



Pioneer Library System

STRATEGIC PLAN 2020-2022

Mission, Vision, and Core Values

Mission: Offer member libraries the tools and services they need to reach their full potential.

Vision: Everyone has access to exceptional library services and learning opportunities through their local library.

Core Values:

- Collaboration
- Community
- Leadership
- Access
- Equity
- Service
- Integrity

Strategic Area One: Library Development

Project Team: Suzanne Macaulay and Ron Kirsop

Description: Our goal is for each member library to have access to the resources it needs to reach its full potential. We provide these resources by working collaboratively with libraries on key projects aimed at mutual development.

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
Support libraries meet updated minimum standards.	Develop trustee resources, budget vote recommendations, and best practices for library boards.	Provide consulting/capacity building for Friends groups (fundraising, 501(c)3).
Streamline the strategic planning consultation process.	Coordinate a leadership program for library directors and key staff.	Collaborate with library directors to develop a set of professional standards for library leadership and a plan to implement system-wide.

Strategic Area Two: Provide Seamless Access to Library Resources

Project Team: Daniel Guarracino, Kathryn Riedener, and Bob Wicksall

Description: The Pioneer Library System’s OWWL catalog (Evergreen) and digital resources (OWWL2Go and Ancestry) provides residents of our region with equitable access to library resources. With these goals, we aim to maintain and create tools that will evolve with our community’s ever-changing needs.

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
Create a workflow to track usage statistics and digital resources information to help inform decision-making and cost allocation in the future.		
Identify priority features to improve our Evergreen system and create a timeline for research and development.	Create a core competency requirement and corresponding online training, including a focus on making users aware of existing features.	Implement a resource aimed at providing on-demand tutorials to support member library staff in Evergreen and technology training.
Collaborate with library systems across the state on opportunities for enhancing our Evergreen system through shared development.	Investigate opportunities to share ILS operation, development, and/or maintenance functions with other library systems.	Implement one shared ILS feature identified in year two.

Strategic Area Three: Investigate Diversifying Funding

Project Team: Kelly Nemitz and Ron Kirsop

Description: Our ability to grow, innovate, and thrive relies on long-term financial sustainability. Investigating ways to diversify our funding streams will give the System the ability to succeed despite the potential future issues related to state aid.

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
	Investigate the creation of a Foundation to raise funds for the system.	Help libraries increase local funding; help at least 3 libraries achieve a sustainable funding solution by 2023.
	Create a grant plan built upon this strategic plan.	

Strategic Area Four: Enhance Technology Systems

Project Team: Bob Wicksall, Adam Keuer, and Matthew Kominiarek

Description: 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. These goals will fine-tune our technology department’s structure in order to continue adapting to member library’s needs in this changing environment.

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
Implement Active Directory on all remaining Windows computers in libraries, eliminating DeepFreeze if possible.	Expand the use of Linux on member library computers to improve security. Upgrade Linux client installations to Debian 10.	Investigate technology-planning support for member libraries in order to act as lead tech advisor on large-scale library projects impacting their facilities.
Use E-Rate funding to upgrade network equipment in libraries.	Negotiate bandwidth costs for cable modem-based library locations.	
Upgrade the member library website template (currently Prefab).	Upgrade and redesign OWWL.org website and launch new OWWL.org email addresses (previously in Strategic Area Five).	Negotiate bandwidth costs for fiber-based library locations.

Strategic Area Five: Create a Single OWWL Identity

Project Team: All PLS Staff

Description: 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 with the result of retiring the name ‘Pioneer Library System’ and moving forward with ‘OWWL Library System.’

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
	Conduct a consensus based brand development process to create the foundation of the New OWWL Library System (Rename and rebrand).	Begin the renaming process identified in Year Three. Fine-tuning system branding and integration with existing services.

Strategic Area Six: Outreach to Communities

Project Team: Andrea Snyder and Stacey Martin

Description: Strong community partnerships are developed through coordinated outreach and tackling big issues. The 2020 Census, digital equity, and dismantling discriminatory practices are the foundation for our outreach program for the next three years. Through these projects, we will help libraries connect with community organizations to develop lasting partnerships.

Year One Goals (2020)	Year Two Goals (2021)	Year Three Goals (2022)
<p>Prepare libraries for the 2020 Census and participate in complete count efforts.</p> <p>Implement a system-wide complete count strategy for the Census 2020 initiative.</p>		
<p>Implement the Institute of Museum and Library Service’s Accelerating Best Practices for Rural Libraries grant by hiring a part-time Digital Inclusion Coalition Coordinator.</p>	<p>Formalize the Digital Inclusion Coalition’s organizational structure and create a plan for long-term sustainability.</p>	<p>Develop and share the Small/Rural Digital Inclusion Coalition Toolkit.</p> <p>Share the results and lessons learned of the IMLS Finger Lakes Digital Inclusion Coalition grant project.</p>
	<p>Establish a Change Team comprised of member library and system staff whose goal is to provide leadership and momentum around the development of non-discriminatory policies and practices.</p> <p>The Change Team will conduct an initial assessment of existing policies and practices in order to develop recommendations on appropriate revisions.</p>	<p>Implement appropriate policy and practice revisions identified by the Change Team in Year One and Two.</p>

Approved on August 7, 2019

Amended on December 8, 2020