OWWL Library System

Strategic Plan 2022-2024

Mission, Vision, and Core Values

Mission: Support library services across Ontario, Wyoming, Wayne, and Livingston Counties.

Vision: Everyone enjoys the freedom to read, learn, and grow through equitable access to library services.

Core Values: Access, Community, and Intellectual Freedom

Strategic Area One: Create a Single OWWL Identity

Purpose: To strengthen the connection to our members and show a unified message to the communities we serve, the System will embark on a renaming project resulting in retiring the name 'Pioneer Library System' and moving forward with 'OWWL Library System.'

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓ *File charter amendment to begin the renaming process to OWWL Library System.*	✓ *Develop a style guide to define OWWL Library System communications.*	✓ *Fine-tune System branding and integration with existing services. Update Brand Usage Policy.*

Progress Report

I'm pleased to report that we've successfully achieved our goal of safeguarding the OWWL name while also fostering collaboration and partnerships. Our newly established policy and branding guidelines provide clear direction on protecting the OWWL brand identity. These guidelines, along with the solutions they offer for collaborative efforts and partnerships, ensure we can leverage the OWWL name effectively while maintaining its integrity.

Strategic Area Two: Enhance Technology Systems

Purpose: In today's digital ecosystem, up-to-date systems, security, affordability, and expertise are the key elements in providing libraries with the support they need.

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓*Redesign OWWL website and launch "@owwl.org" email addresses.*	✓*Email planning and migration.*	
Library LTSP Linux upgrades.	✓*Identify potential security issues across our System. [Ongoing]*	✓ Develop a security report of identified issues for Member Library review.
✓*Upgrade "Prefab" member library website template.*	✓*Active Directory for staff computers.*	Implement critical security policies and procedures.

Progress Report

Security Assessment

Our team has completed a comprehensive security posture assessment, identifying both addressed and unresolved vulnerabilities. While some vulnerabilities have been mitigated, others require more complex solutions that are currently under development. To prioritize security, we are strategically delaying the release of a full report detailing these known vulnerabilities until effective solutions are in place. Public disclosure at this early stage could pose a security risk.

Implemented Security Measures

In the meantime, significant progress has been made on implementing several key security measures to strengthen our network and data protection:

- *Reduced Access Risks: Role-based access controls (RBAC) have been implemented for CANS staff, limiting access to essential functions only. Additionally, shared accounts have been eliminated wherever possible, minimizing potential access vulnerabilities.*
- *Enhanced Patron Security: Improved firewall rules now restrict access to library printers. Furthermore, new email retention policies have been established for both print and circulation accounts. These policies automatically delete emails after 24 hours for print accounts and 31 days for circulation accounts, minimizing the risk of data exposure in case of a breach.*
- *Ongoing Review: Regular Active Directory audits are conducted to identify and address any computers missing critical security updates. A new email policy is also under development to introduce further security enhancements.*

Evergreen Email Encryption

In collaboration with Equinox, we have prioritized and completed the encryption of outgoing emails from Evergreen (such as hold notifications, overdue notices, etc.). This project was previously identified as a future goal, but was expedited due to a reported incident where a library patron's

email provider rejected an unencrypted email. This proactive step enhances communication security and protects sensitive patron information.

Strategic Area Three: Library Services Development

Purpose: Support leadership, inclusion, and education across our System.

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓Develop a one-day symposium for small libraries held at the System in the summer of 2022.	✓Design a long-range planning cohort to support plan development for member libraries.	Develop professional standards for library leadership and a plan to implement system-wide.
	✓Hire individual facilitators to present on Diversity, Equity, and Inclusion topics.	Implement DEI practices and educate member library staff on developing inclusive policies and procedures.
	✓Develop Trustee Workshops that satisfy Trustee Education requirements.	

Progress Report

Develop professional standards for library leadership and a plan to implement system-wide.

While we're continuing collaborations with libraries to develop leadership standards, this initiative is undergoing a strategic adjustment. We'll be providing a more comprehensive update in 2024, and aim to solidify an updated plan for the 2025-2027 plan to effectively introduce these standards to the library community.

Implement DEI practices and educate member library staff on developing inclusive policies and procedures.

We're pleased to report continued progress on accessibility and Diversity, Equity, and Inclusion (DEI) initiatives aligned with our strategic plan.

Staff Training and Development:

- *We've facilitated workshops on topics like "Welcoming Deaf Patrons" and "Hands Up! American Sign Language for Library Staff."*
- *Additional workshops offered include "Going the Extra Mile: Making Your Library ADA-Friendly Instead of ADA-Compliant" and a tour of the Golisano Autism Center.*
- *We're also developing a new program on "Implementing AAC Boards in Libraries."*

2024 Small Libraries Summer Symposium:

The upcoming Symposium will feature several DEI-focused speakers addressing topics like:

- *Understanding Autism for Library Staff*
- *Fostering DEI Initiatives in Rural Libraries*

- *Implementing Respite Services*
- *Taino: The Story of My People (celebrating diversity)*

<u>*Partnership Programs*</u>

Our ongoing partnerships with Aunt Flow (period products), Bilingual Books, and AAC Boards continue to support accessibility, inclusion, and a sense of belonging in our member libraries.

Strategic Area Four: Provide Seamless Access to Library Resources

Purpose: Provide residents of our region equitable access to library resources.

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓Fund the development of a custom Android and iPhone Evergreen app for patrons.	✓Migrate the online OWWL.org catalog to Aspen Discovery Layer.	Explore opportunities for enhancing ILS reporting for Member Libraries.
	✓Provide ongoing training to Member Library front-line staff.	

Progress Report

Metabase Implementation

The team explored the use of Metabase, an open-source business analytics platform, following its discovery at the 2023 Evergreen International Conference. While a quote for implementation was obtained and a test environment was set up, higher-priority projects such as the third-party SMS solution temporarily delayed further progress. However, the positive initial findings suggest Metabase remains a viable option for future consideration.

Report Processing Schedule

A Report Processing Schedule was developed. This schedule outlines report tasks and prioritization, aligning with recommendations from the Evergreen Advisory Committee (EAC) and the OWWL Directors Advisory Committee (OWWLDAC) reviews. While not precisely what was envisioned for this goal, the schedule offers a valuable tool for streamlining library operations by clarifying report management and prioritization.

Aspen Discovery Layer Migration

Significant progress was made on migrating the online OWWL.org catalog to the Aspen Discovery Layer, a key 2023 Strategic Area Four goal. This year saw both a major and a minor upgrade to Aspen, along with the successful deactivation of the old TPAC system. These achievements demonstrate ongoing commitment to achieving this strategic objective.

Strategic Area Five: Outreach to Communities

Purpose: Create strong community partnerships through coordinated outreach.

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓*Launch Books by Mail pilot project for homebound individuals.*	✓*Expand the Books by Mail program through collections, materials, workflow, and procedures.*	Evaluate Books by Mail and determine the next phase of the project.
✓*Implement Early Literacy Projects (One Book, OWWL Kids; Backpack Program; Community Book Drops; Traveling StoryWalks; and Family Literacy Team).*	✓*Develop a project plan for the new Targeted Outreach Population, At-Risk Youth (Birth through 21 Years).*	Continue to expand services to migrant families and children who are learning English as a second language.
✓*Implement Assistive Technologies grant program.*		Develop a project plan for future ADA-related goals.

Progress Report

Books by Mail (BBM)

- *The Books by Mail program continues to experience steady, manageable growth.*
- *Building an in-house Large Print Collection has streamlined loan processing and ensured timely access for BBM patrons to popular titles and authors.*

Family Literacy and Migrant Education

- *We successfully partnered with Kate Karnisky from Williamson Public Library to support Vecinos Unidos, a family literacy program for migrant families in Wayne County.*
- *Our commitment continues as we will once again provide storytime in CiTi BOCES Migrant Education classrooms this summer.*

Accessibility Services

- *Building upon the success of the AAC Boards Partnership Program (referenced in Strategic Area Three), we will launch a new grant program this fall. This program, will provide financial assistance to individual libraries pursuing ADA-related initiatives.*
- *Accessibility projects will remain a priority for State Aid for Library Construction funding.*

Strategic Area Six: Patron Privacy and Data Security

Purpose: Uphold patron privacy laws and protect patron data by ensuring data security in all information systems.

Year One Goals (2022)	Year Two Goals (2023)	Year Three Goals (2024)
✓Further Development of the Systems Access and Confidentiality of Library Records Policy	✓Engage a review committee to evaluate the Systems Access Policy.	Review policy and procedure changes to data security as it relates to individual logins, PIN/Password requirements, and reporting tools.
	✓Implement procedures for Member Libraries to agree to and accept the Systems Access Policy.	Ongoing education to Member Libraries and Boards of Trustees on patron privacy and the appropriate use and protection of data.
	✓Implement Encrypted SIP2 access to data.	

Progress Report

Systems Access Policy Updates

The Systems Access Policy and associated procedures are undergoing ongoing revisions to ensure alignment with evolving security best practices. This includes addressing a few identified areas of concern that may require direct collaboration with individual libraries.

Patron Privacy Program Development

The development of a comprehensive Patron Privacy program is a key priority. This program will leverage an online workshop environment to train library staff on critical information security and patron privacy protocols. Completion of this training will be mandatory for personnel requiring access to sensitive information systems.

Amended: February 14, 2024; June 14, 2023; June 8, 2022
Approved: February 9, 2022