Goal 1. Training and Facilitation center

Improve service in NOBLE libraries by enhancing library staff knowledge on current library and technology topics by providing a full program of training, discussions and a clearinghouse for sharing library-produced materials

Actions	Timeframe for Activity	By Whom (optional)
A. Conduct at least six roundtable meetings. *Nine roundtable sessions were conducted: Academic Circulation, Public Circulation, Acquisitions, EBSCO, Holds,OverDrive, Social Media, Technical Services and WordPress roundtables.*	June 30, 2018	Member Services Manager
B. Offer two half-days of onsite training/consulting to each member library. *Fourteen half-days of onsite training and consulting were presented for ten different libraries: Marblehead, Beverly, Gordon, Reading, Phillips, Melrose, Merrimack, Peabody, Swampscott and Wakefield, covering topics such as Facebook, OverDrive, cataloging, List Maker, NoveList, Digital Heritage and Understanding the NOBLE catalog.*	June 30, 2018	Member Services Manager
C. Develop new online training materials for new functionality and services and revise existing for improvements. *Deferred to FY19 for loading of Release 3.0, which was delayed until July, 2018.*	June 30, 2018	Member Services Manager
D. Design and implement multi-part online courses on three different topics related to staff use of NOBLE services. *Deferred to FY19 for loading of Release 3.0, which was delayed until July, 2018.*	May 31, 2018	Member Services Manager
E. Hold a Tech Expo in the spring to highlight recent and forthcoming changes in library technology, including large group and hands-on presentations. *A Tech Expo was not held, due to our spring move to new offices. A New at NOBLE morning session was held in its place in June, covering new releases, List Maker, the Statistics Dashboard and Google Apps.*	June 30, 2018	Management Team

F. Participate in planning, presenting and attending the annual MassLNC conference. *The MassLNC Conference was held on November 2, 2017, in Devens. Six NOBLE staff members attended. Michele Morgan presented two sessions,"Introducing the Staff Web Client" and "Sharing Among Libraries". Beth Willis and Elizabeth Thomsen co-presented "Cataloging in the Web Client;Elizabeth also co-presented on Release 3.0 and served on the planning committee. Jeff Klapes of the Beebe Library, Wakefield, chair of the MassLNC Development Committee, co-presented "Let's Get That New Feature into Evergreen." Ron Gagnon co-presented "Meet MassLNC and the MassLNC Networks."*	September 30, 2017	NOBLE Evergreen Staff
G. Conduct a program or series of programs in support of software facilitating the collection and analysis of electronic resources *In June, 2017, a webinar on RedLink, an affordable and award-winning remotely hosted service allowing libraries to track multiple usage metrics from many publishers in a standardized overview of journal, e-book, and database usage and denial statistics was conducted and group discount pricing provided. No libraries chose the service.*	January 31, 2018	Member Services Manager, Systems Manager and staff
H. Provide training sessions and workshops on new and changed Google apps functionality. *Delayed to FY19 due to office move.*	June 30, 2018	Member Services Manager
I. Provide training sessions and documentation on revamped Evergreen course reserves functionality. *The Evergreen community did not make the expected investment in integrating and enhancing course reserves functionality. We continue to work with the Student Success group of Evergreen users to encourage improvements.*	June 30, 2018	Member Services Manager

Goal 2. Lead with technology

Provide technology leadership to NOBLE libraries by highlighting new technologies through demonstrations, meetings and trials and seeking group purchases where advantageous. Library staff input will be sought in new technology initiatives through roundtables, email, working groups and participating in MassLNC Evergreen development process.

Actions	Timeframe for Activity	By Whom (optional)
A. Implement new Evergreen web-based staff client modules as available, providing documentation and support. *The new web client was demonstrated at several meetings, but implementation was delayed due to a delayed implementation of Release 3.0 due to bugs that would have negatively affected use of electronic resources from the catalog links. Originally scheduled to be loaded in January, the release was not installed until July, 2018, after the software problems were rectified.*	June 30, 2018	Member Services Manager, Systems Manager and respective staff
B. Develop and update a roadmap for NOBLE priorities in Evergreen development, in consultation with working groups and roundtables. *A preliminary list was developed by NOBLE staff, however it ill need to be reexamined when the new web client is in full use.*	June 30, 2018	Management Team
C. Work with Electronic Resources and Database Working Group to implement improved access to multi-format and multi-edition titles in the catalog. *Group Formats and Editions was implemented in February, 2018 after consulting with ERDWG. This feature brings together different formats and editions of the same title to help make the search results shorter by letting people either scroll by or zoom in on a title with multiple editions, and giving patrons a way to place a single hold on a group of records.*	May 31, 2018	Member Services Manager
D. Work with the Mass. Board of Library Commissioners to investigate affordable ways to improve Internet bandwidth to meet standards recommended by the American Library Association. *No technological initiatives were undertaken to improve bandwidth, but efforts to improve state telecomm support funding via legislative contacts were successful.*	June 30, 2018	Executive Director
E. Work with MassLNC to integrate and/or revamp course reserves functionality in Evergreen. *MassLNC did not consider course reserves a priority for development.*	January 31, 2018	NOBLE Evergreen Team

F. Work with PaILS to develop, test and implement patron batch edit functionality in Evergreen. *NOBLE contributed a small amount to this development and participated in testing. It is a part of the new web client which will be rolled out soon with Release 3.0.*	June 30, 2018	NOBLE Evergreen Team
G. Investigate methods to streamline patron batch loading *Software to allow loading by individual libraries has not been developed, though it continues to be a priority of the Student Success group of Evergreen libraries, which focuses on academic and school library needs. NOBLE continues to batch load for our academic libraries.*	June 30, 2018	NOBLE Evergreen Team
H. Investigate ways to implement citation management functionality in the NOBLE catalog. *Citation management was a part of the specifications developed by MassLNC for the print and email catalog project but was determined to be beyond the scope of the project, which will come as part of Release 3.3, due in part to the cost of this segment. Some infrastructure work was done in that project to aid in future development.* *In the interim, this year NOBLE staff enhanced the citation information that appears at the bottom of each catalog record, and also provided a consistent web link.*	June 30,2018	NOBLE Evergreen Team

Goal 3. Streamline and simplify user access policies.

Streamline and simplify use of NOBLE services by reviewing and developing policies that improve access for users, ease of applicability for staff and greater uniformity to improve service and implementation.

Actions	Timeframe for Activity	By Whom (optional)
A. Work with Resource Sharing Working Group to revise and update the Network Transfer guidelines for presentation to Executive Board. *The RSWG reviewed the Guidelines at their first meeting in November. The RSWG defined and clarifyied processes for items returned damaged or incomplete at non-owning libraries, which was presented to Executive Board in the spring and incorporated into the Network Transfer Guidelines by vote of the June Members Meeting.*	May 31, 2018	Executive Director, Member Services Manager and Systems Manager

Goal 4. Improve access to data

Improve access to management statistics through automated reports, an improved custom reports interface and automatic ongoing accessibility of current data.

Actions	Timeframe for Activity	By Whom (optional)
A. Include patron authentication and activity statistics in the Statistics Dashboard. *Statistics were made available on the Dashboard showing Patron Activity by Decade of Birth counting circulation, OPAC logins, OverDrive logins, Envisionware logins and SIP2 verification for each library.*	December 31, 2017	Systems Manager, Member Services Manager and Systems Support Specialist
B. Provide catalog usage statistics in the statistics dashboard, including number of searches, most popular searches and no-hits in order to guide development and improve effectiveness of the catalog. *We began work to determine the best vehicle to analyze the catalog statistics. This is not a function of Evergreen, and after considering self-built and other options feel that Matomo (formerly Piwik), an open source web analytics application, offers the best options. We did not get to implementation in FY18.*	May 31, 2018	Systems Manager, Member Services Manager and Systems Support Specialist
C. Integrate Digital Heritage usage statistics in the Statistics Dashboard. *We began work to determine the best vehicle to analyze the catalog statistics. This is not a function of Evergreen, and after considering self-built and other options feel that Matomo (formerly Piwik), an open source web analytics application, offers the best options. We did not get to implementation in FY18.*	June 30, 2018	Systems Manager, Member Services Manager and Systems Support Specialist
D. Investigate and implement software to manage electronic resources and compile and analyze usage. *In June, 2017, a webinar on RedLink, an affordable and award-winning remotely hosted service allowing libraries to track multiple usage metrics from many publishers in a standardized overview of journal, e-book, and database usage and denial statistics was conducted and group discount pricing provided. No libraries chose the service.*	June 30, 2018	Management Team
E. Investigate integrating hourly circulation information into Statistics Dashboard. *It was determined that displaying each hour's circulation for each member is not practical. We began to determine specifications for a custom tool to be written by NOBLE staff to mine the data and design and build an interface for requesting the data.*	June 30, 2018	Systems Manager, Member Services Manager and Systems Support Specialist

F. Investigate and integrate acquisitions data into the Statistics Dashboard, including funds data. *Requires secure authentication – see objective 4.H. below.*	June 30, 2018	Systems Manager, Member Services Manager and Systems Support Specialist
G. Integrate NoveList Select statistics into the Statistics Dashboard. *NOBLE staff developed a spreadsheet method for collecting the data, but have not completed the interface to display the data on the Statistics Dashboard.*	June 30, 2018	Systems Manager, Member Services Manager and Systems Support Specialist
H. Streamline secure access to the Staff Information System via improved authentication methods. *An authentication script was developed that will check Evergreen staff permissions for access outside of libraries, not yet rolled out.*	April 30, 2018	Systems Manager
I. Investigate implementation of serials data into Statistics Dashboard. *Delayed, requires additional research and likely in-house programming.*	June 30, 2018	Systems Manager, Member Services Manager and Systems Support Specialist

Goal 5. Coordinate and promote e-content

Coordinate a cooperative e-content collection for NOBLE libraries of all types to improve ease of access and control costs. Participate in statewide e-content efforts, advocating for the needs of NOBLE libraries and improved access.

Actions	Timeframe for Activity	By Whom (optional)
A. Implement OverDrive API to provide availability information and checkout capability, etc., from the NOBLE Evergreen catalog. *Availability information for OverDrive items was added to the NOBLE Evergreen on August 10, 2017. Checkout and holds capability is not yet implemented.*	May 31, 2018	Member Services Manager and Systems Manager
B. Work with the Electronic Resources and Database Working Group to investigate and make recommendations on a discovery service to maximize use of electronic resources, considering the statewide project among the options. *Due to the high cost and complexity of discovery services, neither the statewide nor NOBLE-wide implementation was pursued.*	June 30, 2018	Member Services Manager
C. Investigate better integration with academic authentication sources to facilitate use of electronic resources. *NOBLE staff worked with libraries to meet local needs, implementing LDAP authentication with Merrimack. Most continue to use an EZproxy instance provided by NOBLE which interfaces with Evergreen.*	March 31, 2018	Systems Manager
D. Investigate and implement an enhancement to NoveList Select that would allow passage to a NoveList Plus record for users logged in to their account in the catalog. *After investigation, it was determined that there is no token in Evergreen that can be passed to NoveList for authentication.*	December 31, 2017	Member Services Manager and Systems Manager
E. Investigate and implement more control and flexibility in display of NoveList Select information in the NOBLE catalog. *NOBLE partnered with NoveList in their development of the new version of NoveList Select and beta tested the developments. The improved version of NoveList Select was implemented on October 15, 2018.*	January 31, 2018	NOBLE Evergreen Team
F. Utilize additional budgeted funding to increase OverDrive usage. *OverDrive funding was increased by 88% in FY18 to provide better service. For FY18, audiobook circ. increased 24% and ebooks increased 16.2%; up 18.6% overall. Checkouts per unique user incrased fron 10 in FY17 to 15.75 in FY18, more bestselling titles were purchased and holds waits decreased.*	June 30, 2018	Member Services Manager

Goal 6. Provide continuity of knowledge and service

Maintain and improve NOBLE services, including the shared library system, web services, telecom-munications and training, for the betterment of our member libraries and their users. Continuity of service, support, technology leadership and training will be maintained through a staff of adequate size that is well-trained, equipped with current tools, facilities, learning opportunities and knowledge, and competitively remunerated.

Actions	Timeframe for Activity	By Whom (optional)
A. Maintain currency of Evergreen software by implementing new features in Release 3.0. *Release 3.0 was not loaded until July, 2018, due to significant bugs with access to ebooks and electronic resources in the catalog existing in the release in January, which were subsequently rectified.*	January 30, 2018	Member Services Manager, Systems Manager and Executive Director
B. Investigate and implement Evergreen Release 3.1. *Due to the delay in loading Release 3.0, Release 3.1 was not loaded in FY18.*	June 30, 2018	Systems Manager, Member Services Manager and Executive Director
C. Integrate audio and video into Digital Heritage website through Internet Archive hosting of media files embedded in Digital Heritage records. *The integration of video and audio was provided early in FY18. NOBLE worked with Northern Essex to display and serve a series of institutional history videos from 1983 hosted on the Internet Archive with a player embedded in our Digital Heritage site.*	June 30, 2018	Member Services Manager, Digital and Catalog Librarian
D. Implement full authority control for browse searching in the catalog. *Cross references from authority records were implemented as part of Release 3.0 in July, 2018.*	June 30, 2018	Member Services Manager and staff
E. Review NOBLE staffing in light of the evolution of MassLNC to assure sufficient software support and development progress to meet our libraries' needs and report to Executive Board. *No changes were made in NOBLE staffing as no significant changes were made to MassLNC staffing in FY18. The expanded MassLNC development initiative drew more system partners and provided some overhead funding to MassLNC to replace lost MVLC funding. Development needs unique to NOBLE still persist.*	May 31, 2018	Executive Director, in consultation with Member Services Manager and Systems Manager

F. Review NOBLE funding in light of state, college and municipal library funding trends. *Substantial cuts were made in the NOBLE budget in light of the departure of two member libraries at the end of FY18, Middlesex Community College and North Shore Community College. Reductions were made in contractual Evergreen support, a change in bibliographic utility and the elimination of a part-time cataloger. A rent rate reduction was also achieved in concert with a landlord-funded move to a smaller space. College demographic and funding trends continue to be bleak.*	November 30, 2017	Executive Director

Goal 7. Advocate for members

Advocate for and with member libraries to achieve mutual goals and shared objectives. Work with vendors, user groups, MassLNC and the open source community to further NOBLE goals and explore business opportunities and models. Continue working with the networks, the Mass. Library System, the Mass. Board of Library Commissioners, library associations, news media and members to advance the future of libraries in our area.

Actions	Timeframe for Activity	By Whom (optional)
A. Work with MassLNC and the Evergreen community to specify software improvements, to be funded by MassLNC and NOBLE, based on needs reported by member libraries and NOBLE roadmap. *NOBLE staff and NOBLE library reprsentatives continued to work with MassLNC to identify and approve funding for significant development initiatives.FY18 projects included patron name keywords and preferences, batch actions in the catalog, spine label printing,inventory date and improvements in the new web client.*	June 30, 2018	Member Services Manager and NOBLE Evergreen Staff
B. Present to local civic groups on the new and improved services provided by NOBLE and our libraries. *No civic group prentations were made.*	June 30, 2018	Executive Director, Member Services Manager
C. Participate in statewide, regional and national digital library projects, including the Digital Commonwealth and the Digital Public Library of America to promote the interests and collections of NOBLE libraries. *NOBLE continues membership and participation in the Digital Commonwealth and DPLA. Our Digital Heritage collections are harvested for ihnclusion in both systems and NOBLE was represented at the Digital Commonwealth conference in 2018.*	June 30, 2018	Member Services Manager, Digital and Catalog Librarian
D. Represent NOBLE to potential member libraries to enhance the cooperation and resource sharing potential of NOBLE. *No new interested potential members were identified.*	June 30, 2018	Executive Director
E. Increase and strengthen efforts to assure area legislators are aware of impacts of changes in state funding on library services. *Executive Director Ron Gagnon participated in the MLA Legislative Day at the State House and met with the Danvers Senator and Representative staff that day, and spoke with the State Representative locally to encourage MBLC funding.*	June 30, 2018	Executive Board and Executive Director