Plan of Service 2027–2031

Mission Statement, Goals, Objectives, Outcomes, and Evaluation Methods

Mission Statement

The OWWL Library System supports library services across Ontario, Wayne, Wyoming, and Livingston Counties.

A Note on Scope

The goals below reflect both continuing System commitments carried forward from the 2022–2026 Plan of Service and new priorities identified through this planning cycle's member input process. Not every request raised during member input is reflected here: requests that fell clearly outside the System's realistic funding or staffing capacity were not included as commitments in this Plan.

Goal 1: Resource Sharing

Integrated Library System (ILS)

- **Objective:** Continue to support and maintain the System's shared Evergreen integrated library system and its Aspen Discovery public catalog through the System's existing cost-sharing model, ensuring the ILS and discovery layer continue to meet member libraries' cataloging, circulation, and discovery needs.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries have a stable, jointly funded ILS; patrons can search the shared catalog and manage their accounts online; the System incorporates member feedback into catalog configuration decisions.
- **Evaluation Method(s):** Director feedback; Evergreen Advisory Committee (EAC) feedback; Annual System Satisfaction Survey.

- **Illustrative Activities:** EAC-guided catalog configuration decisions; Evergreen training sessions and holdings workshops; ongoing investment in ILS development; catalog enrichment through Syndetics Unbound (cover images, summaries, and other discovery content).

Interlibrary Loan and Delivery

- **Objective:** Maintain regular, reliable delivery service (a minimum of three days per week) among member libraries, and facilitate interlibrary loan both within the System and with outside libraries. This includes participation in the Rochester Regional Library Council (RRLC) delivery service, which extends interlibrary loan beyond OWWL's own membership.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Materials move efficiently between member libraries at no direct cost to patrons; member libraries retain access to this consistently high-performing service.
- **Evaluation Method(s):** Director feedback; review of holds/items-in-transit data; Annual System Satisfaction Survey.
- **Illustrative Activities:** Regular delivery route management; coordination of regional Access Card borrowing; cooperative delivery with eligible neighboring library systems through RRLC delivery; ongoing communication with member libraries on schedule changes; monitoring delivery capacity against rising digital hold volumes.

Shared Electronic Collections

- **Objective:** Maintain and expand the System's shared ebook and audiobook collection, accessed through Libby/OverDrive, as a System funding priority supported through the Central Library budget and member library contributions.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Patrons System-wide have access to a shared digital book and audiobook collection, supplemented by reciprocal digital lending content available through the System's partnership with neighboring library systems (see Goal 7).
- **Evaluation Method(s):** Director feedback; Central Library Advisory Committee feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Annual coordinated purchase of shared e-content; ongoing collaboration with library advocacy organizations, OverDrive, and publishers to secure the best available cost for ebook and eaudiobook licensing; participation in the Reciprocal Lending Agreement with neighboring library systems.

Supporting Technology

- **Objective 1 (Technology Support):** Continue to provide member libraries with cost-effective, centralized Computer and Network Services (CANS), including hardware/network troubleshooting, and guidance on emerging technologies such as AI.
    - **Year(s):** 1, 2, 3, 4, 5
    - **Outcome(s):** Member libraries have reliable access to System-provided technical support; Directors and staff have access to practical guidance on existing and emerging technologies, including AI.
    - **Evaluation Method(s):** Director feedback; CANS support request/ticket review; Annual System Satisfaction Survey.
    - **Illustrative Activities:** Centralized IT support and ticketing; hardware refresh planning assistance; AI awareness sessions for Directors and staff; a shared vendor-recommendation resource.
- **Objective 2 (Data Security):** Advance data security as an ongoing System-wide priority for its information management systems, and help member libraries understand the importance of data minimization and security in protecting patron privacy and confidentiality as a core principle of librarianship, consistent with the System's Systems Access and Confidentiality of Library Records Policy, the ALA Library Bill of Rights, and the confidentiality of library records required under CPLR §4509.
    - **Year(s):** 1, 2, 3, 4, 5
    - **Outcome(s):** Member libraries have access to System guidance and model practices on protecting patron personally identifiable information and network security; System-hosted shared services (ILS, digital collections, email) are maintained with documented security practices, including a defined incident-response process and periodic backup/disaster-recovery testing; library staff have access to periodic cybersecurity awareness training; member libraries have access to System guidance on data retention and destruction schedules for patron records, consistent with CPLR §4509.
    - **Evaluation Method(s):** Director feedback; completion tracking for cybersecurity training sessions; Annual System Satisfaction Survey.
    - **Illustrative Activities:** Periodic cybersecurity awareness training for member library staff; System guidance, including model policy language on patron data retention and confidentiality; multi-factor authentication for System-hosted accounts; enforcement of System standards for device security and handling of patron personally identifiable information on System information systems; ongoing monitoring and maintenance of System-hosted network and server security; a documented incident-response process for suspected data security incidents; periodic review of backup

and business-continuity/disaster-recovery practices for System-hosted infrastructure; general due-diligence review of data-security terms in System-negotiated vendor and cloud-service contracts.

- **Objective 3 (Group Purchasing):** Facilitate group purchasing of technology, shared research databases, and digital content to which member libraries contribute funding, to get member libraries the best available equipment for their budgets, and continuing to evaluate the most effective ways to help member libraries acquire and maintain that equipment over time.
    - **Year(s):** 1, 2, 3, 4, 5
    - **Outcome(s):** Member libraries have access to well-specified, reliable technology through the System's group-purchasing arrangements for technology, research databases, and shared digital content, achieving both quality and cost savings that member libraries could not secure on their own.
    - **Evaluation Method(s):** Director feedback; Annual System Satisfaction Survey.
    - **Illustrative Activities:** Coordinated group purchasing of hardware and software licenses, selected for quality and durability rather than lowest cost alone; group purchasing of research databases; coordinated purchase of shared ebook/audiobook content funded in part by member library contributions; ongoing evaluation of acquisition and financing models for member library technology.

Goal 2: Client Groups

Adult Literacy

- **Objective:** Facilitate member library collaboration with community-based adult literacy and similar organizations, and connect member libraries to resources and professional development addressing adult learners' needs, including regular collaboration opportunities for member library Adult Services staff.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries have connections to partner organizations and access to information on assistive technology and resources they can put to use locally; the Talking Book and Braille Library service continues to be promoted System-wide; member libraries have access to a directory of existing free and low-cost adult literacy resources; the System pursues appropriate supplemental funding opportunities related to these initiatives when available; member libraries have access to circulating book discussion kits and a shared High Demand Holds collection that helps ensure enough copies of popular titles are available System-

wide; Adult Services staff have regular opportunities to meet, share practice, and coordinate on Summer Reading programming; book discussion kit composition is periodically reassessed and adjusted based on circulation data and staff input; member libraries have opportunities to inform local history programming priorities coordinated through the Local History Working Group.

- **Evaluation Method(s):** Director feedback; COSAG feedback; Annual System Satisfaction Survey; periodic review of book discussion kit circulation and usage data; Adult Services quarterly meeting attendance and feedback; a full review of adult services outcomes at the close of the plan period to inform the next Plan of Service cycle.
- **Evaluation Method(s):** Director feedback; COSAG feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Promotion of Talking Book and Braille Library services; connections to partner organizations and professional development opportunities with member library staff; maintaining a directory of adult literacy referral resources; application for and administration of the NYS Adult Literacy Library Grant, where funded; Adult Services Roundtable opportunities for member library staff collaboration; informal consultation support for member libraries pursuing local history initiatives, coordinated through the System's Local History Working Group (see Section 2.4); purchasing and circulating book discussion kits to supplement member library adult literacy programming; purchasing High Demand Holds titles to reduce wait times and support member libraries' adult literacy and reading goals; quarterly meetings for member library Adult Services staff, including a dedicated Summer Reading planning meeting; periodic revision of the book discussion kit collection based on survey and circulation data — adjusting copy counts, rotating in new titles, and drawing on High Demand Holds copies to build kits; gathering member library staff input on local history programming interest and needs to help set Local History Working Group priorities; periodic review and update of book discussion kit purchasing guidelines and Adult Services meeting structure based on assessment findings

Coordinated Outreach

- **Objective:** Provide member libraries with consultation support and funding opportunities for outreach to educationally disadvantaged persons, ethnic and minority groups needing special services, unemployed persons needing job-placement assistance, residents of underserved or unserved areas, blind and physically or developmentally disabled persons, aged and institutionalized persons, and at-risk youth (birth through 21), consistent with Education Law §273(h)(1).

- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries have access to System consultation on reaching outreach populations, including development of a directory of local partner organizations and population-specific training; member libraries can apply for System outreach grants or seed funding to support local outreach initiatives depending on State Aid received; member libraries can partner with the System on eligible outreach opportunities; the System represents member library interests at state and county-level meetings.
- **Evaluation Method(s):** Director feedback; COSAG feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Outreach consultation support, collaborations, community resource sharing, collection development, and program opportunities for member libraries serving targeted populations; System outreach mini-grants and seed funding for local initiatives; System attendance at relevant statewide and county meetings.

Correctional Facilities (State and County)

- **Objective:** Provide state and county correctional facilities within the service area with library collection development services, interlibrary loan access, and reference services including reentry resources, consistent with Education Law §285.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Incarcerated individuals have access to library materials through interlibrary loan and reference services; incarcerated individuals have access to a directory of resources to support reentry; correctional facility libraries receive Correctional Aid-funded materials purchased with facility librarian input.
- **Evaluation Method(s):** Periodic feedback from correctional facility librarians and county jail administrators.
- **Illustrative Activities:** Facilitation of borrowing for correctional facility patrons; annual negotiation of the State Correctional Facilities services contract; coordinated materials purchasing with facility input; updating, printing, and making available a reentry resource guide.

Youth Services

- **Objective:** Support member libraries in sustaining dedicated youth programming and staffing; provide relevant information and resources to member library staff; facilitate collaboration amongst member library youth services staff.
- **Year(s):** 1, 2, 3, 4, 5

- **Outcome(s):** Youth Services Advisory Committee continues cross-library collaboration; member libraries have System support in making the budget case to their boards for sustaining youth services staffing and programs; library staff has access to relevant resources and information on opportunities, trends, and other related topics.
- **Evaluation Method(s):** Youth Services Advisory Committee feedback; Director feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Summer Reading preparation, coordination, and support, including but not limited to the Summer Reading Workshop, the Summer Reading Evaluation, and select Summer Reading event attendance; System-wide youth-centered program planning and resource sharing; regular opportunities for collaboration, professional development, and System-wide engagement at Youth Services Advisory Committee meetings; development of a directory of youth-serving community organizations; relevant resource sharing through targeted distribution lists; opportunities to partner with the System on coordinated outreach services to at-risk youth (birth to age 21).

Early Literacy

- **Objective:** Facilitate collaboration on early literacy services and support member libraries whose community needs range from waitlisted storytime programs to programs struggling to sustain enrollment; partner with the Outreach Department to provide early literacy services to at-risk youth.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries have access to continuing education in early-childhood programming and ready-made program kits; libraries have System support in making the funding case to local boards for early literacy programming.
- **Evaluation Method(s):** Director feedback; Youth Services Advisory Committee feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Continuing education sessions dedicated to early literacy; distribution of ready-made program kits; opportunities for System-wide and county-level collaborations and projects.

Goal 3: Professional Development and Training

- **Objective:** Provide member library Directors, staff, and Trustees with topic-relevant, accessible, and on-demand training that supports libraries at whatever stage they are in, using a mixture of in-person and online formats based on attendance and participation.
- **Year(s):** 1, 2, 3, 4, 5

- **Outcome(s):** Directors, staff, and Trustees have access to practical, accessible learning opportunities matched to their role and experience level; Trustees continue to meet their required continuing education per Education Law 260-d; training materials remain available afterward for later reference, including through the System's online, on-demand training center.
- **Evaluation Method(s):** Director feedback; Trustee feedback; event evaluation surveys; Annual System Satisfaction Survey.
- **Illustrative Activities:** A mix of in-person and online System-based workshops and trainings, with recordings and materials archived for later reference; continued expansion of course content available through the System's online, on-demand training center so that staff can complete relevant training on their own schedule.

Goal 4: Consulting Services

- **Objective:** Provide expertise to member library Directors and Boards on funding, governance, planning, management, and collection development, including navigating changes in the laws and regulations affecting libraries, HR/personnel questions, and digital licensing negotiations.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries have access to System expertise to solve governance, funding, HR, and collection-management problems; Trustees have access to ongoing governance education to support their libraries.
- **Evaluation Method(s):** Director feedback; Board of Trustees feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Board consultations; legal/financial/HR question support; community-based strategic planning facilitation; collection-development consulting, including weeding and Evergreen-report training; DLD regulatory liaison.

Goal 5: Coordinated Services for Members

- **Objective 1 (Digitization Services):** Connect member libraries to resources supporting the digitization of locally significant collections.
    - **Year(s):** 1, 2, 3, 4, 5
    - **Outcome(s):** Member libraries have access to digitization equipment, consulting, and shared-server preservation for locally important collections; digitized materials are discoverable through the shared catalog and regional databases.
    - **Evaluation Method(s):** Director feedback; Local History Working Group feedback; Annual System Satisfaction Survey.

    - **Illustrative Activities:** Loaning scanning/imaging equipment; connecting member libraries to RRLC digitization funding; digitization workshops.
- **Objective 2 (Cataloging and Records Management):** Provide original cataloging and bibliographic records management services for member libraries, supporting the accuracy and completeness of the shared Evergreen catalog.
    - **Year(s):** 1, 2, 3, 4, 5
    - **Outcome(s):** Member libraries have access to original cataloging for materials without existing bibliographic records, such as local history items, locally produced materials, or other unique local collections; the shared catalog's bibliographic records remain accurate and well-maintained.
    - **Evaluation Method(s):** Director feedback; Annual System Satisfaction Survey.
    - **Illustrative Activities:** Original cataloging for materials lacking existing bibliographic records; ongoing bibliographic record maintenance in the shared catalog; cataloging guidance for member library staff.

Goal 6: Communication and Awareness

- **Objective:** Keep member library Directors, staff, and Trustees informed of System, member library, and field-wide developments through regular System communications and support member libraries with role-specific advocacy training and materials when advocacy needs arise.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Directors, staff, and Trustees stay informed of local and statewide library developments through the weekly Director Briefing, the OWWL Post, and the quarterly Trustee Newsletter; Directors, staff, and Trustees have access to role-appropriate advocacy training and materials when needed; the System organizes and leads a Director contingent to Library Advocacy Day in Albany each year, advocating for state aid, construction aid, and statewide library initiatives, and continues to coordinate legislator relationships throughout the year.
- **Evaluation Method(s):** Director feedback; Trustee feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Weekly Director Briefing; regular OWWL Post staff communications; quarterly Trustee Newsletter; organizing and leading a System contingent of Directors to Library Advocacy Day to advocate for state aid, construction aid, and statewide library initiatives; in-district legislator visits; role-specific advocacy talking points and templates; System advisory committees, listservs, and social media coordination.

Goal 7: Collaborative Efforts with Other Library Systems and Organizations

- **Objective:** Work cooperatively with other public library systems, school library systems, and regional resource councils, particularly the Rochester Regional Library Council (RRLC), to expand resource-sharing and professional development opportunities beyond what the System can provide alone.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries benefit from resource-sharing and professional development opportunities made possible through inter-system cooperation, including expanded reciprocal digital lending content available to patrons through partner systems at no additional direct cost, and System trustees participate in the statewide Trustee Handbook Book Club alongside peers from other New York library systems; the System represents member interests on relevant regional and state committees.
- **Evaluation Method(s):** Annual System Satisfaction Survey.
- **Illustrative Activities:** Participation in RRLC grants and services; the Reciprocal Lending Agreement among OWWL and collaborating Systems, providing shared access to digital collections through OverDrive; joint continuing-education opportunities with other systems, such as Gather & Grow; participation in the statewide Trustee Handbook Book Club; regional and state committee representation.

Goal 8: Construction

- **Objective:** Administer the State Aid for Library Construction Program (Education Law §273-a) and support member libraries throughout the application and construction process, including facility prioritization guidance ensuring System residents have access to modern, accessible library buildings and high-speed broadband.
- **Year(s):** 1, 2, 3, 4, 5
- **Outcome(s):** Member libraries can pursue Construction Aid for accessibility, energy efficiency, and facility improvements; Directors have System support for navigating the application process, including Dormitory Authority of the State of New York (DASNY) bonding and prevailing wage requirements; the System continues to work toward awarding 100% of its Construction Aid allocation.
- **Evaluation Method(s):** Director feedback; Annual System Satisfaction Survey.
- **Illustrative Activities:** Annual information session on the application process and aid cycle; application-process support and DLD liaison for project completion/closeout; guidance on prevailing wage and DASNY bonding requirements; a vetted contractor list for member libraries in rural areas.