Northern Lights Library System

Implementation
Plan 2024

ADMINISTRATION

Initiative: Invite and welcome all Reserves and Métis Settlements in the area to participate as full members of the system.

Plan of Service Connection: Advocate for all community voices in the development of policies, programs, and services. Respect local autonomy by strengthening and supporting local library boards.

Briefing Note: We will foster relationships with our Indigenous Communities by visiting with their band councils, attending literacy and community nights at schools that serve Indigenous communities, inviting members of the community to learn about NLLS and library services in Alberta.

> **KPI:** We will hold at least 4 Indigenous Advisory Committee meetings this year.
>
> **KPI:** We will welcome 1-2 Indigenous communities as new members of the system in 2024.
>
> **KPI:** New Indigenous community members will establish local library boards.

Target Outcomes:

- ▶ Participation and representation of Indigenous communities in the system will grow.
- ▶ Understanding of library services and how to access them will improve among Indigenous communities.

Initiative: Empower member libraries through the elevation of the Library Manager's Council

Plan of Service Connection: Engage with our members in developing new services and innovations; Respect local autonomy by strengthening and supporting local library boards.

Briefing Note: The Library Manager's Council is our primary lever for understanding the needs of our members and identifying appropriate solutions. Capitalizing on the expertise of this group will enhance the services Northern Lights provides. We will work with the LMC leadership to ensure meetings are happening regularly, that the agendas and meeting format reflect the group's needs, and that NLLS staff are responsive to the ideas, concerns, and feedback from the LMC.

> **KPI:** The Executive Director will meet with the LMC leadership between each scheduled LMC meeting.
>
> **KPI:** We will work with the LMC leadership to determine the most appropriate number and format of LMC meetings.

Target Outcomes:

- ▶ Member libraries will feel empowered to bring concerns and ideas forward to the system.
- ▶ There will be a greater sense of community and ownership of system services.

Initiative: Becoming an Employer of Choice

Plan of Service Connection: Foster a culture of wellness and curiosity among our stakeholders.

Briefing Note: As an employer that cares about the health, safety, and success of its employees, Northern Lights recognizes that its working environment matters. As an employer, we offer much already, but continued review and dialogue with employees helps to ensure a positive workplace. What does an "employer of choice" look like in 2024? How do we ensure we remain competitive and provide an environment that enables all of us to do our best work? We'll hold a series of conversations with stakeholders that will define what we are doing well and where we can improve.

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> **KPI:** Staff engagement and review of what employer of choice means to them.
>
> **KPI:** Board engagement and review on what employer of choice means to them.

Target Outcomes:

- ▶ Define "employer of choice" and identify an actionable list of initiatives the employer and employees can implement.

Initiative: Department Review

Plan of Service Connection: Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders. Consider the environmental impact in the development of our tools and spaces.

Briefing Note: With the recent reorganization of the department with Joanne Knysh as the new manager, the CMS team will review and analyze the department's efficiency.

KPI: Complete review of other regional systems' collection management services.

KPI: Establish reporting metrics that will help us understand and track our performance.

KPI: Explore new partnerships with third-party bibliographic services providers.

KPI: Complete a task prioritization with staff.

KPI: Identify and address staff training gaps.

KPI: Eliminate process bottlenecks.

Target Outcomes:

► Establish an optimal turn-around time for the processing and delivery of new materials. (initial 3-week target)

► Confidence that tasks are appropriately assigned, understood, and well documented.

TECHNOLOGY SERVICES AND INFRASTRUCTURE

Strategic Initiative: Complete Network Security Upgrades

Plan of Service Connection: Increase connectivity while enhancing network security; Improve relationships with technology and other innovations that facilitate engagement and connection amongst stakeholders.

Briefing note: Complete the multi-year network enhancement plan.

KPI: Complete network infrastructure upgrades at member libraries, inclusive of Fortigate refresh, Fortiswitches upgrade, and security cabinet installation.

KPI: Remove wireless bandwidth caps.

KPI: Meet all of the "12 Key Controls" (qualification for cyber insurance).

Target Outcomes:

► Meet the minimum eligibility requirements for cyber-security insurance.

Strategic Initiative: Exploring the Future of TSI Service

Plan of Service Connection: Engage with our members in the development of new services and innovations; Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders; Consider the environmental impact in the development of our tools and spaces.

Briefing Note: As we come to the end of our multi-year network and endpoint enhancement plan, 2024 will be a year of exploration and development of future technology options. We'll plan for contingencies in potential future budget shortfalls while working with our members to set priorities for future services. We will explore initiatives such as wireless printing, outdoor wireless internet, Microsoft services, library card printing, and evergreening of system hardware.

KPI: Survey member libraries on prioritization of technology needs.

KPI: Develop three strategic initiatives for 2025 and beyond that reflect strategic priorities and member libraries' requests.

Target Outcomes:

► Be prepared to hit the ground running in 2025 on new initiatives.

Strategic Initiative: Development of Polaris Expertise

Plan of Service Connection: Provide convenient access to accurate & relevant information and training; Improve relationships with technology and other innovations that facilitate engagement and connection amongst stakeholders.

Briefing Note: Build expertise on the TSI team in Polaris administration. Work toward greater efficiency and responsiveness to member issues with the ILS.

KPI: All Polaris tickets can go to TSI first for a solution.

KPI: All members of TSI will be able to respond to basic Polaris tickets competently.

Target Outcome:

► TSI becomes the in-house knowledge base for Polaris.

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MEMBER LIBRARY SERVICES

Strategic Initiative: Library Website Migration & Development

Plan of Service Connection: Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders; Provide convenient access to accurate & relevant information and training.

Briefing note: In cooperation with Mugo and TSI member library services will facilitate migration of library website content to the Mugo platform.

> **KPI:** All libraries are migrated by July 1.
>
> **KPI:** All libraries have access to group training materials.
>
> **KPI:** All libraries have received training support on the new website platform.

Targeted Outcome:

▸ All libraries have websites and know how to update them.

Strategic Initiative: Knowledge Management

Plan Service Connection: Provide convenient access to accurate & relevant information and training; Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders; Foster a culture of wellness and curiosity among our stakeholders; Engage with our members in the development of new services and innovations; Support local autonomy

Briefing note: Member Library Services will engage in education and training services and projects that will activate existing expertise in the system, build relationships amongst libraries, and will empower library staff to pursue training and education in a well-documented environment.

> **KPI:** Pilot new library mentorship project.
>
> **KPI:** leverage Niche Academy for training certifications.
>
> **KPI:** leverage purchasing power for external training opportunities.
>
> **KPI:** Offer internal training and certification opportunities.

Targeted Outcomes

▸ Training offered by the system empowers library staff to better serve their communities (i.e. cataloging, FOIP, collection management, website development, etc.)

▸ Library managers have access to experienced mentors from within the Northern Lights System

Strategic Initiative: Collection Development & Deployment

Plan of Service Connection: Provide convenient access to accurate & relevant information and training; Cultivate efficiencies in our services and explore new opportunities and resources to better serve our stakeholders; Engage with our members in the development of new services and innovations; Improve relationships with technology and other innovation that facilitate engagement and connection amongst stakeholders. Support local autonomy.

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Briefing note: To reduce barriers in access to system collections we will pivot the system's collection development to electronic materials and materials that can be housed in member libraries. Access to these collections will be supported through technology and backed by training, and clear procedures.

> **KPI:** Clarify procedures for lending kits.
>
> **KPI:** NLLS no longer houses a physical collection.
>
> **KPI:** NLLS collection includes floating items and electronic resources.

Targeted Outcomes:

▸ Collection funding better meets the fiscal realities of the system.

▸ There is an increase in the borrowing of STEAM kits by member libraries.

▸ Reduction in kit fulfillment errors.

NORTHERN LIGHTS LIBRARY SYSTEM