Strategic Plan FY2021-2025

June, 2019

Contents

Mission Statement:

NOBLE: The technology partner for libraries north of Boston.

Vision

The member libraries' vision of NOBLE is of an organization that binds together its members through technology, facilitation, professional development and advocacy.

The staff of NOBLE member libraries want to see NOBLE continue as a valuable resource and partner providing responsive and high-quality services, and open to new concepts while building on the existing traditions. Members want their strong relationship with NOBLE to continue and even expand by supporting and facilitating additional discussion groups as a way of examining and helping to address issues that many NOBLE libraries face on issues not primarily associated with technology, such as the current inclusive libraries and young adult discussion groups.

Current and reliable technology also continues to be a core part of the vision, both in maintaining and enhancing services currently provided. Users accessing the full range of information available in a one-search way is an oft-mentioned vision sought of NOBLE, including improved access on mobile devices. Users expect NOBLE to continue to advocate and collaborate to improve the Evergreen system on a national level and advocate with EBSCO and other services for improved service at a low cost.

NOBLE's position at the intersection of local (Evergreen), OverDrive and EBSCO resources (both network-wide and locally funded), statewide Cengage databases and OverDrive resource sharing and national initiatives such as the Digital Public Library and Internet Archive place NOBLE is a prime spot to bring disparate resources together in a more user-friendly presentation.

Expanded opportunities for professional development, both in-person and virtual, are also seen as a needed vision for the future.

Working together through NOBLE to communicate the value of libraries and represent libraries on a regional level, with statewide groups including the MBLC and on a national level with vendors and communities of libraries such as the Evergreen community is also seen as an important continuing role. Mining and presenting useful data on library usage also supports local and regional advocacy and improves management of resources.

Retaining and growing membership to bring in additional resources, funding and expertise is also an important part of the members' continuing vision of NOBLE sustainability.

Background Information

The North Of Boston Library Exchange, Inc. (NOBLE), directly serves twenty-six member library organizations in the northern suburbs and Boston proper. Twenty-four full members (17 public libraries, six college libraries and one private academy) one associate academic member and one special library associate member serve constituencies through 35 connected locations.

NOBLE libraries range in volume of physical holdings from nearly 300,000 items to 11,000. Public libraries range in size from 65,786 to 191,738 volumes, while college libraries range from 10,867 volumes to 286,131 volumes. Academic library members also have significant electronic collections, providing up to 600,000 additional titles. Turnover rates for public libraries' physical items range from 0.03 to 0.25.

NOBLE libraries have a total of 236,247 active borrower accounts. The biggest decade of birth of cardholders with date of birth information is the 1990s with 28%, followed by the 1980s with 17% and the 2000 decade with 15%.

A population of 578,642 residents and 42,032 students are served by NOBLE's member libraries through locations in 22 communities. Communities served by NOBLE libraries range from mid-sized cities through mid-sized towns, with the exception of a special library and college library in Boston. Public library operational costs per capita range from $12.58 to $64.48 according to Mass. Board of Library Commissioners 2017 statistics.

Of the academic libraries, three are part of the state higher education system (two community colleges and one state university), four are private four-year institutions and one is a private secondary academy. With the exception of a small art college, the member colleges offer a full range of programs.

NOBLE has a proven record and a demonstrated commitment to keep pace with technological changes to improve service to library users.

Services provided to full member and associate member libraries are a complete library management system, web catalog, access to over 4,000 full-text periodicals online through EBSCO, access to a shared OverDrive ebook and audiobook collection with just over 20,000 holdings, Internet services including a NOBLE web site, Google G Suite services, acquisitions software, serials management software, collection analysis and reports, access to statewide Commonwealth Catalog and OverDrive Reciprocal Lending, technical training, professional development, consulting and a Digital Heritage site supporting local online resources. NOBLE also provides outreach to library users through Facebook and other social networking services and provides NoveList NextReads newsletters with 26 regular email newsletters highlighting best sellers, and various genres of fiction and nonfiction, young readers lists and audio and ebooks.

NOBLE operates an Evergreen open source library management system and partici-pates with other networks in the Evergreen Development Initiative to support and

foster development of the Evergreen system. NOBLE headquarters and public libraries are connected via Comcast Internet services using telecommunications hardware, configuration and 24x7 monitoring by New Era Technology. Academic, special library members and one public library connect through their institutional Internet service.

Additional optional services include website hosting, onsite PC support, and group purchases of PCs and peripherals and Envisionware PC management systems.

The academic, public and special libraries of the North Of Boston Library Exchange, Inc., share unified bylaws, governing bodies, committees and network staff. The Meeting of the Members of the Corporation is comprised of the directors of the member libraries or their designee, each full member with one vote. The Members Meeting authorizes the annual budget and schedule of fees, establishes priorities for the network, approves policies and elects officers. Principal officers are President, Vice-President/President-Elect, Treasurer and Clerk.

Officers and at-large members constitute the Executive Board. The Executive Director is a non-voting member of the Executive Board. The Executive Board is responsible for administrative, budget and managerial matters, planning issues and personnel matters relating to NOBLE employees.

Network staff includes an Executive Director, a Member Services Manager, a Systems Manager, Catalog and Digital Librarian, Systems Support Specialist, PC Support Specialist, Technical Support Analyst, Database Support Analyst and Administrative Assistant. Staff is supplemented with part-time database and technical personnel.

All members share in network expenses for personnel, telecommunications, server maintenance, software development, database management, headquarters offices and professional and administrative support services. Each local library is responsible for acquiring and maintaining PCs and peripherals, and entering or providing basic biblio-graphic and item data. NOBLE library patrons are reciprocally served at all libraries, in accordance with state regulations. All NOBLE libraries are open to the public, and participate in interlibrary loan.

Doctoral research materials to children's picture books are available via resource sharing among NOBLE libraries, including 2.35 million books, over 100,000 audio recordings and 158,000 videos.

Over $24 million dollars worth of materials were shared among NOBLE libraries in FY2018 – 352,313 items sent to other libraries for local pickup, and 412,412 items borrowed in person at a NOBLE library other than their home library – cost-effectively meeting the needs of the over 500,000 members of our communities and academic institutions. Averaged out, that is over a million dollars of resources coming to each full NOBLE library member.

NOBLE was established to provide expanded resource sharing and has succeeded in a very significant way.

History

NOBLE has been serving libraries in the north of Boston and Boston area for almost 40 years, since 1980 when five public libraries – Beverly, Danvers, Lynnfield, Peabody and Wakefield – proposed to share an early CLSI automation system focused on circulation using short records and terminals to become the first network in Massachusetts.

The libraries provided their own technology and equipment without benefit of central staff guidance, with expertise contributed by the staff of the Peabody library in whose basement the computer system was housed. Peabody began using the system for daily circulation in February, 1980 with Lynnfield becoming the first remote library to go online in August, 1981, with Beverly, Peabody, Wakefield and Danvers following through 1982.

Other members:

> Lynn (1982 grant)
> Marblehead (1982 grant)
> Reading (1982 grant)
> Swampscott (1982 grant)
> North Shore Community College (1982 grant) [withdrew June, 2018]
> Endicott College (1983 grant)
> Montserrat School of Visual Art (now Montserrat College of Art) (1983 grant)
> Salem State College (now Salem State University) (1983 grant)
> Gordon College (1983 grant)
> Varian Associates Technical Library (1983 grant) [left 1986]
> Melrose (1984 grant)
> Gloucester (1984 grant)
> Stoneham (1984 grant)
> Everett (1986 grant)
> Salem (1986 grant)
> Saugus (1986 grant)
> Winthrop (1986 grant)
> Mass. Board of Library Commissioners library (1986 grant)
> Bunker Hill Community College (July, 1992)
> Middlesex Community College (July, 1992) [withdrew June, 2018]
> Revere (July, 1993)
> Bradford College (January, 2000) [closed May, 2000]
> Merrimack College (January, 2000)
> Northern Essex Community College (January, 2000)
> Phillips Academy (January, 2004)

As the network grew, a more defined organizational structure was essential. North Of Boston Library Exchange was incorporated as a non-profit in 1985 with Federal 501(c)(3) status granted by the Internal Revenue Service in 1986.

In 1986 a project was begun to convert existing incomplete hand-input bibliographic records to full MARC cataloging as part of an MBLC-grant funded project in conjunction with the Minuteman and MVLC networks to improve searching and provide the basis for an online catalog.

After operating as two separate but unconnected systems, NOBLE's academic and public systems were interconnected as part of a telecommunications system upgrade in 1988, enabling cross-searching to more easily foster resource sharing. A second search was still required.

NOBLE's two central sites were consolidated to one at North Shore Community College in Beverly in December, 1989, providing more efficient use of personnel and computer equipment to improve service and contain costs. The move coincided with a server upgrade for the public library system for faster parallel processing and greater reliability and improvements to the electrical infrastructure, including an uninterruptible power system. The academic system was similarly upgraded in August, 1990, to improve service to existing members and provide capacity for two additional community college members.

NOBLE was the first Massachusetts library network on the Internet, coming online in spring of 1993.

NOBLE moved to new, independent headquarters in leased space in Cherry Hill Corporate Center in June, 1994. Over 30 sites were reviewed before a committee decided on the Cherry Hill space in Danvers. In addition to a larger computer room with improved infrastructure, the new location included a training room, conference room and meeting room, collaborative work area and offices. Through several lease renewals, NOBLE remained in the original Cherry Hill Drive location for 24 years, until May, 2018.

Our search for a new central system begin in 1998 when it was learned that a considerable investment would be required to bring our existing Geac Plus library system to Year 2000 compatibility, coupled with a significant and problematic decline in the quality of the software provided by Geac.

Since software had advanced sufficiently to accommodate our academic and public libraries on a single system, a prime objective was to merge all of our libraries onto a single integrated system to facilitate resource sharing and contain costs. System Selection Working Groups were convened in FY1998 and FY1999. Our FY1998 LSTA grant application was not approved, but was funded the following year. In the second search we were required by terms of the grant to consider only client-server systems with PC workstations in place of terminals. In both searches, the Innovative Interfaces system was chosen as best for our situation, with the strongest track record of customer support and satisfaction.

The new Millennium system from Innovative was brought live on December 20, 1999, following an intensive training and data conversion schedule. Three area standalone

college libraries were also facing Y2K issues with their systems and joined NOBLE on our new system in January, 2000. The new system had new functionality available to our libraries, serials, acquisitions and imaging were implemented in 2002 and Patron API for authentication in 2006.

Through a FY2006 LSTA Open grant for $35,000, NOBLE became the first network in the state to implement federated searching. NOBLE's Super Search enabled searching of NOBLE's EBSCO and the state-funded Gale data databases in a single, deduplicated search.

In 2007 we implemented a new service, the NOBLE Digital Library, now NOBLE Digital Heritage, housed locally on a new server shared with our web servers funded by a donation from a local bank.

Frustration with the cost, slow pace of system development and bug fixes, the lack of interest in consortia issues and concerns about the corporate stability of system vendors in general, along with a realization of the growing maturity of open source library systems led Massachusetts networks to consider trying something similar to the state of Georgia's open source library system project here. Three networks, CW MARS, MVLC and NOBLE, pursued the project, securing a $412,000 LSTA grant from the Mass. Board of Library Commissioners in March, 2009, to fund a project coordinator, migration and development needed for Massachusetts libraries.

Based on a detailed review of Evergreen and Koha with local test systems, Evergreen was the unanimous choice, adopted by the membership of all three networks in the fall of 2009. After working to develop data schema that could be used by all three networks and cooperative development, training and multiple test migrations, the first network, MVLC, moved to Evergreen in late May, 2011. NOBLE and CW MARS followed on May 29, 2012.

Evergreen has delivered on giving us the ability to control ongoing costs and steer development to meet the needs of our libraries, offering greater financial, organizational and operational stability.

One year ago, on May 31, 2018, we moved from our original 26 Cherry Hill Drive location to our spectacular new 42A Cherry Hill Drive location, custom constructed to our requirements by the landlord at no charge with more favorable lease terms.

Through our unique structure, and the foresight and support of our member libraries, we work together to improve service cost-effectively. Academic and public librarians at every level share network governance, resources and knowledge to make NOBLE among the best in Massachusetts.

Needs Assessment

The primary, formal vehicle for gathering input for our strategic planning process was a meeting facilitated by Gregory Pronevitz, principal of Pronevitz Consulting. Greg Pronevitz is a library consultant who has worked with numerous libraries and library organizations on planning processes.

Greg has been in the library field for forty years, starting in academic and special libraries and later in not-for-profit library service agencies. Greg served as director of the Northeast Mass. Regional Library System (NMRLS). Most recently, he was executive director of the Massachusetts Library System. The MLS provides a wide range of services to all Massachusetts libraries including the statewide delivery service that exemplifies the extraordinary collaboration among libraries, automated networks, and MLS and is beloved by many library patrons. He retired from MLS last July to start a part-time library consulting business.

Following is the report and analysis of the meeting provided by Gregory Pronevitz.

Consultant's Report on the NOBLE Strategic Planning Members' Meeting

April 30, 2019 – 10:00 AM – 1:00 PM

NOBLE issued a call for proposals to identify a facilitator for a meeting of members to gather input for a new five-year strategic plan. Ron Gagnon, Executive Director, and I had telephone conversations after I was selected to facilitate. Ron shared information about previous strategic and action plans and discussed pertinent issues, e.g., the small but significant erosion of membership to the new academic consortium, HELM and the status of current services.

NOBLE scheduled and announced the meeting well in advance, inviting multiple representatives from all member libraries to participate.

I met with the management team, Ron, Elizabeth Thomsen, and Martha Driscoll, in advance of the members' meeting to review strategy and logistics for the day. The registration was strong, and we agreed that the group would need to be split up to allow wide member participation.

Attendees at the meeting numbered nearly 50 with representatives from nearly all member libraries. NOBLE staff divided the attendees into eight small groups in advance by assigning a group number to each individual. This allowed participation in manageable numbers in each exercise. The small groups were designed to avoid grouping staff from the same library together, to create a mix of public and academic libraries, and to mix up libraries by size. This step was aimed at bringing unfamiliar perspectives to the membership by ensuring that

they weren't only hearing from their closest peers. NOBLE staff set up chairs and flip charts for the groups in various parts of the office prior to the meeting to allow for conversation without the distracting noise that would have resulted from all groups meeting in one room.

The goal for the day was to gather member input for a five-year strategic plan (2021-2025) and to identify potential goals to include in the plan. NOBLE management and I designed the day's activities to allow for as much discussion and input from members as possible in a three-hour meeting. Ron Gagnon, Executive Director, kicked off the meeting and thanked attendees for their participation. Next, I welcomed everyone and introduced the first of three information gathering exercises. Linda Gardener, NOBLE President, thanked all participants at the closing.

Three Exercises

1. Identify library <u>opportunities</u> to enhance or add services and/or facilitate efficiency
2. <u>SOAR Analysis</u>-- NOBLE's Strengths, Opportunities, Aspirations, and desired Results
3. <u>Visioning for Success</u> exercise to describe and/or illustrate a picture of success based on the day's discussions

Attendees were engaged throughout the day. NOBLE management staff and I were available during the course of the day for questions and to observe. Thanks to NOBLE staffers: Ron, Martha, Christine Morgan, and Michele Morgan, who acted as scribes and reporters for the round robin SOAR exercise. The Meeting Notes in the next section have been edited to deduplicate, alphabetize, and clarify a few items. Martha transcribed notes during the reporting for the first exercise. Excerpts from her notes been added to the Meeting Notes and Commentary section. The original flip chart pages are at the NOBLE office and a verbatim transcription has been provided in an Excel spreadsheet that allows for sorting by category of seven identified potential goals.

Several things were apparent from the member discussions. First, NOBLE's reputation with the membership is very high, with many comments commending NOBLE staff and services. Maintaining this recognition and respect is incorporated into two goals below, i.e., continuity of quality services and strong member relations. Second, members had a strong interest in collaborating and working together and they made suggestions for NOBLE to facilitate community. This is included as a goal. Not surprisingly, technology was mentioned often, and the investigation and possible implementation of new or enhanced technology is a natural goal in the plan for a technology provider like NOBLE. More details on goal setting are included below in the Meeting Notes and Commentary section.

Seven Potential Goals

The day's discussions and brainstorming were designed to generate ideas and identify priorities for the upcoming five years. NOBLE management and I had a discussion after we'd all had a chance to review the many items listed by members during the meeting. We identified seven significant areas for organizational development. These are listed here as potential goals for NOBLE's five-year strategic plan.

1. Maintaining Continuity of High-Quality Services (Services)

2. Maintaining Strong Member/NOBLE Relations/Communications (Member Relations)

3. Building Community among Libraries (Community)

4. Investigating and Implementing Beneficial Technology Enhancements (Technology)

5. Enhancing Access to Valuable Data (Data)

6. Providing Fiscal Stewardship and Member Retention/Recruitment (Sustainability)

7. Supporting Accessibility and Diversity (Accessibility & Diversity)

I welcome your feedback and suggestions and thank you for providing me with this opportunity to work with NOBLE and its members.

Respectfully submitted,
Greg Pronevitz

Meeting Notes and Commentary

Commentary on Seven Potential Goals

I recommend that NOBLE consider seven goals for inclusion in its five-year strategic plan and I would like to elaborate these goals with commentary on possible activities and themes to bring them to fruition. I mention some examples but also recommend that NOBLE and stakeholders review the Members' Meeting notes themselves and refine the input in combination with other stated needs and desires to consider including other measures.

1. **Services** - Maintaining Continuity of High-Quality Services.

   The high level of esteem that members expressed about NOBLE, its staff, and its services is commendable and sets a high bar of member expectations. A number of steps were suggested by the membership that will facilitate achieving the goal of maintaining quality of services, such as continuing to be responsive to libraries' questions and issues and providing in-person and virtual professional development opportunities in pertinent areas. An area that is ripe for professional development was expressed in the Library Opportunities discussion, i.e., communicating the value of libraries (financial and intangible), community outreach, and promotion of services and databases.

2. **Member Relations** - Maintaining Strong Member/NOBLE Relations/Communications

   Among the Opportunities, Aspirations, and Results discussions were several ideas that could contribute to maintaining strong member relations and communications.

   Advocacy was mentioned by the membership in regard to the Evergreen community, vendor relations, and participation in statewide and national groups such as the Legislative Committee and the American Library Association. NOBLE is in a good position to advocate for its members in these and other venues.

   Online security is frequently in the news and NOBLE has the opportunity to lead in keeping its systems secure, verifying the security of third-party platforms, and keeping members informed about relevant online security threats.

   Member retention was mentioned several times as a desirable future. Good member relations will support this. See further elaboration under the Sustainability goal.

3. **Community Building** - Building Community among Libraries

   Suggestions and ideas related to library community were repeated often during the Members' Meeting. It was also implied in two of the visioning exercise reports.

   I was struck by the strong community cohesion expressed in the comments about the membership. While paradoxical, they reflected success in community building such as

these three strengths related to member libraries: diversity of types of libraries, libraries all serve similar population sizes, and similar-sized libraries provide a more democratic process, when, in fact, NOBLE public libraries serve communities that range in population from about 12,000-90,000.

There were many ideas expressed about members working together on pertinent topics and types of working/small groups. Identification of common interests and facilitation of communications seems to be a natural role for NOBLE, perhaps governed by a steering committee of members to maintain member focus and avoid adding more responsibilities to NOBLE staffers' jobs.

4. **Technology** - Investigating and Implementing Beneficial Technology Enhancements

It was not surprising that technology was a repeated theme during the Members' Meeting because NOBLE is a technology provider. Four groups focused on technology solutions in the Visioning for Success exercise. And it was not surprising that simplified integrated search of multiple resources was repeated as a desirable goal. Simplified search is a common goal for librarians. NOBLE, again, is the ideal organization to investigate options for this and other desirable technologies on behalf in the membership because of its central role in providing the integrated library system, EBSCO services, digital library services, and its understanding of other abundant available resources such as the statewide databases. Similarly, a NOBLE app or Mobile app was suggested and deserves consideration.

Technology solutions for accessibility was another repeated theme; two examples were to support languages and visual impairment. Both are worthy of consideration.

Members trust NOBLE to provide thoughtful analysis and careful implementation of new technology on their behalf and this goal suggests that NOBLE continue doing so including continuing its leading role in the Evergreen community.

5. **Data** - Enhancing Access to Valuable Data

Members commented on the NOBLE dashboard as a valuable data source and suggested that collecting and analyzing additional data, including local data, would add to the value. Group 3 focused on data in its Visioning for Success exercise.

Assisting members with collection and availability of NOBLE-derived and locally-derived data also supports a stated desire to demonstrate the value of libraries.

6. **Sustainability** - Providing Fiscal Stewardship and Member Retention/Recruitment

Sustainability is essential for consortial success. It is also a widespread challenge among consortia. While members discussed NOBLE's fiscal stability and encouraged strengthening it, the potential loss of additional members, particularly to HELM, exists.

Academic libraries that are under strong fiscal pressures may consider lower cost options. NOBLE members' loyalty to top-notch services and staff resources along with the strong

library community will help alleviate this. NOBLE needs to continue providing this level of service. An analysis of the cost and value of services to various types and sizes of libraries could prove useful if it could demonstrate and justify cost differentiation availability to lighter users of service that could benefit libraries under fiscal pressures.

The opportunity to expand membership within NOBLE's traditional member base and territory is limited. One participant suggested grants to help with startup costs for new members as a valuable tool to expand the membership base. One way to look at temporary price flexibility to ease startup costs which may seem in conflict with equity is to consider the big picture and a five-year sustainability plan and how it will benefit all members in the long run.

Other potential steps to expand include looking outside the traditional geography and type of library. Geographical proximity is no longer required for most resource sharing with the availability of statewide delivery. There may be a niche that would be a good fit for the NOBLE community, e.g., selected private and/or public schools.

Additional potential measures to strengthen sustainability include grant seeking for short-term or startup projects, supporting and encouraging member advocacy for state funding that supports NOBLE and members, and seeking new revenue sources. Many library consortia rely on revenue from discount programs and other services for operating income. These should be considered if long-term sustainability could be supported.

The longevity and strong experience of NOBLE management and staff is a great strength. Succession planning was mentioned in the brainstorming. Having a plan for succession with well-documented organizational processes and policies and assuring members that no single individual is irreplaceable would be a realistic step and an appropriate sustainability measure.

7. **Accessibility & Diversity** - Supporting Accessibility and Diversity

This goal is exemplified by the stated opportunity, "More inclusive in an intentional way." Several other ideas regarding libraries working together on topics in these areas were also mentioned, e.g., opioids, homelessness, etc. Members also stated the need for serving various language groups and disabilities with technology. As NOBLE is expert in analyzing and implementing technology, fostering technology solutions and leading community dialog around these issues is desirable.

Alternative Expression of Seven Goals

These seven goals could also be combined and include subgroups, if preferred by NOBLE. One possible example:

1. Services
   - Technology
   - Data
   - Accessibility & Diversity

2. Member Relations
    - Community Building
3. Sustainability

Goals, FY2021-2025

1. Provide high-quality services to our member libraries, staff and users.

Responsiveness, quality of service, support, continuing education and technology leadership will be maintained through a staff of adequate size that is well-trained, equipped with current tools, facilities, learning opportunities and knowledge, and competitive compensation.

2. Sustain strong member relations and community among participating libraries.

Work with member libraries through committees, working groups, roundtables and discussion groups and virtual and in-person formats to achieve mutual goals and shared objectives. Advocate with vendors, user groups and the open source community to further NOBLE goals and explore business opportunities and models. Collaborate with the networks, the Mass. Library System, the Mass. Board of Library Commissioners, library associations, Digital Commonwealth, Digital Public Library of America, Internet Archive, news media and members to advance the future of libraries in our area. Work with the Membership and Executive Board to guide NOBLE's future directions and keep libraries informed of current and planned initiatives,

3. Enhance the library management system and related technology.

Maintain and improve core NOBLE services, including the library management system and related technology, electronic resources, Digital Heritage, web and social media services to assist our member libraries to serve their users. Investigate, test and highlight new technologies through demonstrations, meetings and trials. Information and input will be exchanged with staff through a variety of formats and channels.

4. Enhance access to management data.

Improve access to management statistics through automated reports, an improved custom reports interface and automated ongoing accessibility of current data. Advocate for improved data reporting from partner vendors and privacy of user data.

5. Provide strong fiscal stewardship.

Being mindful of the declining demographics faced by our academic members and aware of the fiscal constraints experienced by our municipalities, NOBLE will seek to contain costs and seek additional funding beyond our membership or from within our membership via a la carte options. Advocate to retain and increase federal and state funding and partake of grant opportunities that may be available. Have information available for any potential members and support existing members in reaching out to their colleague libraries. Work with vendors for creative pricing options and group pricing.

6. Improve accessibility and inclusivity in NOBLE services and assist libraries in improving accessibility and inclusivity.

Seek to assure that NOBLE services are accessible to all. Facilitate discussions, cooperative ventures and information and resource sharing. Work with the Evergreen community and vendor partners.

Plan Methodology

The Executive Board of NOBLE is serving as the long-range planning committee for this update of our Strategic Plan.

The Executive Board consists of the five officers of NOBLE: President Linda C. W. Gardener of the Melrose Public Library, Vice-President/President Elect Kathryn Geoffrion-Scannell of McQuade Library at Merrimack College, Treasurer Myron Schirer-Suter of the Jenks Library at Gordon College, and Clerk Diane Wallace of the Winthrop Public Library, all elected by the Members of the Corporation. The officers are augmented by five at-large members of the Executive Board: Brian Courtemanche of the Halle Library at Endicott College, Mike Hearn of the Bentley Library at Northern Essex Community College, Theresa Hurley of the Lynn Public Library, Amy Lannon of the Reading Public Library and Patricia Rogers of the Abbot Public Library in Marblehead. The Executive Director, Ronald Gagnon, serves as an ex-officio member of Executive Board.

In the winter, it was decided we would follow precedent and gather member library input at a large-group meeting using an outside facilitator. Three facilitators who had done similar work for other Mass. networks and local libraries were recommended by Executive Board for consideration. Gregory Pronevitz was selected for his knowledge and experience in the Massachusetts library community. The meeting was held on April 30 at NOBLE and attended by 50 library directors and key library staff members.

The report compiled by Greg Pronevitz is contained within the Needs Assessment portion of this plan, with additional detail in the Apprendix.

Based on input from the meeting, NOBLE's management team developed a set of goals and long-range objectives that were presented to Executive Board.

The Board also reaffirmed continuing our mission statement which is effective for it is easily remembered and understood.

The complete long-range plan was unanimously approved at the NOBLE Executive Board meeting of May 29, 2019 and recommended to Membership. The plan was unanimously approved by Membership at our Annual Meeting on June 6, 2019.

Technology Upgrades

Supporting technology for our member libraries is our main service, and to do so requires hardware and related devices and services needing regular upgrading for reliability, currency, security and good response time. A good technology infrastructure helps our libraries, their staff and NOBLE staff to provide the best services most efficiently.

Evergreen

Our Evergreen library management system operates on a multi-server platform with 10 Dell servers. Most of the original servers acquired in spring 2011 have been replaced, as mission-critical servers should be replaced about every five years, with longer life possible for less mission-critical hardware. The production system is supplemented by four training and testing systems also on smaller or older Dell servers.

The Evergreen hardware will need to be incrementally upgraded during the life of this plan. Key parts of the Evergreen system were upgraded in 2016, so will need to be upgraded midway through the plan period, which could also drive the hosting decision. We will need to continue to explore and consider moving to a cloud or hosted-elsewhere solution before the next lease renewal date of August, 2023. Research thus far with Equinox and MOBIUS has produced solutions that would cost far more than local hosting. Housing our system requires a computer room with its own climate control and power conditioning/backup systems which can be difficult to accommodate in normal office space options, limiting our office location options and increasing the difficulty and cost should a move become necessary at that time.

Web Server

NOBLE must also plan to maintain the currency of our Web/Digital Heritage server. Both servers are well-used by our member libraries. In addition to NOBLE's public and Staff Information System web sites, 18 member libraries host their web sites or provide other information via NOBLE's Web server. In addition, the web server hosts the NOBLE Digital Heritage collection hosting exhibits for 17 libraries and containing over 6,000 items. A new server was acquired in the spring of 2019, so should be considered for replacement near the end of this plan period.

Telecommunications Equipment

The routers in connected libraries that form the backbone of our telecommunications network were installed in 2011, and will need to be replaced during this planning period, as they will be end-of-life on September 30, 2023. Libraries depend on the network equipment for access to the catalog, electronic resources and the Internet.

Central site telecommunications equipment provides library service 24 x 7 to users outside the library as well. Our Cisco 3945 central site router was replaced in

July, 2015, and will be end-of-life on December 31, 2022. Our ASA 5525 firewall was replaced in June, 2016. One of our gigabit switches became end-of-life on July 1, 2018, and is in need of replacement; the other two will be end-of-life on April 30, 2022, and will need to be replaced during this planning period. As technology and particularly security demands increase quickly, we must plan for the replacement of our network equipment to accommodate new technologies and bandwidth demands.

End-of-Life Announced Telecommunications Equipment:

Equipment	Replace by…	Cost at original acquisition (installation extra)
Central switches (one 48-port)	Now	$10,900
Central switches (two 24-port)	April 30, 2022	$2,800 each
Central router	December 31, 2022	$6,500
Library routers (twenty)	September 30, 2023	$1,500 each

Desktop Equipment

Desktop PCs/laptops will also need to be upgraded regularly. We plan to replace 20% of staff desktop machines every year. The biggest cost in this area is simultaneously upgrading the 12 PCs in our training room which were last replaced as part of our move in the summer of 2018 with MBLC Infrastructure funding and so will need to be considered for replacement near the end of this planning period. We may need to invest again in a collection of mobile devices to stay current as Evergreen and other services move to mobile apps.

Connectivity

Our conversion to Comcast business class Internet service in 2011 for public libraries and conversion to Comcast Metro Ethernet at NOBLE allows us growth in capacity, both as Comcast increases business class service to stay competitive as well as paid capacity upgrades if needed.

Power Equipment

Our uninterruptible power system (power conditioner and short battery backup) was replaced as part of our move project in May, 2018, and should be good for the life of this plan. Our natural gas powered generator dates to 2016 and with continuing maintenance should also be fine for the life of this plan.

Funding Sources

Infrastructure funding sources include annual funding from the Mass. Board of Library Commissioners, NOBLE's capital fund and funding from NOBLE's annual budgets.

Financial Plan

A high level of service at a minimal cost and future security for our organization is the goal of our financial planning.

Operating Funds

The loss of two full members at the end of FY2018 eliminated $85,238 in direct income for FY2019, a reduction of 7.3% in operating income. Through cost-cutting we were able to reduce the impact on remaining libraries' assessments to an increase of 2.5% for FY2019, followed by no increase for FY2020, a total of 2.5% over the past two years. For comparison, the Boston area inflation rate for the past two years was 5.6%, so despite the loss of members we were able to contain increases to less than half the rate of inflation.

Cost reductions included changing our bibliographic cataloging service from OCLC to SkyRiver and eliminating ongoing Evergreen software maintenance with time and materials billing.

Capital and Contingency Funds

NOBLE has been successful in maintaining a healthy balance in our capital funds. We drew on $57,000 in capital and MBLC Infrastructure to complete our move to new quarters at the end of May, 2018, and upgrade our technical infrastructure at the new location. We replaced our uninterruptible power system (UPS) which shields our servers from power fluctuations and provides power to bridge the gaps between a blackout and the switch to our generator. We completed other server room improvements and upgraded our audio-visual system in our new combined meeting and training room and our larger conference room to improve the meeting and instruction experience for our members. As of the end of FY2019, our capital balance is $878,533.75.

The Mass. Board of Library Commissioners has eliminated the use of Library Services and Technology Act (LSTA) funding for network infrastructure upgrades in favor of annual infrastructure funding provided through the MBLC's state budget allocation. This simplifies the process of infrastructure support, since the funds can be accumulated for a large project or spent on a wider range of smaller ones, though it does expose the funding to the vagaries of the Mass. budget process from year-to-year.

NOBLE has set aside contingency funding to cover approximately six months operations as recommended by our auditor, a standard figure for non-profit organizations.

NOBLE's capital and contingency funds are presently invested in a series of investments principally at Beverly Bank in a money-market account and two certificates of deposit which have seen rates rising over the past few years after a

period of extremely low interest rates. We also have approximately $137,000 invested in each of two conservative mutual funds, Fidelity Real Estate Income Fund and the Vanguard Wellesley Fund.

In 1994, NOBLE expended approximately $200,000 on site relocation to our first independent location in Cherry Hill Park in Danvers. NOBLE renewed our lease at Cherry Hill in 1999 for an additional seven years, capitalizing on the prior site investments with only some minor alterations required. We again renewed our lease at Cherry Hill Corporate Center in 2010 and 2016 for an additional five years through May 31, 2021. However, in late 2017 we were approached by our new landlord, R.J. Kelly, to consider a move to a different space in the same building, as another tenant who already surrounded our old space was interested in expanding. To facilitate our move, the new space was completed renovated to NOBLE requirements at no cost to us, with savings on our rent, and new five-year lease running through August, 2023, saving us hundreds of thousands of dollars.

Safeguards

Our finances are audited annually by a certified public accountant with experience in federal and state funding. Our auditor, Robert J. Guimond, has worked with us to structure our financial procedures so that responsibility for NOBLE's finances is spread among staff members and officers for greater security and protection against fraud. In addition, NOBLE staff and officers are bonded to safeguard our finances.

Future

NOBLE

Due to the foresight of the Mass. Board of Library Commissioners 30 years ago, all the state's networks have been fortunate to have much of our system capital costs funded by Federal and state funds administered by the MBLC as an investment to foster interlibrary cooperation and resource sharing. With increasing deficits and budget reductions at the Federal level, and wide funding swings at the state level, it is imperative that NOBLE prepare to be more self-sufficient for future capital outlays.

In addition to maintaining a healthy capital account, NOBLE will seek grant funding independently of the traditional MBLC channels where possible, including local and national foundations and governmental programs for NOBLE projects, when specific, salable projects can be identified with sufficient lead time. NOBLE will also partner with groups of member libraries to seek special project funding. However, searching for grants, applying, coordinating and reporting place increased demands on NOBLE staff.

NOBLE and our libraries must continue to support the efforts of the Mass. Library Association to restore and improve state funding to beyond the FY2001 levels, toward which progess has finally been made in the current two funding years. .

Libraries

Financial difficulties within NOBLE libraries also bring a financial challenge to NOBLE and our members.

Declining birth rates since the 2009 recession are continuing, posing a challenge for all colleges and universities as they compete for a shrinking pool of prospective students. Many smaller colleges are heavily dependent on tuition to fund their operations, and given the demographics the outlook for such institutions is not good.

Public library communities continue to deal with Proposition 2½ limits, which combined with other increasing demands at the local level and variable at best state funding present a significant challenge to adequate funding of many NOBLE public libraries. The libraries are competing with other municipal departments for a limited pool of funding complicated by increasing demands to fund employee health costs and retirements.

Continuing as a credible technology partner for our members in a time of increasing technological development and change will require a continued and expanded investment in staff to keep NOBLE and our libraries current and viable participants in providing responsible and up-to-date service to constituents. More products are being introduced at an ever-increasing pace. Gone are the days when a limited number of partner vendors gradually introduced enhancements. Today products are being developed quickly and distributed via the Web by small startups and major players in the information industry but often outside of the traditional library vendors. Use of other than traditional library vendors can help to make our libraries and services move findable to our users and potential users on the Web.

More staff time will be required to find out about, research and implement new products, and to safely and effectively interface them with our core systems, meeting our libraries' stated need for more and quicker technology support. The time spent in investigation by NOBLE can be a saving for member libraries as they consider new products. Additional software and software gateways will be needed for existing systems to keep them current and to accommodate the new third-party products.

Increasing reports of computer system hacking also requires greater expense in a secure and safeguarded network and server installation.

NOBLE will also continue to work with member libraries and related organizations to seek out mutually beneficial opportunities to provide more optional services cost-effectively, including outsourcing opportunities and group purchases. Recent examples include RedLink and additional non-database EBSCO services.

Membership Pricing Structure

NOBLE has two principal forms of membership, full membership and associate membership. A subcategory of full membership has been defined for school systems, as well as a small library membership category.

NOBLE is run in a frugal manner. From FY2006 through FY2018 NOBLE's annual costs increased a total of 10.4% while in the same years the Boston consumer price index increased 25.9%. For the most recent three fiscal years, NOBLE costs have increased a total of 2.5%

The cost of full membership is determined annually by dividing the cost of NOBLE operations into three components -- 75% of NOBLE's operating cost is divided equally among full members, 12.5% is divided by the number of active users and 12.5% is divided by the average of the past three years circulation. The formula, passed in 2012 and effective with the FY2014 budget and assessments, replaced one based on simultaneous staff users that had been in place for over a decade but no longer had any meaning with an open source system.

Though not a recognized membership category, NOBLE does have an "affiliate" member, the Professional Library of the Massachusetts Board of Library Commissioners. The cost of this membership is decided annually, based on past charges and the rate change faced by full members.

Access to a comprehensive package of EBSCO databases is provided to all full members at a significantly-discounted, group purchase rate. Over 4,000 full-text periodicals are provided, covering general interest, business, consumer health and allied health areas. Additional databases are optionally available from EBSCO through NOBLE at a significant discount. Members also participate in shared OverDrive collection of ebooks, audiobooks and magazines, with an option for additional locally-funded purchases with local priority and page curation via the Advantage Plus program.

School systems may join as a system for the standard membership fees and all of the attendant privileges. One school is entitled to NOBLE services for the initial membership fee with additional schools within the system charged at the rate for branch libraries.

Associate memberships are designed for small libraries with a collection of fewer than 15,000 items. At a reduced cost, associate members are non-voting participants, agree to enter all new acquisitions and convert existing collections within three years and are eligible for training and other NOBLE sessions.

Other optional services include onsite PC support, web site hosting, PC and printing management software, RedLink, Wowbrary and additional EBSCO databases at consortium rates. NOBLE also conducts group purchases of hardware and peripherals for members.

NOBLE Member Libraries

As of June, 2019

Public Libraries, full members:

Beverly Public Library,
32 Essex Street, Beverly, MA 01915

> Branch:
> Beverly Farms Branch Library
> 24 Vine Street, Beverly, MA 01915

> Bookmobile

Peabody Institute Library,
15 Sylvan Street, Danvers, MA 01923

Parlin Memorial Library,
410 Broadway, Everett, MA 02149

> Branch:
> Shute Memorial Library,
> 781 Broadway, Everett, MA 02149

Sawyer Free Library,
2 Dale Avenue, Gloucester, MA 01930

Lynn Public Library,
5 North Common Street, Lynn, MA 01902

Lynnfield Public Library,
18 Summer Street, Lynnfield, MA 01940

Abbot Public Library,
235 Pleasant Street, Marblehead, MA 01945

Melrose Public Library,
69 West Emerson Street, Melrose, MA 02176

Peabody Institute Library,
82 Main Street, Peabody, MA 01960

Branches:
South Branch Library,
78 Lynn Street, Peabody, MA 01960

West Branch Library,
603 Lowell Street, Peabody, MA 01960

Reading Public Library,
64 Middlesex Avenue, Reading, MA 01867-2550

Revere Public Library,
179 Beach Street, Revere, MA 02151

Salem Public Library,
370 Essex Street, Salem, MA 01970

Saugus Public Library,
295 Central Street, Saugus, MA 01906

Stoneham Public Library,
431 Main Street, Stoneham, MA 02180

Swampscott Public Library,
61 Burrill Street, Swampscott, MA 01907

Lucius Beebe Memorial Library,
345 Main Street, Wakefield, MA 01880

Winthrop Public Library,
2 Metcalf Square, Winthrop, MA 02152

Special library, affiliate member:

Mass. Board of Library Commissioners - Professional Library
98 North Washington Street, Suite 401, Boston, MA 02215-2002

Academic Library, associate member:

Montserrat College of Art, Scott Library
23 Essex Street, Beverly, MA 01915

Academic Libraries, full members:

Bunker Hill Community College Library
250 New Rutherford Avenue, Boston, MA 02129

Endicott College, Halle Library
376 Hale Street, Beverly, MA 01915

Gordon College, Jenks Library
255 Grapevine Road, Wenham, MA 01984

Merrimack College, McQuade Library
315 Turnpike Street, North Andover, MA 01845

Northern Essex Community College, Bentley Library
100 Elliott St., Haverhill, MA 01830-2306

    Branch campus with library:
    Lawrence Campus Library
    45 Franklin St., Lawrence, MA 01840-1121

Phillips Academy, Oliver Wendell Holmes Library
Andover MA 01810-4161

Salem State University, Berry Library
352 Lafayette Street, Salem, MA 01970

Appendix

Data from Strategic Planning Meeting, April 30, 2019

Part 1-Identification of Library Opportunities

This exercise was designed to spawn discussion about future possibilities for libraries, their staff, and patrons. While NOBLE was undoubtedly on some members' minds, the exercise was intended to focus on the libraries.

Underlined items in the reports are related to the seven potential goal areas suggested in the April 30, 2019 Strategic Planning Members' Meeting.

An opportunity for NOBLE to connect with and facilitate collaboration is presented by some of the recurring themes mentioned in the library opportunities reporting which included:

1. Engaging with and communications with the community
2. Demonstrating the value of the library

Notes from Small Groups

Group 1
- Demonstrating our worth to the community/stakeholders
- More community engagement, partnerships, and collaboration
- Respond quickly to changes in our user group/community (grad students, new arrivals in town)

Group 2
- Accessibility in physical and digital spaces
- Points of access outside library - pop-ups
- User centric
- Web client - enhanced outreach
- Community awareness

Group 3
- Communication, value, and worth
- Flexible and adaptable
  - job description
  - services
  - perspectives
  - planning
  - partnerships
  - mission

Group 4
- What do libraries do?
- central location for literacy, local history, community
- define what a library should be, then be that
- work with school dept.

- educate people - readers advisory, information literacy

Group 5
- Leverage special collections and spaces to meet particular needs of patrons
- Libraries have different patrons and needs
- Outreach, engage with community

Group 6
- Positive Public Perception
- Resource Sharing opportunities
  - Electronic
  - Analog
  - Group Purchasing
  - not necessarily through NOBLE (YA group)
  - regional - neighboring communities work together Saugus-Lynn
  - Programming and services are different among libraries, have own niche. Combine services to do more whether it is talent, space, etc.
  - Sharing best practices - look outward to see what others do and find new efficiencies

- @/IN NOBLE
- Regional

Group 7
- New leadership - staff changing at libraries and in city/town government
  - chance to re-introduce them to library services
- New physical spaces
  - what do they mean, what should they mean?
  - what about virtual/tech/patron space?
  - Some users are on the other side of the world
- New partnerships

Group 8
- Ability to offer more Tech opportunities - be a resource for everyone in the community at all levels (beginner to advanced) (cell phone, printer support, other tech)
- Resource hub to be a resource for all levels of public and staff
- Promote underused database resources - market to the person who needs it
- Patron will Google - how to get them to better resources (medical resources, research for paper)

Part 2 – (SOAR Analysis) – Strengths, Opportunities, Aspirations, and Desired Results

The SOAR analysis was designed to bring the members' thinking to NOBLE as an organization and to brainstorm on the four topics in a round-robin system in which four separate groups added to each list. The notes below have been edited slightly to combine identical and nearly identical statements. Some language has been modified for clarity. Numbers following statements indicate that a member of a subsequent group working on a topic wished to support and/or restate the statement. A second, verbatim transcription of the flip chart pages is available in a spreadsheet that is sortable by the relationship of statements to the seven goals.

Part 2 – SOAR Analysis - Strengths

Ability to manage projects
Ability to negotiate with vendors for best deal
Adaptable
Anticipation of future needs/trends
Approachable, available for any questions
Calm problem solver
Clear presentation, cooperation
Connectedness
Consortial licensing
Consortium pricing (hardware)
Cost effectiveness/sharing
Cutting edge/not bleeding edge – Beta testers of new . . .
Dashboard/Data management
Diversity of collections
Diversity of types of libraries
Drive change in a positive way
EBSCO Databases in addition to MLS resources
EBSCO deal
Emotional Camaraderie
Enthusiasm and buy in
Facilitates collaboration among member libraries
Fiscally sound
G-Suite
Good reputation with public
Good communication – always in the loop, transparency
Good listeners
Good training facility
Good trickle down, helps libraries communicate with patrons
Handle change in increments

Help members realize aspirations
High standards for new features
Implement change in a deliberate manner
In touch with end user experience
IT support
Lack of road blocks
Lead use of Evergreen for member libraries
Leveraging new services, e.g., credit card payment

Member Libraries
    All serve similar population size,
    Mix of member libraries
    Similar sized libraries provide more
    Democratic process
    Public and academic
Libraries/working groups respect and address concerns of all libraries
Longevity/Institutional memory
Looks outside for inspiration/information – not insular
Member driven
Nice office
"NOBLE" is an identity and forward-thinking name
NOBLE leverages voice of libraries to vendors
Overdrive sharing adoption
PC Support – staff value
People!
Reports/Statistics availability
Reputation as best network in the state
Resource sharing
Respect for all questions
Responsive

Retention of staff, stability, knowledge
Size just right
So much not a vendor
Solid leading
Staff/Support
Steadily moving forward
Tech support
Training opportunities
Transparency, lack of drama
Trustworthiness

Value for dollar-good ROI
Value input of libraries
Willingness to change and innovate
Willingness to cooperate
Willingness to support (new directors' group, etc.)
Willingness to try new things in balanced way
Working groups
World leader (Evergreen)

Part 2 – SOAR Analysis – Opportunities

Advocate with publishers, Amazon

Affordable way to have pop-up libraries in community

Are we thinking like an 18-year old? Like button, Touch screen, Hip

Better utilize non-fiction collectively

Bring in new libraries

Collaborate with other networks, e.g., MVLC and Boston

Communication/collaboration among libraries - Director lunch, Library of the month – to get to know their strengths

Community building across generations

Community space

Continuing education for staff-Search catalog, Refreshers

Control costs to member libraries

Creative ways to fund—grants get new members who can't afford

Dashboard -- more stuff, also add library specific data OCLC - 2

Discovery layer to find resources

Electronic vendors separate better search across/consortia purchase

Evergreen handle museum passes

Expand access

Expertise directory

Fear of change

Find patron needs

Fiscal responsibility – sharing resources

How should libraries' staff to help NOBLE-Technology competence, Mentoring, What skills to fill locally vs. rely on NOBLE

How to address opioid crisis

How will libraries respond to trends?

If libraries know more, NOBLE can do more

IT welcome to NOBLE

Itemized cost of NOBLE

Knowledge base for staff to search

Less silo between school/public/special libraries (academic?)

Less wait time for e-book, audiobook, children's titles-not enough checkouts

Library crawl

Library school partnership

Make Evergreen simple for patrons

Make it easier to get a library card, e-card, remote sign-up - 2

Marketing expertise – partner with experts

Mascot

Mobile app

More always available e-content

More consortia-wide online resources

More funding

More inclusive in intentional way

More integration with social media

More interest groups meet at libraries – YA, Library of things, Technology, Collections, Maker space

More options for streaming, e.g., music and video – 2

More time

Mystery shoppers go to libraries

NOBLE become more aware of who patrons are and what their needs are

NOBLE handle everything

NOBLE see trends in data and communicate

Opportunities to leverage data

PC support – weekend support

Place to share flyers – multilingual

Promote databases group – 1

Realize our aspirations

Security

Serving multiple languages – catalog

Shadow staff at other libraries

Share cost of programs

Sharing best practices

Succession planning – 2

Swap librarians with other networks (city—country)

Troubleshooting guide

Vision problems and catalog

Web and technical expertise-How to acquire

Weekend support

What projects is NOBLE working on?-Roadmap, Newsletter, What projects at other libraries

Young people know social media-make services available, more intuitive

Part 2 – SOAR Analysis – Aspirations

Add, language catalog
Continue with responding to diverse needs – 1
Cooperative consortial promotion
Customer service training
Customization of services – 1
Customize dashboard – upload data
Digital content development
Discovery system for all libraries – 2
Ease of access for data – 1
Equal access for all – 1
Expand consortium level databases – 1
Expand resource sharing – 1
Foster cooperation and camaraderie
Help keep libraries relevant and vital
Help share library's experience and knowledge
Increase membership
Leader in Evergreen community – 1
Maintain human touch
Maintain leadership strength
Maintain reputation
Marketing databases to patrons
Mascot
Mobile app
Model for other consortia
NOBLE becomes network of choice
NOBLE's continued leadership in technology – 1
Patterns of success beyond collections – 1
Raising NOBLE's profile
Resources for addressing social issues at libraries
Retention policy
Seamless access
Sharing ideas among libraries
Single Sign On
Staff training and development
Stay strong fiscally
Stay true to service mission – 1
Succession planning at NOBLE
Supports in place for new NOBLE staff
Swag

Part 2 – SOAR Analysis – Results

Annual focus groups on satisfaction of libraries with NOBLE
- Directors primarily
- Consultant – same every time, not necessarily librarian, to balance stats with conversation

Attract new member libraries

Benchmark for reduced wait times and in general – measurement standard

Central portal to variety of electronic resources and info (discovery), more accessible

Compare with other consortia – staff, funding

Continue NOBLE advocacy and involvement (ALA, Legislative Committee, etc.) for members

Continue/expand small working groups, e.g., YA. Inclusive group provide support, facilitate

Creatively address issues, every member continues to feel valued

Discovery service – single portal

Exist-consistent service

Expand small working groups, technology, things, makerspace, community outreach and engagement, addressing social issues, drug, homelessness, hunger, grandparenting, veterans, collective wisdom of group (Lindsay)

Fiscal strength – tangible symbol, solvent, money in the bank, consistent solvency

Group licenses to save $ - best value to library – bigger picture of working together – easier to sell

Increase statistical measures (patrons, usage)

Less dependence on 3rd party vendors. More under umbrella, fewer platforms, one access but choices to be different, opt-in, more management by NOBLE, more integrated

Meet/visit other libraries, host meetings. See other libraries learn.

More focus on kids – early literacy – catalog – databases, etc.

NOBLE app – mobile

NOBLE continues academic-public partnership

NOBLE responsive to library questions and issues – quick

Patrons feel confident using resources

Patrons know part of NOBLE

Professional development – NOBLE and elsewhere – keep staff current and engaged

Rely on NOBLE to introduce new things, set agenda

Retain current members

Satisfaction of public with NOBLE (public identifies with consortium more)

Shorter wait times for resources (items, ebooks)

Staff feels confident of NOBLE rules and EG operations – uniform thru network

Stakeholders happy?

Success – a good return on investment

Success=being prepared for anything

Virtual training – more staff participating is a measure of success

When NOBLE is gold standard and other libraries want to join

Part 3 – Visioning for Success

This exercise was developed to encourage members to consider all topics from the day's conversations and describe a specific success possibility in words or illustration. Groups One and Two focused on the relationships of NOBLE, members, and stakeholders. Group Three described the use of enriched data and dashboard. Four groups focused on technology and access to NOBLE services online. One group discussed the process of prioritization among members and NOBLE.
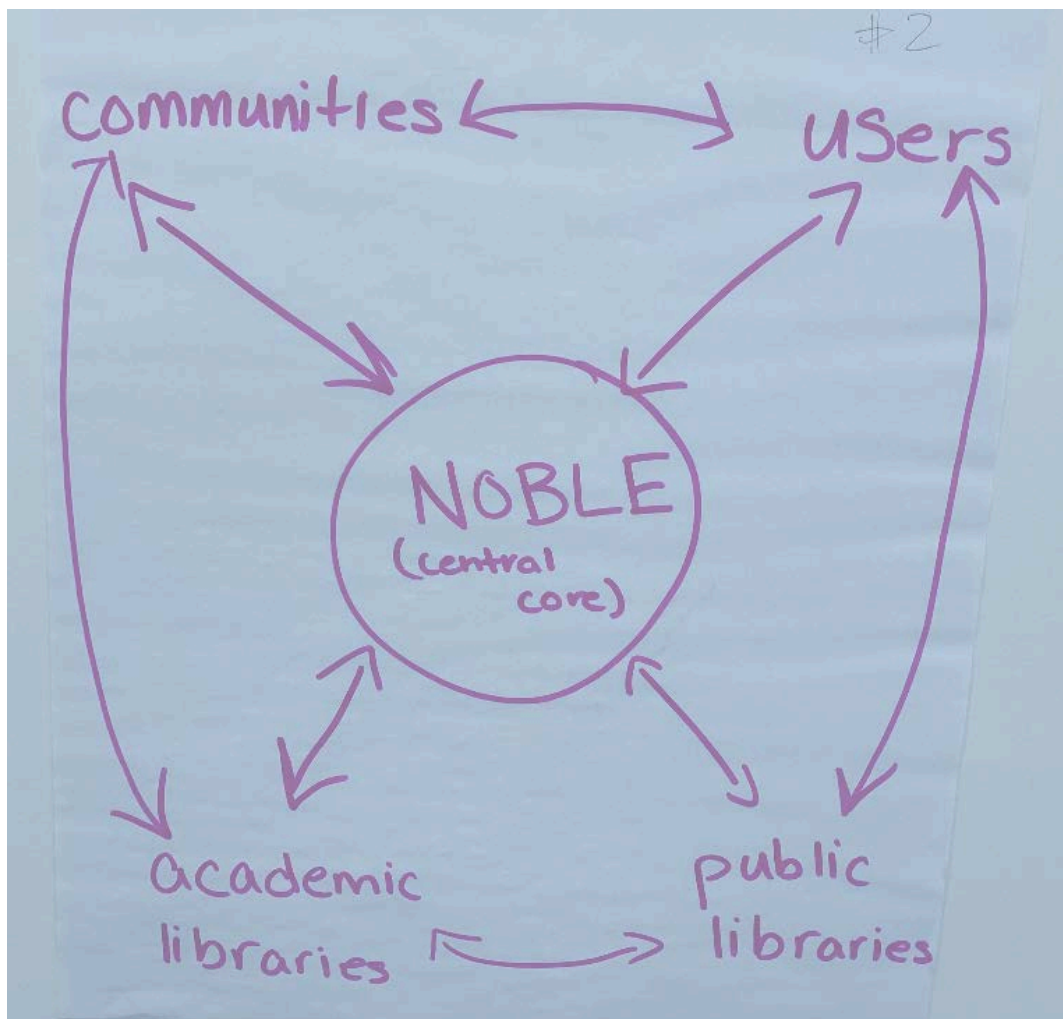
Group 1

Inter-Library Connections

Visits/shadowing
Spot light library
Working group meetings
NOBLE conference/un-conference
After dark/behind the scenes
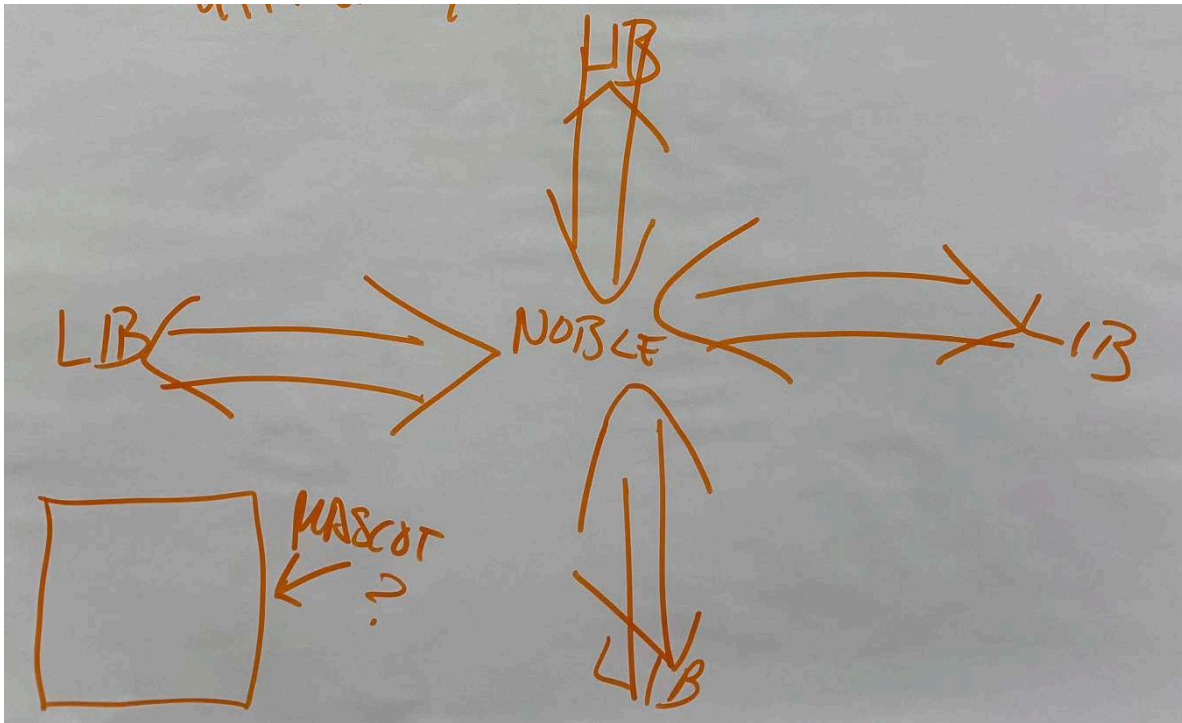
Group 2

Group 3

NOBLE collects and provides easy access to a variety of useful and actionable data/information, as determined by member libraries.

Steps:

1. Identify member library data/info needs, rank by priority and ability
2. Enable NOBLE staff, supported by member library staff to build tools to enable data collection and display
3. Fold new data sets/information/tools into NOBLE dashboard
4. Seek and respond to feedback

Group 4

Welcome Joe,

I see you are a _____ resident and a _____ student.

Are you looking for . . .

[] physical items, books, DVDs, etc.

[] research databases

[] online resources (languages, tutorials)

[] ebooks

[] eaudio

[] streaming content

Topic search _____

Group 5

Prioritization needs need to be defined

Group 6

App
Mobile NOBLE
Single access to all services
DBs
Museum passes
Catalog
Patron Account/ID

Group 7

At-a-Glance Resource Directory

Accessibility optimized

Relevant content

NOBLE as Magic Mirror

"When technology is sufficiently advanced, it is indistinguishable from magic." Arthur C. Clarke (and us)

Group 8