may be authorized by the Executive Director, Finance Officer, and Board Chairman for employees who travel regularly or make specific purchases where a credit card ~~number~~ is required.
2. Credit cards may be used for budgeted expenses only.
3. ~~The Acc~~Cumulative Credit Card limits ~~are shall not to~~ exceed \$50,000. ~~for above noted accounts.~~
4. Fuel Credit Cards ~~limits~~ are to be used for NLLS Vehicles only and are not to exceed a \$5000 ~~limit~~.
5. The points accumulated from the Credit Card reward program(s) will be allocated to the annual NLLS library conference and be reflected in the annual budget as income.

Credit Card Usage —~~Appendix B—~~Credit Card

- a) ~~NLLS may issue company credit cards to certain employees for use in their jobs.~~
- b) Any employee with a NLLS ~~company~~ credit cards issued to them must sign ~~the~~ Appendix B Credit Card Policy Acknowledgment form.
- c) Use of ~~company issued~~ NLLS credit cards is a privilege that ~~NLLS the Company~~ may withdraw at any time, with or without cause.
- d) Upon an employee's termination of employment at ~~the Company~~ NLLS, all cards must be returned to the NLLS Administration department for cancellation and proper disposal.
- e) The employee in possession of ~~the company~~ NLLS credit card is solely responsible for all purchases on the card and for ensuring that the card is not used by unauthorized personnel.
- f) Any credit card NLLS ~~has~~ issued to an employee must be used for business purposes only, and for purposes in conjunction with the employee's job duties. Employees with such credit cards shall not use them for any non- business purpose. Non-business purchases are considered any purchases that are not for the benefit of the ~~Company~~ NLLS.
- g) The employee in possession of the credit card is responsible for receiving, printing, and retaining all receipts related to purchases made on the ~~company~~ credit card. If a receipt is lost, a written description of the items and cost of the purchase must be maintained and submitted in the same manner ~~in which~~ as a regular receipt. ~~would be maintained and submitted.~~
- h) **Original paper receipts are the preferred method of documentation.**
- i) Digital copies ~~Pictures/scan~~ of receipts ~~may be~~ are acceptable. ~~allowed in place of missing receipts. The original paper receipt is the preferred method.~~
- j) Receipts need to be turned ~~in to~~ ~~has~~ administration within one (1) week of returning to work.
- k) All receipts should be labeled with a description of what the purchase was for to ensure proper accounting of the purchase. Any receipts for meals or entertainment must be attached to a paper that clearly indicates the names of all persons attending the meal or entertainment and the business purpose of such event.
- l) ~~Any receipts missing prior to monthly bill payment (with the exception of book allotment purchases supplies) will be billed back to credit card holder.~~
- m) ~~Any missing receipts found after bill back will be reimbursed upon submission within six (6) months of the charge date.~~

- n) ~~All extraneous charges shall be investigated before being billed back to credit card holder.~~

2. Personal charges

- a) If any employee uses a ~~company~~ NLLS credit card or other ~~company~~ funds for a personal purchase in violation of this policy, the cost of such purchase(s) will be considered an advance of future wages payable to that employee and will be deducted in full, from the employee's next paycheck.
- b) If any employee uses a ~~company~~ NLLS credit card or other ~~company~~ funds for a non-personal purchase that is not within the scope of the employee's duties or the employee's authorization to make business-related purchases, the cost of such purchase(s) will be the financial responsibility of that employee unless otherwise expressed in writing by the Executive Director. The employee will be expected to reimburse ~~the Company NLLS~~ via deductions from pay until the unauthorized amount is fully repaid.
- c) In addition to financial responsibility and liability for wage deductions, any purchases an employee makes with a company credit card in violation of this policy will result in disciplinary action, up to and possibly including termination of employment.

3. Reimbursement of Employee Personal Funds

- a) All approved company transactions paid by employee personal funds will be reimbursed by direct deposit ~~on the 15th and the 2nd to last business day of each month~~, provided the employee submits all receipts and applicable expense forms within six (6) months of incurred expense.

STATEMENT OF POLICY AND PROCEDURE

Section: Finance | Chapter: General | Page(s): 1

Subject: Financial Matters ~~ACCOUNTING and AUDIT~~

Sec 3, 1B

Reviewed: 2023-01-13 | Revised: 2018/11/03 | Effective: 2017/05/13

SECTION 3 – 1.B

~~ACCOUNTING and AUDIT~~ Financial Matters

Accounting Principles: ~~PRINCIPLE~~

The Northern Lights Library System (NLLS) ~~upholds the principles of~~ follows these accounting principles:

1. All ~~Such~~ financial accounts shall be kept in accordance with Generally Accepted Accounting Principles (GAAP) and follow Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO).
2. ~~The Northern Lights Library System shall~~ Keeping Distinct and regular accounts of its receipts, payments, credits, assets, and liabilities and shall be kept and ~~have these accounts for each fiscal year~~ audited by an independent public accountant at the end of each fiscal year.
3. ~~Fraud~~ All Managers and the Executive Director are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation, or concealment of a material fact for the purpose of inducing another to act upon it to their injury. Measures to limit opportunities for fraud will include, but are not limited to:
 - ~~responsible fiscal planning, and efficient procedures for the smooth operation of the financial practices of the System;~~
 - ~~accurate records of the accounts of the System.~~
 - Keeping all assets and liabilities of ~~Northern Lights Library System~~ NLLS shall be recorded in the regular books of account. No undisclosed or unrecorded fund or asset shall be established or maintained for any purpose.
 - Ensuring that no false or artificial entry or entry that obscures the purposes of an underlying financial transaction shall be made in the books and records for any reason.
 - Ensuring that no payment of any nature using NLLS funds or assets that is in violation of any applicable law or regulation shall be made.
 - Prohibiting unauthorized removal of materials, property or monies belonging to the NLLS. ~~is strictly prohibited.~~
 - Prohibiting falsification of an application, time sheet, work schedule or other financial or legal records. ~~is prohibited.~~

Accounting Records

4. NLLS's fiscal year is January 1 – December 31, inclusive.
5. All accounts and records shall be retained for a minimum of seven (7) years.

Audit

6. The financial records of ~~the System~~ NLLS shall be audited no later than February 1 of the year following the year under audit. The audited financial statement appears with the Annual Report of the Northern Lights Library System.
7. ~~As stated in The Northern Lights Library System Agreement:~~
 - a) ~~The System Board shall make an annual report on the operation of the System to each of the Parties to this Agreement and to each library board or advisory committee and to the Minister on or before May 31 in the year following the year to which the annual report relates.~~
8. Upon acceptance of the annual audited financial statement by the Board, the recommendations of the auditor will be reviewed and implemented where appropriate.
9. The Executive Committee may, from time to time, ask for bids on the Northern Lights Library System audit and may appoint a new auditor for ~~the System~~ NLLS.
10. The Board shall appoint the auditor annually at the Annual General Meeting.

BANKING

11. The Executive Committee shall review the banking services every three (3) years, or more frequently at its discretion.
12. A change in banking services shall be made by a motion of the Executive Committee.

BORROWING ~~BYLAW~~

13. The Board ~~as a whole~~ may approve a loan, a line of credit, or overdraft protection to cover an operating shortfall, ~~in accordance with the Libraries Act.~~
14. ~~Section 17 (a) (RSA 2000) of the Libraries Act states that a System Board may: "borrow from time to time for the purpose of defraying its operating expenses an amount not exceeding 50% of the amount expended by it during its immediately preceding fiscal year.~~
15. ~~Borrowing money for structural needs must be approved through the Board as a whole when Borrowing money as per Section 24 of the Libraries Act must be approved by motion of the Board.~~
16. ~~NLLS to apply for any available grants as applicable.~~
17. ~~NLLS follows Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPO).~~
18. ~~NLLS's fiscal year is January 1 — December 31, inclusive.~~

INVESTMENTS

19. ~~Investment activities pursued by NLLS seek to balance maximizing potential earnings while are maximized through investment activities which at the same time~~ minimizing exposure and risk.
 20. The Northern Lights Library Board recognizes the need for sound and prudent investment practices.
 21. ~~The Board shall adopt policies and establish procedures to ensure that investment earnings are maximized through investment activities which at the same time minimize exposure and risk.~~
 22. The Board authorizes the Executive Director and the Finance Officer to invest capital and operating funds not required for immediate disbursement according to the ~~guidelines~~ options outlineds below, and to dispose of any investment when necessary to meet expenditures, or as prudent from an investment management point of view.
- ~~The Northern Lights Library Board from time to time may invest surplus funds:-~~
- a. In debentures or securities issued ~~and/or guaranteed~~ by the Government of Canada or of any province of Canada,
 - b. ~~In debentures or securities, the payment of which is guaranteed by the Government of Canada or any province of Canada~~
 - c. In debentures or securities issued or guaranteed by any Schedule 1 chartered bank operating in Canada, treasury branch, and/or credit union.
 - d. In banker's acceptances of a corporation incorporated in Canada, with background bank support of a Schedule 1 chartered bank.
 - e. All investments shall be with issuers that are "A" rated or better, as rated by the Dominion Bond Rating Service/Canadian Bond Rating Service.
 - f. Investments shall be awarded to the financial institution with the most competitive offering after taking into consideration the administrative costs involved and all the financial needs of the System.

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1

Subject: **BENEFITS** | Sec 1, 1K Appendix E

Reviewed 2023-01-13 | Revised: 2019/09/21 | **Effective: 2017/05/13**

SECTION 1 - 1.K APPENDIX E

BENEFITS

1. Extended Health Benefit Plan
 - a) Full-time employees who have passed their probationary period may participate in the current company extended health benefit plan. Premiums are paid by the employer. ~~Employee to pay 30% of benefit premium, while NLLS to pay 70% of benefit premium. Employees who opt out of extended benefits must do so in writing.~~
 - b) Employees must participate in our short- and long-term disability plans. The premiums for these plans are the responsibility of the employee.
 - ~~c) The unpaid employee portion of the extended health care benefit plan over two (2) months in arrears will result in the employee being removed from the program.~~
 - d) ~~Statement of arrears account will be sent to the employee by registered mail and by email if available.~~
 - e) Employee(s) are responsible to ensure their contact information with our extended benefits provider is up to date.
 - f) Employees who opt out of extended health benefits must do so in writing.
2. Self-Directed Retirement Savings Plan - (Employee chooses the financial institution)
 - a) The Northern Lights Library System recognizes that a pension plan represents a required employee benefit, which provides for retirement income. A Registered Retirement Savings Program is available after three (3) months of employment or the granting of permanent status, whichever occurs first, with benefits available back to the date of regular employment start with NLLS. The NLLS shall contribute up to a maximum of five per cent (5%) of each employee's gross regular salary/wage on a matching basis. Contributions by both employee and employer shall be deposited by NLLS on a monthly basis with their payroll into a registered retirement plan account through a registered Canadian financial institution.
 - b) If an employee does not comply with policy the employee will be removed from the program immediately.
 - c) Changes to the contribution level or participation in the program must be submitted in writing to the Finance Officer.
 - d) It is the employee's responsibility to supply the NLLS Finance Officer with their bank account information or any changes to the bank account for the RRSP payment to be deposited into each month.
 - ~~e) Employees are to submit a copy of their T4RSP slip from their bank provider to NLLS for confirmation of the employees matching contribution has been deposited into RRSP account.~~
3. Appendix E – RRSP Letter of Understanding

NLLS Executive Board Chair

September 21, 2019

Date of Approval



APPENDIX E - RRSP Letter of Understanding

Employee Name:

Title:

Address:

Northern Lights Library System

~~Human Resources Department~~

5615- 48 St, Postal Bag 8

Elk Point, AB T0A 1A0 780-724-2596

Self-Directed Retirement Savings Plan

(Employee chooses the financial institution)

The Northern Lights Library System recognizes that a pension plan represents a required employee benefit, which provides for retirement income. A Registered Retirement Savings Program is available after three (3) months of employment or the granting of permanent status, whichever occurs first, with benefits available back to the date of regular employment start with NLLS.

NLLS shall contribute up to five per cent (5%) of each employee's gross regular salary/wage on a matching basis. Contributions by both employee and employer shall be deposited by NLLS ~~on a monthly basis~~ with their payroll into an ~~registered retirement plan~~ account through a registered Canadian Financial institution.

It is the employee's responsibility to supply the NLLS Finance Officer with the bank account information or any changes to the bank account for the RRSP payment to be deposited into each month. ~~Employees are to submit a copy of their T4RSP slip from their bank provider to NLLS for confirmation of the employees matching contribution has been deposited into RRSP account.~~

NLLS Employee

Date

NLLS Representative

Date

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 2

Subject: **LEAVES** | Sec 1, 1L Appendix FReviewed 2023-01-20 | Revised: 2019/09/21 | **Effective: 2017/05/13****SECTION 1 - 1.L APPENDIX F****LEAVES**

1. Jury duty/subpoenas

- a) When an employee is summoned for jury duty or subpoenaed as a witness in their private capacity, they will be allowed leave with pay provided any daily allowance received by the employee is paid to NLLS.

Employees are eligible for ~~current (excluding reservists leave) and new~~ the following leaves after 90 days of employment.

2. Unprotected leaves without pay (any leaves not covered in Appendix F)

- a) Anticipated Leave Without Pay – The Executive Director, in conjunction with the Department Manager, may grant leave of absence without pay and without loss of seniority to any employee requesting such leave for good and sufficient cause, so long as the time requested does not exceed twenty (20) working days. For requests exceeding twenty (20) days Otherwise, a written request must be submitted to the Executive Director. ~~It is understood that~~ When such leaves are granted, all vacation entitlement will be used first ~~prior to any leave without pay being granted~~ and that satisfactory arrangements ~~can~~ must be made for the performance of the employee's duties ~~during such absence~~.
- b) Emergent Leave Without Pay – The Executive Director, in conjunction with the Department Manager, has the authority to approve leave without pay for emergent situations, (i.e. illness in the family, extended compassionate leave, etc.). The Executive Director shall report to the NLLS Executive Committee all leaves granted under this policy.

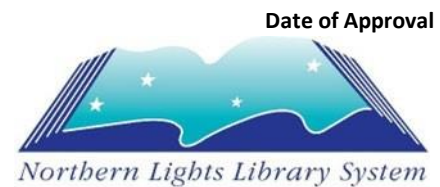
3. Bereavement leave

- a) The Northern Lights Library System recognizes the need for employees to have time to deal with the death of a family member.
- b) Bereavement leave shall be provided in accordance with current Alberta labour standards. ~~with pay up to and including three (3) regularly scheduled consecutive work days shall be granted to all permanent and non-permanent employees who are required to carry out responsibilities incurred by the death of the employee's immediate family.~~
- c) The Northern Lights Library System may, in addition, grant up to two (2) day's leave with pay for the purposes of travel relating to bereavement leave. ~~the death of an immediate family member~~
 - i. Travel leave will be granted if the employee must travel a sufficient distance involving the equivalent of ½ working day or more by air (one way); or if traveling time by vehicle involves the equivalent of one working day or more (one way). Traveling time by air may include time waiting for a flight and flight connections, and time required to travel to and from airports.
- d) ~~A member of the immediate family is defined as:~~
 - i. ~~A mother, father, mother-in-law, father-in-law,~~
 - ii. ~~A brother, sister, brother-in-law, sister-in-law,~~
 - iii. ~~A spouse or common-law spouse, including same sex partner iv. ~~A child, step-child or foster child~~~~
 - v. ~~A grandparent or grandchild,~~
 - vi. ~~A relative who is a member of the employee's household~~

- e) Bereavement leave for any person not mentioned by **Alberta labour standards above** may be granted at the discretion of the Executive Director. Additional bereavement leave (without pay) may be granted at the discretion of the Executive Director.
4. **Appendix F— Protected Leaves as defined by Alberta labour standards.**

NLLS Executive Board Chair

September 21, 2019



APPENDIX F— Protected Leaves

Northern Lights Library System
Human Resources Department
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All of the following job-protected leaves are unpaid:

- **Maternity/Parental Leave**—Maternity leave in Alberta consists of fifteen weeks' unpaid leave under the Code, at least six weeks of which must occur after the baby is born. An additional thirty-seven weeks' of unpaid parental leave is permitted under the Code. The thirty-seven weeks' of parental leave may be taken by the mother or the father, or divided between the two parents. Although maternity and parental leave are unpaid, certain benefits are available under the Employment Insurance (EI) Act of Canada
- **Compassionate Leave**—eligible employees can take up to 2 weeks of leave to care for gravely ill family

~~Personal and Family Responsibility Leave—A new unpaid leave will provide up to 5 days of job protection per year for personal sickness or short-term care of an immediate family member.~~

~~Includes attending to personal emergencies and caregiving responsibilities related to education of a child.~~

- ~~**Long-Term Illness and Injury Leave**—A new unpaid leave will provide up to 16 weeks of job protection per year for long-term personal sickness or injury. Medical certificate and reasonable notice will be required. This will align with the federal Employment Insurance program.~~
- ~~**Bereavement Leave**—A new unpaid leave will provide up to 3 days of job protection per year for bereavement of an immediate family member.~~
- ~~**Domestic Violence Leave**—A new unpaid leave will provide up to 10 days of job protection per year for employees addressing a situation of domestic violence.~~
- ~~**Citizenship Ceremony Leave**—A new unpaid leave will provide up to a half-day of job protection for employees attending a citizenship ceremony.~~
- ~~**Critical Illness of an Adult Family Member**—A new unpaid leave will provide up to 16 weeks of job protection for employees who take time off to care for an ill or injured adult family member. This will align with the federal Employment Insurance program.~~
- ~~**Critical Illness of a Child**—A new unpaid leave will provide up to 36 weeks of job protection for parents of critically ill or injured children. This will align with the federal Employment Insurance program.~~
- ~~**Death or disappearance of a Child**—A new unpaid leave will provide up to 52 weeks of job protection for employees whose child disappeared as a result of a crime, or up to 104 weeks if a child died as a result of a crime. This will align with the federal Employment Insurance program.~~

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1

Subject: **INCLEMENT WEATHER** | Sec 1, 1T

Reviewed 2023-01-20 | Revised: 2019/11/23 | **Effective: 2018/04/03**

SECTION 1 - 1.T

INCLEMENT WEATHER

1. ~~It is the policy of Northern Lights Library System's (NLLS) to offices will~~ remain open during most periods of inclement weather; however, where extraordinary circumstances warrant, due to weather or other unforeseen business interruptions, ~~the company~~ NLLS reserves the right to close the facility.
2. ~~Should this occur, employees will then be communicated to whether NLLS is open or closed on a given day.~~
3. The Executive Director or designate ~~in their absence~~ will make a final decision ~~regarding closures as soon as possible during periods of such inclement weather, and communicates this to Employee(s).~~ regarding closures as soon as possible.
4. ~~The Executive Director will communicate with the Board Chair on the closure.~~
5. ~~NLLS representative will post the closure communication on social media and website where/when possible.~~

Facility Closed

1. If the facility is announced to be closed on a given day, all NLLS Employee(s) will receive regular pay for the day or partial day of closure.
2. NLLS will communicate facility closure to employees as soon as possible through regular channels of communication.
3. The Executive Director or designate will inform the Board chair and publicly announce any closure as soon as possible.
4. Managers may assign tasks to be completed remotely if the facility is closed.

Facility Open

1. If the facility remains open on an adverse weather day, employees who report to work will receive their normal pay for the day. If an employee elects not to report to work on a facility open day, the employee can elect to:
 - a) use any accumulated lieu hours, ~~personal hours, or vacation days (in this order),~~ for the missed day or
 - b) the employee will not be paid for the day
2. ~~If the facility remains open or closed on an inclement day,~~ it is each employee's decision to determine if they can safely arrive at work. ~~under the conditions.~~ If an employee elects not to work on a given day, NLLS requires the courtesy of a phone call to ~~you~~ a manager or supervisor advising them ~~of the decision as to your status for the day.~~

NLLS Executive Board Chair

November 23, 2019

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 1

Subject: **POLITICAL ACTIVITY** | Sec 1, 3G

Reviewed 2023-01-20 | Revised: 2018/09/08 | **Effective: 2017/05/13**

SECTION 1 - 3.G

POLITICAL ACTIVITY

1. A Northern Lights Library System (NLLS) An employee shall remain ~~maintain all appearances of being~~ politically neutral in the performance of their official employment duties.
2. NLLS employees are free to engage in political activity outside of their work duties.
3. NLLS may rent its facilities to political parties or causes without prejudice.
 - a. Facility rentals do not imply endorsement of renters' views or causes.

NLLS Executive Board Chair

September 8, 2018

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 1

Subject: **COMMUNICATION PROTOCOL – EMPLOYEE(S)** | Sec 1, 3U

Reviewed: 2023-01-20 | Revised: 2019/03/02 | Effective: 2018/09/08

SECTION 1 - 3.U

COMMUNICATION PROTOCOL – EMPLOYEE(S)

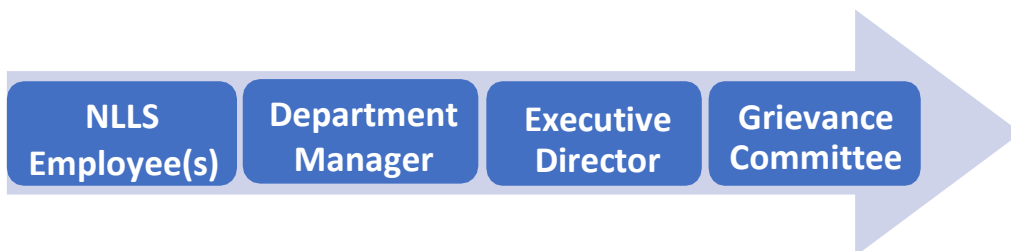
DAY TO DAY ~~communication channel flow~~

1. All communications must follow this flow chart; any deviation ~~of from~~ this process will be re-routed back through proper channels.



GRIEVANCE ~~communication channel flow~~

1. All communications must follow this flow chart; any deviation ~~of from~~ this process will be re-routed back through proper channels.
2. If a matter is moved to the ~~Once you make it to~~ Grievance ~~Committee step~~, please refer to ~~follow~~ Sec 1, 3Q Grievances ~~process~~.



NLLS Executive Board Chair

March 2, 2019

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Board | Chapter: Vision and Policy Statements | Page(s): 1

Subject: **FREEDOM of INFORMATION and PROTECTION of PRIVACY** | Sec 2, 1L

Reviewed: 2023/01/20 | Revised: 2017/05/13 | Effective: 2017/05/13

SECTION 2 – 1.L

FREEDOM of INFORMATION and PROTECTION of PRIVACY (FOIP)

1. In accordance with the Freedom of Information and Protection of Privacy Act (FOIP), Northern Lights Library System (NLLS) allows access to its public records and ensures the protection ~~of~~ and privacy of ~~the~~ personal information ~~of individuals~~ except where disclosure is required by law.
2. NLLS designates the Executive Director or their designate as the Head, in accordance with the relevant sections of the FOIP Act. The Head may delegate specified responsibilities in writing, under the Act.
3. Fees for FOIP requests are based upon the ~~payable in accordance with relevant and~~ schedules found in ~~of~~ the FOIP Act.
4. NLLS will provide ~~regular access to~~ FOIP training for relevant employees and member libraries biennially.

Personal Information Banks

<http://www.servicealberta.ca/foip/documents/pibguide.pdf>

NLLS Executive Board Chair

May 13, 2017

Date of Approval

NLLS Indigenous Advisory Committee

Mandate Statement

February 2023

General Purpose

Under the direction of the Northern Lights Library System's (NLLS) Executive Director and oversight of the Executive Committee, and in line with its strategic direction, the **NLLS Indigenous Advisory Committee** will work cooperatively to provide consultation services to the NLLS Board and its Committees regarding Indigenous communities and library development within the NLLS region.

Key Duties and Responsibilities

- Members will advise NLLS on the services provided by the system while they are, in-turn advised about those services.
- Members will become champions of library service in their communities, communicating information about library service to key stakeholders and building relationships that will support the development of library services where they are needed.
- Members will provide invaluable information on how best to serve Indigenous communities and will support and foster relationships between the Board and residents.

Composition and Appointment

- Each Indigenous community is represented by one member from each Reserve or Settlement.
- Chair will be selected from members on a yearly rotating basis at an annual meeting. Responsibilities include:
 - Calling and chairing meeting(s)
 - Creating an agenda to be sent to group members one week prior to meeting
 - Providing minutes of **NLLS Indigenous Advisory Committee** to NLLS
- Minute-taker will be selected from each community on a yearly rotating basis at the annual meeting. Responsibilities include:
 - Recording minutes and/or action plans
 - Sending draft minutes to each member of the committee in a timely fashion
- Group members will:
 - Represent the collective interests of their community at the meetings
 - Distribute approved minutes to their own community stakeholders
 - Discuss agenda items with applicable stakeholders in their home community
- Each community has one vote in the decision-making process
- Decisions are finalized by majority rule

Committee Reporting Structure

- This is an advisory committee and is empowered to make recommendations to the NLLS Executive Committee.

Meetings

- Quarterly meetings either in-person or via videoconference in-conjunction with Executive Committee meetings.
- Additional meetings to be held when required, via videoconference.

Compensation

- NLLS Indigenous Advisory Committee members will receive an honorarium at the same rate as the Executive Committee, in compensation for their time and efforts on behalf of the Northern Lights Library System.
- For in-person meetings, mileage will be reimbursed based on the NLLS Travel Reimbursement Policy.

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Code of Ethics | Page(s): 1

Subject: **PRIVACY ISSUES** | Sec 1, 3P

Reviewed: 2018/08/02 | Revised: 2018/09/08 | **Effective: 2017/05/13**

SECTION 1 - 3.P

PRIVACY ISSUES

1. It is a matter of settled law that what employees do on NLLS computers is 100% owned by NLLS, and that NLLS also has the legal right to monitor what emails they send and receive from NLLS computers regardless of where those emails may be hosted. NLLS may also legally monitor and record where employees go and what they do on the internet.
2. It is also acknowledged and understood that anything created or stored on a NLLS Computer and/or email servers, is also subject to the provisions of the Freedom of Information and Protection.
3. It is, however, the Policy of NLLS to respect the privacy of its employees with respect to email and other content on their computers, and that there shall be no active monitoring of either email or content, except in an email or machine where determined by system software to contain a security threat. The source of this virus/malware shall be tracked and investigated.
4. Notwithstanding the above, in the event extra-ordinary circumstances warrant, or if directed by Senior Management to do so, IT employee(s) are able to reconstruct user computer activity, Internet usage patterns, and/or emails sent and received (even if they have been deleted) and all employee(s) shall be made aware of this capability.

NLLS Executive Board Chair

September 8, 2018

Date of Approval

STATEMENT OF POLICY AND PROCEDURE

Section: NLLS Employee(s) | Chapter: Conditions of Employment | Page(s): 1 Subject:

RETIREMENT | Sec 1, 1Q

Reviewed 2023-01-13 | Revised: 2019/11/23 | **Effective: 2017/05/13**

SECTION 1 - 1.Q

RETIREMENT

1. An employee who wishes to retire is required to give written notice of their intention to retire as per their contract or a minimum of two (2) weeks in the absence of a contract.
2. NLLS will work with the retiring employees to ensure their knowledge and skills are transferred to their replacements.;
~~and that the valued employee has opportunity to mentor others.~~
3. The employee will receive any outstanding pay entitlement in the first pay period immediately following the employees' retirement unless the employee directs otherwise.
4. ~~Under special circumstances,~~ it may be agreed between NLLS and a retired employee to re-hire them as a temporary employee following retirement, on a contractual basis term at the Executive Director's discretion.
5. ~~A retired employee who is re-hired under this policy is deemed to be a temporary employee and shall not be eligible for health, dental, prescription drugs or any other company provided benefits unless specified otherwise by legislation.~~

NLLS Executive Board Chair

November 23, 2019

Date of Approval