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.	June 30, 2019	Member Services Manager
B. Offer two half-days of onsite training/consulting to each member library.	June 30, 2019	Member Services Manager
C. Develop new online training materials for new functionality and services in Evergreen and other NOBLE services and revise existing for improvements.	June 30, 2019	Member Services Manager
D. Develop and present training on Evergreen, Google apps and other topics to include both hands-on at NOBLE and remote online training options.	June 30, 2019	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.	June 30, 2019	Management Team with NOBLE Staff
F. Participate in planning, presenting and attending the annual MassLNC conference.	November 30, 2018	NOBLE Evergreen Staff

G. Develop and present two large-group presentations on new or updated services supported by NOBLE.	May 31, 2019	Member Services Manager, Systems Manager and staff
H. Promote and conduct "Welcome to NOBLE" sessions for new key staff members at NOBLE libraries as requested.	June 30, 2019	Management Team
I. Upgrade projection equipment in meeting room and monitor in conference room with funding approved by Executive Board from capital fund.	August 31, 2018	Management Team and Administrative Assistant
J. Replace meeting furniture with an emphasis on ease of arrangement by staff with funding to be approved by Executive Board from capital fund.	August 31, 2018	Management Team and Administrative Assistant
K. Replace training furnishings for flexibility and easy storage in new shared room model with funding approved by Executive Board from capital fund.	August 31, 2018	Management Team and Administrative Assistant
L. Conduct an annual review of basic knowledge and NOBLE policies for heads of technical services and circulation supervisors identified annually by library directors.	December 31, 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.	March 31, 2019	Member Services Manager, Systems Manager and respective staff
B. Update a roadmap for NOBLE priorities in Evergreen development, in consultation with working groups and roundtables.	June 30, 2019	Management Team
C. Work with the Mass. Board of Library Commissioners and telecomm vendors to investigate affordable ways to improve Internet bandwidth to meet standards recommended by the American Library Association.	June 30, 2019	Executive Director
D. Investigate and test methods to streamline patron batch loading	June 30, 2019	NOBLE Evergreen Team
E. Investigate and test methods to streamline batch loading of MARC bibliographic records.	June 30, 2019	NOBLE Evergreen Team
F. Investigate and test OverDrive's "Get a Library Card" service to make it easier to get a library card and expand the constituencies of NOBLE libraries.	April 30, 2019	Member Services Manager with Evergreen Team
G. Participate in Evergreen community software development and improvement efforts including bug-squashing events by filing bug reports, testing submitted fixes and submitting software patches.	June 30, 2019	NOBLE Evergreen Team

H. Work with MassLNC and the Evergreen community to improve course reserves functionality and seek better integration with Evergreen.	June 30, 2019	NOBLE Evergreen staff
I. Advocate with vendors for beneficial pricing for member libraries for a variety of services of interest to our libraries through group purchase contracts.	June 30, 2019	Executive Director and Adminstrative Assistant
J. Expand the synonym ability in our Evergreen catalog by implementing a second instance to accommodate multi-word phrases.	June 30, 2019	Member Services Manager with 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. Combine and integrate existing NOBLE policies into a more cohesive policy manual and propose language to fill gaps and resolve discrepancies.	May 31, 2019	Executive Director, Member Services Manager and Systems Manager with Executive Board

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. Develop a roadmap to prioritize development for the Statistics Dashboard.	May 31, 2019	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.	May 31, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
C. Integrate Digital Heritage usage statistics in the Statistics Dashboard.	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
D. Work with member libraries seeking to implement software to manage electronic resources and compile and analyze usage.	June 30, 2019	Management Team
E. Develop an interface and coding to provide access to hourly circulation information in the Statistics Dashboard	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
F. Investigate and integrate acquisitions data into the Statistics Dashboard, including funds data with password protection	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist

G. Incorporate statistics from websites, including library websites, the Staff Information System and the NOBLE public website into the Statistics Dashboard.	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
H. Incorporate statistics from EBSCO databases, including NoveList Plus, into the Statistics Dashboard.	April 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
I. Investigate implementation of serials data into Statistics Dashboard	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
J. Incorporate statistics of Precats into the Statistics Dashboard to facilitate their resolution.	June 30, 2019	Systems Manager, Member Services Manager and Systems Support Specialist
K. Identify and incorporate statistics from self-check stations into the Statistics Dashboard.	June 30, 2019	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. Work with the Electronic Resources and Database Working Group (ERDWG) to evaluate the continuing usefulness of the EBSCO online periodicals package and make a recommendation to Executive Board	May 31, 2019	Executive Director, Member Services Manager and ERDWG
B. Work with EBSCO to get optimal pricing on a renewal package of EBSCO databases, catalog enhancement services and readers advisory database.	April 30, 2019	Executive Director
C. Work with interested libraries seeking better integration with academic authentication sources to streamline use of electronic resources.	March 31, 2019	Systems Manager
D. Evaluate impact of additional budgeted OverDrive funding and work with Executive Board to make a budget recommendation for FY2020.	September 30, 2018	Executive Director and Member Services Manager
E. Study results of Mass. Library System Commonwealth Ebook Collection changes and work with the Electreonic Resoruces and Database Working Group (ERDWG) to make a recommendation on participation.	September 30, 2018	Executive Director and Member Services Manager with ERDWG
F. Study results of Mass. Board of Library Commissioners' group purchase of databases and work with the Electreonic Resoruces and Database Working Group (ERDWG) to determine a course of action if needed.	December 31, 2018	Executive Director and Member Services Manager with ERDWG

Goal 6. Provide continuity of knowledge and service

Maintain and improve NOBLE services, including the shared library system, web services, telecommunications 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 3.2.	January 30, 2019	Member Services Manager, Systems Manager and Executive Director
B. Investigate and implement Evergreen Release 3.3.	June 30, 2019	Systems Manager, Member Services Manager and Executive Director
C. Implement full cross-reference authority control for browse searching in the catalog.	June 30, 2019	Member Services Manager and staff
D. Investigate and test cloud-hosting of Evergreen servers.	February 28, 2019	Systems Manager and staff
E. Investigate and test cloud-hosting of websites and other services to reduce costs and improve reliability.	March 30, 2019	Member Services Manager and Systems Manager
F. Evaluate results of MARC record provider change from OCLC to SkyRiver and issue a report.	April 30, 2019	Member Services Manager, in consultation with Executive Director

G. Evaluate results of changes in Evergreen software maintenance contract and issue a report.	April 30, 2019	Systems Manager, in consultation with Executive Director
H. Develop and implement a process for creating a new five-year strategic plan (FY2020-FY2024), including selecting a consultant, in consultation with Executive Board.	May 31, 2019	Executive Director and Member Services Manager
I. Arrange a meeting of NOBLE librarians to gather input for the goals and objectives of the next Strategic Plan.	March 30, 2019	Management Team
J. Draft the FY2020-2024 Strategic Plan and present to Executive Board and Members Meeting.	June 30, 2019	Executive Director
K. Share NOBLE's List Maker coding with other Evergreen users by posting the code to Git which may generate community enhancements for NOBLE to implement. Demonstrate the software at the Evergreen International Conference.	May 31, 2019	System Support Specialist and Systems Manager
L. Check for frequent spelling errors in bibliographic data via an automated script that will identify records with common misspellings and put them in a file for staff to correct.	June 30, 2019	Systems Manager and Member Services Manager
M. Investigate and implement more flexible methods for managing access to electronic resources, providing libraries with more control over which electronic resources are included in their library's scopes.	June 30, 2019	Member Services Manager and System Manager
N. Complete implementation of new location for NOBLE offices, increasing long-term security of location while reducing ongoing costs and improving efficiency of layout for staff and systems.	December 31, 2018	NOBLE Staff

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.	June 30, 2019	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.	June 30, 2019	Executive Director, Member Services Manager
C. Work with the Evergreen community to expand the number of libraries using Evergreen inorder to increase the support and development pool to improve the software through ongoing outreach efforts such as press releases, social media and representation at conferences.	June 30, 2019	Executive Director, Member Services Manager
D. Work with the MassLNC to expand the number of libraries participating in MassLNC in order to increase the support and development pool to improve the software through ongoing outreach efforts.	June 30, 2019	Executive Director, Member Services Manager
E. 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.	June 30, 2019	Member Services Manager, Digital and Catalog Librarian
F. Seek out and represent NOBLE to potential member libraries to enhance the cooperation and resource sharing potential of NOBLE.	June 30, 2019	Executive Director

G. Participate in efforts to assure that area legislators are aware of impacts of changes in state funding on library services.	June 30, 2019	Executive Board and Executive Director
H. Work with other Mass. library networks to develop a model and process for sharing of MARC records and other cooperative cataloging services.	March 30, 2019	Member Services Manager