PLAN OF SERVICE
2011–2013

TABLE OF CONTENTS

Background

The genesis of the Shortgrass Library System (SLS) occurred during the later 1970's and early 1980's. Interested people in southern Alberta started meeting together to consider an association to further the development and services of our libraries. The Shortgrass Library Project commenced and a Steering Committee developed a Plan of Service proposal.

In 1988 SLS became a corporate entity with the prime function of providing services and support to autonomous member libraries which would assist them in the provision of comprehensive and efficient library service.

Plan of Service

The development and approval of a Plan of Service is the most important task of the Board of Trustees. The Alberta Libraries Act requires that the Board file a Plan of Service with the appropriate Ministry every three years. In the Plan of Service, the Board details the directions, the priorities, and the general strategies that the CEO and staff will implement during the term of the Plan. Assessment of progress will occur periodically to ensure that the desired results are being achieved.

Next Steps

In order to assess the environment and needs for the future, in 2005 the Board of Trustees decided to engage SLS in a Preferred Futuring process. A consultant facilitated a full day of guided activities for a representative group of system stakeholders.

The history of SLS was developed prior to the session and was shared with the group. An environmental scan was completed to identify the pressures and forces that surround our regional library system. The things that we are proud of and those that we are sorry or regretful about were also identified. A review of this work led us to identifying the key underlying beliefs that guide and support SLS. Based on these activities, the group then outlined what they would like to see SLS look like in ten years (2015).

A committee then reviewed all the information and developed a Vision Statement which is a 2015 present tense description of how SLS will be at that time. The Plan of Service will focus our attention on ensuring that SLS is creating the future as defined in the Vision Statement. The Plan will be for a three year term, with a detailed assessment at the end of three years.

The assessment will determine whether or not we are on the right track regarding Vision achievement. If necessary, modifications will be made and the resulting next three year plan will be documented and implemented. The changing environment will also continue to impact SLS, and this will necessitate modifications to the Plan.

The Preferred Futuring session and the resulting Vision Statement have provided a strong message to the Board of Trustees and staff that SLS is on the right track and should primarily stay-the-course in its present Key Directions with some changes in emphasis, especially with respect to the Advocacy direction to reflect emerging issues.
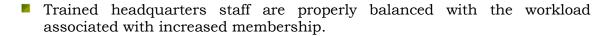
Our Preferred Future: A Vision of 2015

The Shortgrass Library System has devoted the past ten years to three broad
interrelated strategic priorities:

- **service to member libraries**
- **sharing of resources**
- **advocacy**

Taking a closer look at each of these will reveal the progress
that has been made since 2005.

Service to Member Libraries

- Member library boards, staff and patrons express a high level of satisfaction with the services provided by SLS.

- The Integrated Library System (ILS) software is kept current to ensure maximum sharing.

- Deliveries of shared resources are made on a timely and frequent basis.

- Technical services are provided as needed to the member libraries, enabling them to keep up with rapid changes in technology.

- Trained headquarters staff are properly balanced with the workload associated with increased membership.

- Training workshops are provided by SLS to help the member library staff keep up with new technology, and to enable them to train their patrons.

- SLS remains committed to a standard of excellence for the service it provides to its member libraries and the communities they serve.

- SLS leads member libraries into new understandings about library services and partnerships in their community.

Sharing of Resources

- SLS now encompasses all municipalities, counties, the Medicine Hat College, school systems, and special libraries within its mandated area.

  - All members appreciate the value of the partnership, with its associated collaboration, sharing, networking and teamwork.

  - Resources flow freely as needed among all of the libraries within SLS and beyond.

- More online databases with associated searching and linking tools are acquired and integrated into the public access website meaning all library resources are equally available.

Advocacy

- Carefully planned and effective lobbying by all stakeholders in SLS (and by the library community at large) has resulted in the recognition by all levels of government (federal, provincial, and municipal) that public libraries provide a core service to all citizens.

- The Alberta Government views each library as a focal point in its community and, as such, is a valuable resource in the dissemination of information regarding agriculture, health, education, tourism, home-based businesses and other services.

- Provincial and municipal governments respond accordingly to the need for ongoing, sustainable funding for libraries to provide these services.

- Our libraries, using SuperNet connectivity, as supplied by the Alberta Government, provide patrons access from their homes to extensive information and resources, and provide video-conferencing capabilities among the libraries and other sites.

- Membership fees are no longer required by any of the member libraries in SLS.

- The increased funding for libraries is such that even the smaller rural libraries are open to the public most days of the week, and staff salaries are at competitive levels.

- Advocacy is directed towards increasing the awareness and knowledge of the general public regarding the services provided by SLS. As a result, SLS now serves an "informed" public.

- There is a significant increase in the number of registered patrons who know how to use the online catalogue and databases from their home and business computers, and a similar increase in the number of people who use the libraries as a resource for research, entertainment, relaxation, education, etc.

- Public opinion polls rate libraries as a highly valued service.

Mission Statement and System Beliefs

Any plan of action must be built upon a bedrock or foundation of a well-considered Mission (what we are here for) and a defined set of beliefs (what we base our decisions upon).

Mission Statement

To provide services and support to member municipalities in the provision of comprehensive and cost effective library service through their autonomous local libraries. The provision of services will include resource sharing with other libraries of the province, the country, and the world.

Belief Statements

♦ We believe that libraries are vital contributors to the quality of life. ♦

♦ We believe in universal public library service and equal and open access to library collections. ♦

♦ We believe in the principles expressed in the Canadian Library Association's Statement on Intellectual Freedom (www.cla.ca). ♦

♦ We believe that the province-wide SuperNet is essential for the sustainability of a unified, provincial network among Alberta libraries. ♦

♦ We believe that a library system fosters collaboration, sharing, networking and teamwork. ♦

♦ We believe that a library system enhances member libraries' programs and services without sacrificing local autonomy. ♦

♦ We believe that membership in a library system will enable member libraries to devote more time to developing creative and responsive public programs and services. ♦

♦ We believe that a library system results in more efficient and economical use of all available library resources: people, funds, materials. ♦

♦ We believe that a library system must advocate the benefits of system membership to all municipalities within its region. ♦

Core Business Activities of Shortgrass Library System

Our core business is to provide high-quality support services to our full member libraries and our contract partners who have agreements with SLS for specifically identified services. Our activities include:

Leadership/ Consulting/ Training

SLS staff provide and facilitate leadership by communicating with member library managers on an ongoing basis, both informally and at regularly scheduled meetings e.g. Library Managers' Committee. Consulting and training are provided for member library staff on topics such as system services, the use of library software and electronic resources.

Advocate for Library Service

SLS plays the role of advocate on behalf of its member libraries by working to increase awareness, understanding and support of libraries by the public and all three levels of government.

Acquisitions

Through centralized ordering, member libraries do their own selection of items for purchase. By doing this, SLS is able to obtain discounts not available to individual libraries. This is economical and allows libraries to retain their autonomy with local decision making. Through automation of this service, staff and time efficiencies are also achieved and consistent standards can be maintained.

Cataloguing

Trained professional and technical staff are responsible for cataloguing resources for member libraries into a single database, thereby achieving a high quality of standardized information, and indexing on the collection. Records are examined by cataloguing staff for any omissions, inconsistencies or errors.

Processing

SLS staff place barcodes and labels, specified by individual libraries, on library materials which are physically catalogued. Books are also laminated to increase durability and the shelf-life of the item.

Delivery

Newly processed materials and resources being shared from one member library to another are moved by SLS delivery van service on a weekly schedule. SLS also maintains a small collection of special format resources (DAISY books and readers), which are routed to member libraries.

Automation Support

SLS maintains the library resource database on a state-of-the-art integrated library system (ILS) that provides circulation services through workstations located at member libraries. The wide area network centralizes the collections of member libraries into one online location for easier access by users when searching for items.

Technical training and support are provided for member library staff regarding use of library software and purchased online resources accessed through the Internet.

Internet Delivery of Services

SLS uses the SuperNet to provide enhanced virtual library services for member libraries. These services include access to the online catalogue, as well as licensed electronic resources which are available in libraries and remotely with an Internet connection 24 hours a day, 7 days a week.

Patron Access

Member library patrons have access to a large collection of items beyond those found on the shelves of their local library. With the ILS, all materials at member libraries are available through the same online location. Patrons also have access to a wide variety of electronic resources through the SLS website. Materials located outside of the SLS region are available both through interlibrary loans and use of a TAL card, enabling patrons to borrow items as they travel to other libraries in Alberta.

Reference

Information support services are available through an agreement with the Medicine Hat Public Library Reference Department. This service provides professional assistance in locating requested information and connects SLS member libraries to the wider world of information outside SLS through a global interlibrary loan network.

Programs

SLS works in conjunction with its member libraries to share enhanced library programming e.g. computer training workshops and author visits. SLS also sponsors a Summer Reading Program (SRP) and is responsible for centrally distributing SRP materials, providing a children's performer and a parade float which celebrates the SRP theme.

Marketing

Upon request and when possible, SLS will assist member libraries in creating marketing and promotional materials for system-wide programs and services.

Technology

SLS staff strives to keep current and aware of advances in technology as these pertain to libraries. Such advances are explored for viability and if these meet identified needs, projects are planned and implemented. The goal is to make the best use of technology within available budgetary funds.

Provincial Liaison

SLS has several liaison functions. It connects the member libraries to the Alberta Public Library Electronic Network (APLEN), thus making the provincial network accessible to all public libraries in the system. Along with Medicine Hat Public Library, it is also a member of The Alberta Library and facilitates the provision of TAL services for its member libraries. These include the Ask A Question (AAQ) service, TALOnline and the TAL Card.

The SLS Board is a member of the Library Association of Alberta (LAA) and the Alberta Library Trustees Association (ALTA), and participates in initiatives as an individual association member.

Representatives from provincial library systems meet on a regular basis to discuss future directions as well as topics affecting systems. Systems also cooperate on a variety of fronts for the sharing of resources and technology. These include: an international collection of books in other languages managed by Parkland; a paperbacks-by-mail program managed by Marigold; Southern Alberta Integrated Library System (SAILS), a partnership between Chinook Arch and Shortgrass; and the Rural Information Services initiativE (RISE), a partnership between Marigold, Chinook Arch and Shortgrass.

Contract Services

Under separate contracts, SLS is able to provide specified support services with organizations such as school districts, community partners, or private corporations that house and maintain library collections. The purpose is to improve access to information and provide professional, cost-effective services to those libraries. This also benefits the member libraries by improved cost efficiencies within SLS.

Key Directions for the Shortgrass Library System

Key Directions describe the most important actions that the Shortgrass Library System must accomplish in order to be successful in fulfilling its Mission.

Key Directions focuses the resources of the Shortgrass Library System on doing the right things, at the right time, and doing them well.

A. GOVERNANCE AND LEADERSHIP

Ensure that SLS governance, leadership, and management structures take assertive roles in fulfilling the Mission Statement by proactive planning and implementation of the Plan of Service.

B. ADVOCACY AND PUBLIC RELATIONS

Ensure that through an emphasized advocacy and public relations program, there is a significant increase in member/public awareness, understanding and support of SLS, and further, that there is committed support from the three levels of government for library services.

C. MEMBER AND CONTRACTED SERVICES

Ensure high quality, cost-effective services to our member libraries and contract partners.

D. STAFF DEVELOPMENT AND TRAINING

Ensure that a collaboratively planned program be implemented to maintain and enhance staff development within the SLS office and the member libraries.

E. INNOVATIVE PRACTICES

Ensure that future service opportunities are explored for viability, then planned and implemented.

Key Results and Strategies for the Shortgrass Library System

Key Results will describe what has happened or been accomplished when the Key Directions are implemented. The Strategies for the Shortgrass Library System, and the associated description of responsibility, resource allocation and timelines, will direct the organization as to how the Key Results will be accomplished during the allocated time frame.

KEY DIRECTION:

A. GOVERNANCE AND LEADERSHIP

Ensure that SLS governance, leadership, and management structures take assertive roles in fulfilling the Mission Statement by proactive planning and implementation of the Plan of Service.

Key Result

A.1: *Strong and proactive leadership by the Board, Leadership Team (CEO, Assistant Director(s)) and staff will be driven by and aligned with the Preferred Future, Mission Statement, System Beliefs, and the Plan of Service. SLS will demonstrate this commitment and alignment in all its work.*

Strategies	Responsibilities/ Resources/Timelines
A.1.1 Review, refine, and communicate roles and responsibilities of the Board, Board Chair, CEO, and other key leadership positions in relation to overall SLS operation and key directions to ensure alignment.	Resp: Board Chair, CEO Res: In Budget Time: Annually - November Board Meeting
A.1.2 Monitor the Plan of Service to ensure implementation by defining the monitoring processes and completing them.	Resp: Board Chair, Leadership Team Res: In Budget Time: Ongoing
A.1.3 Ensure that SLS is represented at regional and provincial level activities and meetings.	Resp: Leadership Team, Board Res: In Budget Time: Ongoing

Strategies	Responsibilities/ Resources/Timelines
A.1.4 Keep informed about what is happening with other regional library systems regarding potential beneficial partnerships. Share this information with SLS staff.	Resp: Board Chair, Leadership Team Res: In Budget Time: Ongoing

 Key Result

A.2: *New and continuing Board members will understand and commit themselves to the Vision Statement, Mission Statement, System Beliefs and Plan of Service.*

Strategies	Responsibilities/ Resources/Timelines
A.2.1 Hold a workshop after fall Civic elections/ appointments for total Board with focus on Mission, Beliefs, Plan of Service and SLS operations.	Resp: CEO Res: In Budget Time: February following the Civic election
A.2.2 When new Board members are appointed at various times, orientation regarding Key Result A.2.1 will be held with them.	Resp: Board Chair, CEO Res: In Budget Time: When Appropriate

 Key Result

A.3: *The member libraries, municipalities and contract partners will be satisfied with the level and process of consultation, and the overall direction and services of SLS.*

Strategies	Responsibilities/ Resources/Timelines
A.3.1 Implement a process for monitoring and evaluating the satisfaction level of our partners with regards to the direction and services of SLS.	Resp: Board, CEO Res: In Budget Time: Ongoing
A.3.2 Use the results of the monitoring and evaluation process to improve services and shape modifications to the next Plan of Service.	Resp: Board, CEO Res: In Budget Time: Ongoing

Strategies	Responsibilities/ Resources/Timelines
A.3.3 Review and revise the Policy Manual, where necessary.	Resp: Board, CEO Res: In Budget Time: Ongoing

 Key Result

A.4: *SLS will attract and retain skilled and competent staff.*

Strategies	Responsibilities/ Resources/Timelines
A.4.1 Proactively engage in succession planning for key positions in the organization.	Resp: Board, CEO Res: In Budget Time: Ongoing
A.4.2 Identify specific positions for cross training purposes and organize this training with staff.	Resp: CEO Res: In Budget Time: Ongoing
A.4.3 Explore alternative employment relationships to facilitate high quality services (e.g. part-time job sharing, contracts).	Resp: CEO Res: In Budget Time: Ongoing
A.4.4 Provide competitive salary levels and benefits within the SLS fiscal reality.	Resp: Board Res: Within Budget Limits Time: Ongoing

 Key Result

A.5: *The SLS leadership team and staff will be organized to provide the most effective and efficient service possible.*

Strategies	Responsibilities/ Resources/Timelines
A.5.1 Review and update the Personnel Organizational Chart (Policy A.4).	Resp: CEO, F/P Committee Res: In Budget Time: Annually - January Committee Mt.

Strategies	Responsibilities/ Resources/Timelines
A.5.2 Conduct a review of acquisitions, cataloguing and processing procedures to gain increased efficiency.	Resp: Leadership Team Res: In Budget Time: Ongoing

 Key Result

A.6: *Planned efforts will result in expanded membership and contract services in SLS.*

Strategies	Responsibilities/ Resources/Timelines
A.6.1 Continue current initiatives to expand services to encompass the non-member municipality of Duchess: • informal approaches from Board members • formal presentations • member municipal assistance.	Resp: Board, CEO Res: In Budget Time: Ongoing until completed
A.6.2 Conduct a review of our non-resident fee policy to determine if it should be maintained in light of one non-member municipality.	Resp: Board, CEO Res: In Budget Time: 2011
A.6.3 Expand services to school systems and other appropriate organizations/groups: • Grasslands School Division • Medicine Hat Catholic School District • Alberta Health Services.	Resp: Board, CEO Res: In Budget Time: Ongoing
A.6.4 Develop a proposal that will provide an opportunity for current contract school districts to become full members of SLS as defined in the SLS Agreement.	Resp: Board, CEO Res: In Budget Time: Ongoing until completed

KEY DIRECTION:

B. ADVOCACY AND PUBLIC RELATIONS

Ensure that through an emphasized advocacy and public relations program, there is a significant increase in member/public awareness, understanding and support of SLS, and further, that there is committed support from the three levels of government for library services.

Key Result

B.1: *SLS will have a positive, well-known public profile as a leader and advocate for public access to information and the sharing of all information contained in our libraries and in other outside sources.*

Strategies	Responsibilities/ Resources/Timelines
B.1.1 Continue to refine and implement a public advocacy/relations program that will: - advocate for improved library services - reach out to the public in a variety of ways to increase public awareness of SLS and its services (e.g. advertising, training for library patrons) - promote the Mission of SLS - increase the visibility of SLS in the media and at community events - participate in other regional groups whose goals benefit from library oriented partnerships - update existing website in 2011 - update advocacy plan annually.	Resp: P/S Committee Leadership Team, Board, Staff Res: In Budget plus some additional funds Time: Annually - January Committee Mt.
B.1.2 Inform our current and contract members about the SLS Mission and services: - Library boards - Library staffs - Municipal councils - School Districts.	Resp: Leadership Team, Board Chair, Staff Res: In Budget Time: Ongoing
B.1.3 Focus regular attention on providing information and having direct meetings with political representatives to foster understanding and financial support for public libraries as a core public service to all citizens.	Resp: Board, CEO Res: In Budget Time: Ongoing

Strategies	Responsibilities/ Resources/Timelines
B.1.4 Maintain SLS staff's attitudes and actions of being available, supportive, positive, and service-oriented.	Resp: Staff Res: In Budget Time: Ongoing
B.1.5 Develop and distribute awareness questionnaire in partnership with member libraries as a means of measuring how familiar patrons are with SLS and its services.	Resp: Staff, Library Managers Res: In Budget Time: Annually in October

 Key Result

B.2: *With the support of SLS and the services it provides, the member public libraries will be recognized as vital sources of information for all people in southeastern Alberta.*

Strategies	Responsibilities/ Resources/Timelines
B.2.1 Implement this Plan of Service.	Resp: All parties Res: As per Budget Time: Ongoing
B.2.2 Ensure that the Core Business Activities are successfully implemented.	Resp: Staff, CEO Res: In Budget Time: Ongoing
B.2.3 Ensure that SLS technology services are leading edge, reliable, and user friendly, within the fiscal reality of the organization.	Resp: Staff, Library Managers Res: In Budget Time: Ongoing
B.2.4 Ensure that our provision of services translates into enhanced services to our member libraries and the patrons they serve.	Resp: Board, CEO, Staff Res: In Budget Time: Ongoing

KEY DIRECTION:

C. MEMBER AND CONTRACTED SERVICES

Ensure high quality, cost-effective services to our member libraries and contract partners.

Key Result

C.1: *SLS will provide services that are needed by our member libraries, within the available resource base. By playing a leading role in cooperation, communications and facilitation of high quality services, SLS will provide a foundation on which member libraries can enhance their services for the residents of Southeastern Alberta.*

Strategies	Responsibilities/ Resources/Timelines
C.1.1 Implement fully the Core Business Activities (see pages 9 through 11).	Resp: CEO, Staff Res: In Budget Time: Ongoing
C.1.2 Facilitate the transfer of knowledge and development of shared goals through regular Library Managers' meetings.	Resp: Library Managers, Leadership Team Res: In Budget Time: Ongoing
C.1.3 In conjunction with ALTA and member library boards, SLS will assume a leading role in providing training opportunities to area board trustees to help improve board governance and promote sharing of best practices.	Resp: ALTA, Member Library Boards, SLS Staff Res: In Budget Time: Ongoing
C.1.4 Maintain technical services support for the ILS, web-based services, and other computer hardware/software issues.	Resp: Leadership Team, Staff Res: In Budget Time: Ongoing
C.1.5 Serve as a facilitator between autonomous member boards and their libraries to assist in mutual cooperation for areas of shared interest.	Resp: Leadership Team, Library Managers Res: In Budget Time: Ongoing

Strategies	Responsibilities/ Resources/Timelines
C.1.6 Provide or assist in providing workshops and training opportunities for member library staff when required, or as requested by member libraries.	Resp: Leadership Team, Library Managers Res: In Budget plus additional special project funds Time: Ongoing
C.1.7 Inform the local library boards and Library Managers of SLS Board decisions and provide other relevant information.	Resp: Leadership Team, Board Chair Res: In Budget Time: Ongoing
C.1.8 Ensure high quality member services by monitoring service delivery through a variety of means and taking appropriate action.	Resp: Staff Res: In Budget Time: Ongoing
C.1.9 Monitor usage of and manage electronic resources, within budget constraints, utilizing associated searching and linking tools to simplify the finding of relevant information.	Resp: Staff, Library Managers, e-Resources Committee Res: In Budget Time: Ongoing
C.1.10 Continue to work with our partner, Chinook Arch Regional Library System, through the SAILS partnership to explore further opportunities for efficiencies and increased sharing of resources.	Resp: Leadership Team Res: In Budget Time: Ongoing
C.1.11 Maintain and enhance the video conferencing service that was developed under the Rural Information Services initiativE (RISE) project.	Resp: Leadership Team Res: Special Project Funds Time: Ongoing
C.1.12 Assist member libraries with marketing and promotions of system-wide programs and services to library patrons, as requested.	Resp: Staff Res: Within budget limits Time: Ongoing

 Key Result

C.2: *SLS will provide services that are needed by our contract libraries, within the available resource base.*

Strategies	Responsibilities/ Resources/Timelines
C.2.1 Implement fully the Core Business Activities, as specified within individual contracts.	Resp: CEO, Staff Res: Contract fees Time: Ongoing

KEY DIRECTION:

D. STAFF DEVELOPMENT AND TRAINING

Ensure that a collaboratively planned program be implemented to maintain and enhance staff development and training within the SLS office and the member libraries.

Key Result

D.1: *SLS staff will engage in staff development programs, both individually and on a group basis, which will result in an increase in knowledge and ability to provide enhanced service to SLS.*

Strategies	**Responsibilities/ Resources/Timelines**
D.1.1 Implement a staff development program for the SLS staff as a whole i.e. annual PD day, mini conference. CEO and Board Chair to review directions for the next program annually.	Resp: CEO, Staff Res: In Budget Time: Annually
D.1.2 Ensure that each staff member, as a part of their performance evaluation, has a professional development program created jointly by the staff member and their supervisor.	Resp: CEO, Staff Res: In Budget Time: Bi-annually & informal review sessions
D.1.3 Incorporate the tenets of the Seven Habits of Effective People into the culture of the SLS workplace.	Resp: CEO, Staff Res: In Budget Time: Ongoing

 Key Result

D.2: *SLS staff will offer training to member library staff to develop their competencies in providing System services to patrons.*

Strategies	**Responsibilities/ Resources/Timelines**
D.2.1 Training of member library staff will usually be facilitated by training the library managers who, in turn, will train their staff. Direct library staff training may also be necessary. Training will be delivered through various means including: • in person • by webinar • by videoconferencing	Resp: Leadership Team, Library Managers, Staff Res: In Budget Time: Ongoing

 Key Result

D.3: *Staff will take pride in working for SLS and will have high levels of job satisfaction and morale.*

Strategies	**Responsibilities/ Resources/Timelines**
D.3.1 Ensure that each staff member is appreciated and recognized for their individual value and contributions to SLS.	Resp: Leadership Team, Supervisors, Board Res: In Budget Time: Ongoing
D.3.2 Ensure ongoing communication regarding relevant SLS happenings with all staff i.e. regular staff meetings.	Resp: Leadership Team, Staff Res: In Budget Time: Ongoing
D.3.3 Continue the practice of teamwork where staff members are included in planning activities and are valued members of the team.	Resp: Leadership Team, Staff Res: In Budget Time: Ongoing
D.3.4 Cultivate and encourage a positive, cheerful attitude within the work environment which includes associated individuals and organizations.	Resp: Staff Res: In Budget Time: Ongoing

Strategies	Responsibilities/ Resources/Timelines
D.3.5 Plan and hold staff social activities and special events.	Resp: Staff Res: SLS or Staff Time: Ongoing
D.3.6 Implement Key Result A.4.4 – Provide competitive salary and benefits within the SLS fiscal reality.	Resp: Board Res: Within Budget Limits Time: Ongoing

KEY DIRECTION:

E. INNOVATIVE PRACTICES

Ensure that future service opportunities are explored for viability, then planned and implemented.

Key Result

E.1:   *Innovative technology practices will be explored and, if appropriate, implemented in SLS to provide needed services to the member libraries and, where applicable, contract partners.*

Strategies	Responsibilities/Resources/Timelines
E.1.1 Search for new ways the ILS can be maximized in order to assist SLS in providing improved services for libraries and patrons.	Resp: Leadership Team Res: Additional Funding Time: 2011-2013
E.1.2 Search for new ways the SuperNet can assist SLS in providing improved services for libraries and patrons.	Resp: Leadership Team Res: Additional Funding Time: 2011-2013
E.1.3 Work with member libraries to facilitate the consideration and implementation of Web 2.0 technology.	Resp: Leadership Team Res: In Budget plus Special Funding Time: 2011-2013
E.1.4 Work with and through the e-Resources Committee to increase and enhance member libraries' use of electronic resources.	Resp: e-Resources Committee, Library Managers, Leadership Team Res: In Budget Time: Ongoing

Key Result

E.2:   *SLS will look at innovative ways to collaborate with its members and other partners, and if appropriate, implement these strategies for the better provision of library services.*

Strategies	**Responsibilities/ Resources/Timelines**
E.2.1 Work with areas encompassed by member municipalities that do not have a full service library in SLS.	Resp: Leadership Team, Board members, Staff Res: In Budget plus special funding Time: Ongoing
E.2.2 Investigate moving from separate databases to a merged database with SAILS partner, Chinook Arch.	Resp: Leadership Team, Staff Res: In Budget Time: As interest is expressed
E.2.3 Pursue other networking partnerships that may arise through membership in The Alberta Library (TAL) and Alberta Public Library Electronic Network (APLEN), with the goal of achieving greater economies of scale.	Resp: Leadership Team Res: In Budget Time: Ongoing
E.2.4 Ensure open dialogue with other System Directors for the exploration of potential partnership opportunities.	Resp: CEO Res: In Budget Time: Ongoing

NOTES