

Manager, Programming & Outreach

Executive Summary

Division	Norfolk County Public Library	New/Existing	New
Department	N/A	FTEs	1.0
Start Date	January 2026	Total Expenditures	\$138,400
End Date	Ongoing	Net Levy Impact	\$138,400

Objective:

The Manager of Programming & Outreach position is a vital strategic investment for the Norfolk County Public Library (NCPL). The position was identified as a required component of Norfolk County Public Library’s revised organizational structure following the comprehensive review completed in 2024. The role addresses critical gaps in program development, outreach coordination, and service responsiveness. It is a core requirement to sustain and grow NCPL’s service delivery in alignment with strategic priorities and community need. The position advances operational capacity by centralizing programming oversight and outreach leadership across all branches.

Centralizing program development will improve efficiency and drive outreach efforts, ensuring the library remains responsive to evolving community needs and trends while prioritizing digital literacy and service excellence.

Description

The Programming & Outreach Manager will design, implement, and evaluate community-based programs aligned with the library’s strategic plan, significantly extending outreach efforts to increase access and inclusion for all community segments. This role will facilitate collaboration with community stakeholders to ensure library programs effectively address local needs, focusing on literacy, digital skills, and lifelong learning. The Manager will oversee programming and outreach staff, ensuring initiatives are well-coordinated, impactful, and sustainable.

Additionally, the Manager will establish service levels and program standards, ensuring compliance with library policies and maintaining a safe, welcoming environment for staff and patrons. Their strategic thinking and business acumen will drive program innovation, resource management, and operational excellence. The Manager will also contribute to broader library system management, actively participating in task teams and preparing reports for the Library Leadership Group, reinforcing the library’s commitment to community service and continuous improvement.

Operational Problem or Opportunity

Currently, the library has underutilized community-led planning, leading to missed chances for relevant programming. Without focused leadership, the library risks inconsistent program

delivery and operational inefficiencies. This role will address these gaps, streamline operations, and develop innovative programs that meet community needs.

Benefits

- **Enhanced Program Development:** Centralized planning will ensure services are effective and align with strategic goals.
- **Increased Community Engagement:** Strategic outreach will expand the library's presence, boosting participation and membership.
- **Improved Operational Efficiency:** The Manager's expertise will elevate team performance and program quality.
- **Stronger Community Partnerships:** This role will cultivate relationships with stakeholders for more impactful, inclusive programming.
- **Future-Ready Library:** Emphasizing safety, security, and inclusivity will prepare the library for emerging trends and ensure a welcoming environment.
- **Strategic Alignment:** Ensures programs and outreach support Norfolk County priorities.
- **Staff Development:** Strengthens internal capacity through targeted training and supervision.

Risks

Without the position:

- Program quality, delivery, and reach will remain inconsistent, leading to program shrinkage, diminished integrity, reduced staff and public confidence, and an overall decline in the library's ability to meet community needs.
- A lack of centralized leadership in outreach and programming will increase the risk of operational fragmentation and result in missed funding and partnership opportunities
- Delays in advancing digital literacy, climate education, health and wellness education and support, and equity-based access programs will result in lost momentum and reduced public trust.
- Failure to adapt to emerging trends will threaten the library's long-term sustainability and relevance.

Impact on Operations

The position will immediately improve:

- Internal communications between programming teams and leadership;
- Program design and evaluation standards;
- Outreach planning and measurable impact;
- Responsiveness to external partnership and collaboration opportunities;
- Strategic use of library resources, space, and staff time.

Return on Investment (ROI)

The ROI includes:

- Short-term: Improved coordination, consistency, and community satisfaction.
- Medium-term: Increased participation, partnerships, and staff retention.
- Long-term: Strengthened financial and operational sustainability, relevance, and resilience of NCPL.

Justification

This position remains a critical component of the 2024 organizational structure realignment. Its absence delays the library’s ability to scale services, formalize partnerships, and implement standardized program delivery. Community needs continue to evolve, and NCPL must increase its readiness to respond through structured and supported programming leadership. The addition of this role is not just a response to current challenges but a proactive step toward future sustainability and success.

Alignment with Council’s Strategic Plan

 Empowering Norfolk	 Building Norfolk	 Connecting Norfolk	 Serving Norfolk	 Sustaining Norfolk
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Strategic Alignment with Council Priorities

This role directly supports the Council’s strategic priorities under *Empowering Norfolk*, *Building Norfolk*, *Connecting Norfolk*, *Serving Norfolk*, and *Sustaining Norfolk*. Specifically, the position contributes to:

- Community development and engagement;
- Digital literacy and access equity;
- Operational effectiveness and responsive service;
- Climate and cultural programming;
- Strategic communications and partnerships.

Alignment with Norfolk County Public Library’s Strategic Plan

 Expand our Reach	 Adapt and Grow with the Community	 Workplace Culture	 Promote Digital Discovery
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This position directly advances the NCPL Strategic Plan across the following themes:

- **Expand Our Reach:** Deliver services to underserved communities, increase partnerships, empower staff-led engagement.
- **Adapt and Grow with the Community:** Design programming for all demographics; use data and feedback to guide services.
- **Workplace Culture:** Strengthen staff engagement, support professional development, and align roles with strategic impact.
- **Promote Digital Discovery:** Deliver technology-responsive programming, support access and training, and align digital services with evolving public expectations.



Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2026 (\$)
Expenditures			
Salaries & Benefits	\$	\$134,600	\$ 134,600
Materials, Supplies & Services		3,800	3,800
Total Expenditures	\$	\$138,400	\$138,400
Revenues			
Total Revenues	\$0	\$0	\$0
2026 Net Levy Impact	\$	\$138,400	\$138,400
Impact on 2026 Tax Levy			0.10%

Training and Development Coordinator, Part-Time

Executive Summary

Division	Norfolk County Public Library	New/Existing	New
Department	N/A	FTEs	0.5
Start Date	January 2026	Total Expenditures	\$53,000
End Date	Ongoing	Net Levy Impact	\$53,000

Objective:

The need for this position was identified in the Norfolk County Public Library’s (NCPL) 2024 organizational structural review and is a strategic workforce development response. NCPL requires a dedicated role to lead internal training, staff development, and succession planning. This investment addresses current and future capacity gaps and supports continuity in service delivery aligned with community expectations and evolving technology, service models, and municipal objectives. The Training and Development Coordinator will lead the design, delivery, and monitoring of staff training programs. The role ensures all staff acquire and maintain core competencies in customer service, digital literacy, health and safety, and technical and operational areas. This position will create a consistent, systematic approach to onboarding, training, and performance development that supports employee effectiveness, retention, and the library’s capacity to meet service targets.

Description

Operational Problem or Opportunity

Currently, Norfolk County Public Library lacks a dedicated role focused on workforce development, which creates operational inefficiencies and misses opportunities for employee growth and succession planning.

This position will:

- Assess training needs and develop targeted learning programs;
- Design and implement succession plans to strengthen long-term operational stability;
- Track certifications, core competencies, and professional development across the organization;
- Reduce gaps in staff readiness to support digital service delivery, program facilitation, and customer service expectations;
- Promote a culture of continuous learning, accountability, and well-being;
- Support safe and inclusive service environments through mandatory and responsive training.

This role provides essential capacity to respond to workforce development needs, address growing service complexity, and ensure sustainable staffing approaches over time.

Benefits

- Improved Workforce Capability: Targeted training will enhance staff effectiveness, service quality, and digital readiness.
- Increased Retention and Engagement: Development opportunities reduce turnover and improve staff morale and commitment.
- Succession Planning: Identifies and prepares internal candidates to reduce disruptions and preserve institutional knowledge.
- Reduced Operational Strain: Supports staff in performing their roles confidently and consistently without burnout.
- Strategic Alignment: Ensures training supports corporate goals, equity practices, and community service objectives.

Risk

Without this role:

- Employee workload will remain unsustainable, contributing to burnout and higher turnover;
- New services may be delayed due to lack of staff readiness;
- NCPL will lack the infrastructure to support succession planning or respond to service delivery requirements;
- Missed opportunities for efficiency, service quality improvement, and long-term cost avoidance.

Timeline

The proposed timeline for implementing the Coordinator position begins in 2026.

Impact on Operations

This role will strengthen the overall library system by:

- Building a sustainable and flexible staffing model;
- Improving onboarding and orientation;
- Supporting municipal-level expectations for accessible, safe, and high-quality services;
- Increasing the library's ability to respond to changes in technology, demographics, and service trends;
- Reducing the time and resources needed to manage performance issues and vacancies.

Return on Investment (ROI)

The ROI includes:

- Reduced turnover and recruitment costs;
- Improved employee performance and service consistency;
- Enhanced public satisfaction and reduced complaints;
- Cost avoidance from reduced staff absenteeism and burnout;
- Long-term savings from internal succession rather than external recruitment.

Justification

A part-time Training and Development Coordinator is essential to ensure NCPL can deliver quality public service in a sustainable and professional manner. It supports the long-term operational efficiency of the library and reduces institutional risk. This role meets identified structural needs and builds organizational resilience.

Alignment with Council’s Strategic Plan



Empowering Norfolk

- Supports economic growth through improved digital service delivery and staff preparedness.

Building Norfolk

- Enhances workforce capability, safety, and readiness to deliver on growth-related service demands.

Connecting Norfolk

- Supports digital equity and access through upskilled staff and service improvements.

Serving Norfolk

- Strengthens service quality, internal communication, and continuous improvement.

Sustaining Norfolk

- Promotes environmental literacy, digital learning, and financial sustainability through efficient staffing and innovation.

Alignment with Norfolk County Public Library’s Strategic Plan



Expand Our Reach

- Empowers staff to build partnerships and connect with the community.

Adapt and Grow with the Community

- Ensures responsiveness to user expectations and diverse service needs.

Workplace Culture

- Fosters inclusion, staff well-being, and learning.

Promote Digital Discovery

- Equips staff to support digital equity and technology access.



Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2026 (\$)
Expenditures			
Salaries & Benefits	\$	\$49,200	\$49,200
Materials, Supplies & Services		3,800	3,800
Total Expenditures	\$	\$53,000	\$53,000
Revenues			
Total Revenues	\$0	\$0	\$0
2026 Net Levy Impact	\$	\$53,000	\$53,000
Impact on 2026 Tax Levy			0.00%

Library Assistants and Extended Library Hours– Part-Time

Executive Summary

Division	Norfolk County Public Library	New	New
Department	N/A	FTEs	2.34
Start Date	January 2026	Total Expenditures	\$226,500
End Date	Ongoing	Net Levy Impact	\$226,500

Objective:

Norfolk County Public Library (NCPL) must enhance its operational capacity. This request is based on recommendations emerging from a comprehensive organizational structural review completed in 2024. The analysis identified critical service gaps and the need for additional frontline capacity to meet operational and community demands.

In 2024, organizational structure plan identified the need to add two part-time Library Assistant positions in the 2025 budget and two more in 2026; because the 2025 request was not approved, the 2026 budget submission includes all four positions required to meet the staffing needs outlined in the plan.

Introducing consistent hours of operation across all Branches strengthens system-wide reliability and improves community access. Hiring four part-time Library Assistants is not just a strategic move but a crucial step in supporting the Library's mission of serving the community effectively. These roles are required to meet operational expectations, support public programming, enable responsiveness during extreme weather conditions, and contribute to expanding open hours.

The positions are essential to sustaining and advancing service delivery in alignment with organizational and community expectations. The addition of four part-time Library Assistants provides the staffing capacity required to align hours, respond to ongoing public requests, and meet expectations for predictable service.

Description

Library Assistants are essential to maintaining the Library as a safe, welcoming space for all community members whether they seek learning, connection, resources, or shelter from extreme weather. Expanding the Library Assistant team increases capacity to extend service hours and ensures the Library can respond effectively during weather-related events.

Key responsibilities include:

- Opening and activating daily operations
- Processing and managing Library materials
- Assisting users with services and resources
- Supporting and delivering programs

Operational problem or opportunity:

Enhanced Community Support: The current staffing cohort does not provide capacity to extend hours, manage high-demand periods, or ensure contingency coverage. NCPL must increase its operational readiness to remain open during weather events, provide equitable access to services, and support increasing community engagement. Uneven operating hours across Branches continue to create confusion for residents and limit equitable access, and increasing frontline staffing is essential to establishing consistent system-wide hours that reflect community expectations. Additional Library Assistants will allow the Library to deliver expected service levels and meet obligations to the public. Currently, NCPL is challenged in managing increased foot traffic, ensuring all patrons receive adequate and equitable assistance, meeting the needs and expectations of the growing population.

Benefits

Increased Operational Capacity: These positions support the Library's ability to remain and increase responsiveness to community needs. With the addition of these positions, the Library can better manage increased use, respond to adverse weather conditions, and ensure that all Library users and visitors receive adequate assistance and access to resources.

Consistent hours create a more dependable user experience and reduce community confusion about when services are available. Standardizing hours across all Branches also improves operational efficiency by allowing staff scheduling, programming, and service planning to follow a unified structure.

Support for Programming and Resources: As the Library expands its offerings to include programs that address various literacies, support older adults, young families, and our youth, the Library Assistants will provide essential support in implementing innovative, critical, and enhanced initiatives. Their role is not just supportive, but transformative, enhancing the Library's role as a vital community hub.

Risk

Without the addition of these positions NCPL faces:

- Limited capacity to scale services in response to population growth
- Constrained ability to enhance, expand, or evolve services as community expectations and demands increase
- Service delivery disruptions
- Reduced program capacity
- An inability to adapt to increased community need or environmental conditions.

Impact on operations:

Additional frontline staff will:

- Extend and stabilize open hours at all Branches to increase access to programs, technology, collections, and safe indoor space.
- Strengthen NCPL's operational readiness and support growing system-wide service demand.

- Reduce wait times and improve the public experience
- Support ongoing programming and outreach
- Maintain safe and functional facilities
- Enable response to unplanned operational demands

These outcomes will improve service continuity and allow NCPL to maintain its role as a responsive and reliable public service provider.

Social Return on Investment (SROI)

Recent findings show that every municipal dollar invested in NCPL generates \$6.96 in Social Return on Investment (2024 data). The addition of four part-time Library Assistants is consistent with NCPL’s contribution to community well-being and economic impact.

Justification

This staffing request directly results from the 2024 organizational structural review, which identified the need for increased frontline capacity. Current staffing levels do not meet the demand for extended hours, increased program delivery, or contingency coverage. The proposed roles are critical to meeting the identified service gaps. To effectively meet the growing demands of our growing community and enhance the quality of services provided, it is imperative that NCPL’s front line cohort increase by four part-time Library assistants.

Alignment with Council’s Strategic Plan



Explanation:

This initiative:

- Supports responsible growth and accessible service delivery;
- Enhances engagement with residents and community groups;
- Contributes to workforce stability and operational efficiency;
- Aligns with service delivery standards and operational goals.

Alignment with Norfolk County Public Library’s Strategic Plan





Explanation:

The staffing increase:

- Builds service delivery capacity;
- Supports staff-led community engagement and partnerships;
- Enables responsive, relevant programming;
- Expands operating hours across branches to provide consistent and reliable access to services;
- Ensures NCPL can meet evolving community and technology needs.

Financial Plan

Financial Impact:

	One-Time (\$)	On-Going (\$)	Total 2026 (\$)
Expenditures			
Salaries & Benefits	\$	\$212,400	\$212,400
Utilities		14,100	14,100
Total Expenditures	\$	\$226,500	\$226,500
Revenues			
Total Revenues	\$0	\$0	\$0
2026 Net Levy Impact	\$	\$226,500	\$226,500
Impact on 2026 tax Levy			0.17%