

STRATEGIC DIRECTIONS 2018 - 2023



NORFOLK PUBLIC LIBRARY
creating a city of readers



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EXECUTIVE SUMMARY



What an exciting time for Norfolk Public Library! We have experienced some remarkable moments over the last five years with many more on the horizon that will benefit our patrons and the City of Norfolk.

It's NPL's vision to "create a city of readers" where the love and active pursuit of learning begins at birth and continues through one's lifetime. With over one million visitors in fiscal year 2016, we are on the right track!

Our current branches continue to develop new and exciting programming for all ages and our bookmobile provides access to services where patrons don't have the availability of a branch library. Soon, we'll have two additional branches, making access to books, materials and programming even easier for our residents.

Norfolk Public Library (NPL) is busier than ever, thanks in part to the diligent work of library staff to implement the 2012 - 2017 Strategic Directions. NPL has had numerous accomplishments in the last several years.

Here are just a few highlights:

- ◆ In January 2015, Slover Library opened in downtown Norfolk and quickly became a vital center for community learning, leading edge technology and civic engagement.
- ◆ Our TREK for Civility initiative encourages all to choose courtesy and consideration at every opportunity when interacting with others.
- ◆ Horace C. Downing Branch Library and Bookmobile renovations included new technology upgrades along with new furnishings, carpeting and more.
- ◆ The addition of digital collections in 2013 provides streaming and downloading of eBooks, eMagazines, eMovies and eMusic.
- ◆ In 2015, NPL began to offer an online solution for self-publishing. Local authors, artists and musicians can now post their own work to be accessed through NPL for all of our patrons; moving NPL beyond the boundaries of gathering and distributing information to become a source for creating information.

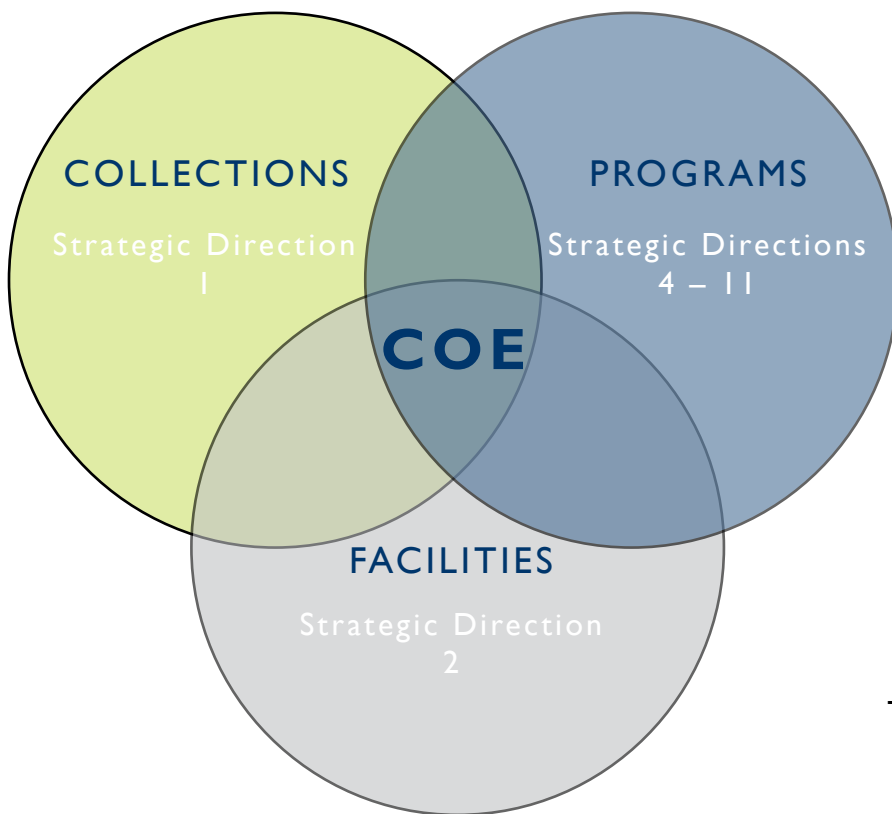
STRATEGIC DIRECTIONS AT A GLANCE

- ◆ **Strategic Direction 1**
Build the collection of books, eBooks and other materials to meet community needs
- ◆ **Strategic Direction 2**
Improve current facilities and develop plans for new building facilities to better accommodate patrons
- ◆ **Strategic Direction 3**
Enhance library staff members' ability to better serve our patrons
- ◆ **Strategic Direction 4**
Use technology and computer resources to improve library services to the public
- ◆ **Strategic Direction 5**
Develop powerful early literacy and parent education programs and services
- ◆ **Strategic Direction 6**
Enhance the after-school initiative by providing constructive activities for school-aged children
- ◆ **Strategic Direction 7**
Enhance local history and genealogy resources in the Sargeant Memorial Collection
- ◆ **Strategic Direction 8**
Provide career information in support of people who are trying to find employment
- ◆ **Strategic Direction 9**
Provide information related to community services, agencies and organizations
- ◆ **Strategic Direction 10**
Increase awareness of library services and activities to the community
- ◆ **Strategic Direction 11**
Coordinate and promote system-wide programming that celebrates the diversity of cultures
- ◆ **Strategic Direction 12**
Increase external support (Trustees, Friends, Foundation, Volunteers, Partners)
- ◆ **Strategic Direction 13**
Showcase the value of libraries in the community

CENTERS OF EXCELLENCE

Norfolk Public Library has set out to discover measurable areas that help define expertise using all library functions and resources.

NPL has three core functions: Collections, Programs and Facilities. All Strategic Directions fit in one or more core functions. Where all three overlap, we find our “Centers of Excellence (COE)”, those specific activities, initiatives or programs that we do best.



CENTERS OF EXCELLENCE

Family Place (Ages 0 - 12)

YOUmedia (Teens)

Adult Programming (18+)

Sargeant Memorial Collection

Technology/Slover Creative Studios

Multicultural Programming



Resources support NPL's core functions to pursue its 13 Strategic Directions.

LIBRARIES TRANSFORM LIVES

LIBRARY STATS*

95% of Americans agree that the materials and resources available at public libraries play an important role in giving everyone a chance to succeed

94% of Americans say that having a public library improves the quality of life in a community

81% of Americans say that public libraries provide many services people would have a hard time finding elsewhere

45% of Americans say youth programs provided by libraries are very important; however, support for those programs is considerably higher among blacks (63%), Hispanics (62%) and low-income adults (56%)

**The Pew Research Center*



The Libraries Transform Campaign, an initiative of the American Library Association (ALA), is designed to increase public awareness of the value, impact and services provided by libraries and library professionals.

The campaign will ensure there is one clear, energetic voice for our profession, showcasing the transformative nature of today's libraries and elevating the critical role libraries play in the digital age (<http://www.ilovelibraries.org/librariestransform/>).

IT'S DIFFICULT TO LEARN FROM A BOOK WHEN YOU CAN'T READ WHAT'S ON THE PAGE

Children's brains develop faster from birth to age 3 than at any other point in their lives – about two-and-a-half times more actively than an adult's. Practicing the alphabet, learning numbers, identifying colors and practicing writing names and words are all key factors in building the foundation for reading and school readiness.*

BRIDGING THE DIGITAL DIVIDE

The digital divide is real. Libraries transform to play an essential role in bridging the divide and not just through access. According to Pew Research, 63% of newcomers feel they'd need some assistance in learning how to use the internet.

LANGUAGE AND LITERACY SKILLS INCREASE THE ODDS OF ACADEMIC AND ECONOMIC SUCCESS LATER IN LIFE

With increased recognition that an important part of brain development occurs within the first three years of a child's life, and that reading to children enhances vocabulary and other important communication skills, the American Academy of Pediatrics issued a policy statement in 2014 asking its members to become advocates for reading aloud, every time a baby visits the doctor.

NEW OPPORTUNITIES COME WITH NEW RESPONSIBILITIES

According to dosomething.org, 43% of kids have been bullied online. Libraries transform to inform parents and kids about online safety.

VISION, MISSION & VALUES

NPL VISION STATEMENT

The Norfolk Public Library strives to “Create a City of Readers” where the love and active pursuit of civility and learning begins at birth and continues through one’s lifetime, and where all citizens are literate and have access to technology. A City of Readers is a city where citizens are productive and everyone contributes to, and enjoys, a high quality of life.

NPL MISSION STATEMENT

The Norfolk Public Library provides equal opportunity access to information, high quality book and multimedia materials, programs, exhibits, and on-line resources to meet the needs of our diverse community for life-long learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service and civility.

Revised by the Norfolk Public Library Board of Trustees, 2013

NPL VALUES

In order to fulfill our mission, we believe in:

- ◆ Excellent public service
- ◆ Equality and ease of access to information regardless of means, age, race, background or beliefs
- ◆ Outreach to those who have not been traditional library users
- ◆ Provision of materials in formats that are most meaningful to the user
- ◆ The prevention of illiteracy and the active promotion of literacy by intervention and the provision of independent learning opportunities through diverse collections, programs and services

NPL TREK

NPL’s “TREK” for Civility is an initiative that encourages our staff to choose courtesy and consideration at every opportunity when interacting with others.

Tolerance: appreciating our differences

Respect: for oneself and others

Empathy: understanding one another

Kindness: paying it forward

Staff attend professional development sessions throughout the year to share philosophies and best practices of customer service, NPL’s code of conduct and civility in order to model TREK and encourage “community spirit” for our patrons.



STRATEGIC DIRECTION I (COLLECTIONS)

Build the collection of books, eBooks and other materials to meet community needs.

Rationale: Customers rely on their library as a source of high-quality books, ebooks, and materials in order to be informed, educated, and entertained. To “create a city of readers,” improving the book, eBook, and materials collection is a priority.

Strengthen the book collection so that Norfolk citizens have ready and free access to a wide range of materials—from classics in fiction to important works of non-fiction to current best-sellers—in acceptable condition and quantity.

Purchase materials in various formats like eBooks, downloadable audiobooks, and streaming media. Purchase STEM and digital equipment for emerging technologies.

Purchase needed digital magazines, journals, and databases to support student and business researchers with accurate and convenient information.

Librarians use their expertise to ensure that customers find the most highly regarded and critically acclaimed works of fiction and non-fiction on the shelves in the library system.

Provide current and popular titles to fulfill community residents’ needs for satisfying recreational reading.

Organize and promote collections in ways that make items easy to find such as merchandising the collections to the public through signage, display shelving, and through social media and new technologies.

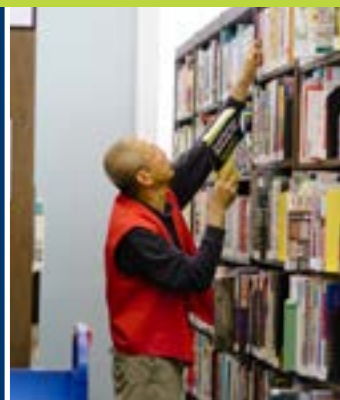
Purchase materials in support of the Virginia Standards of Learning (SOLs) for all grade levels and provide sufficient copies of books on summer reading lists.

Develop book collections and increase material formats that meet the needs of adult learners and senior citizens.

Ensure diverse collections to meet the needs of all groups in the community.

Provide materials in Spanish and other languages based on local demand and include language learning materials, popular fiction, non-fiction, and magazines.

Ensure that customers’ item requests and inter-library loans are met efficiently.



STRATEGIC DIRECTION 2

(FACILITIES)

Improve current facilities and continue to develop plans for new building facilities to better accommodate our patrons.

Rationale: Norfolk Public Libraries are some of the most used public buildings in the city. Library customers need comfortable, welcoming spaces where they can read, study, use computers, and attend programs and meetings. Libraries also need enough space and technical support to accommodate newer technologies in order to provide customers with a pleasant experience. Attractive, well-maintained libraries experience higher use and become destinations for people to interact with others in the community.

Develop a plan and continue to make necessary physical improvements to our 11 neighborhood branches, Pretlow and Broad Creek Anchor Branches, Slover Library, and the Bookmobile.

Maintain a regular maintenance schedule of painting, refurbishments, and other improvements as part of a comprehensive facilities plan.

Design improvements with library priorities in mind, including child-friendly spaces, adequate accommodation of technology and retail-type displays for popular materials.

Promote “retail environments” that help people meet and interact with others in the community.

Make libraries A.D.A. compliant through physical building improvements.



STRATEGIC DIRECTION 3

(RESOURCES)

Enhance library staff members' ability to better serve our customers.

Rationale: A dedicated and devoted library staff is the heart of good library service. Because of lower staffing levels and limited resources, recruiting and retaining a well-trained workforce and truly meeting the needs of the community can sometimes be a challenge. Library workers offer their guidance and expertise in a wide variety of community programs and services, and the Norfolk Public Library strives to be the center of community learning, technology, and civic engagement throughout Norfolk. In order to maintain this position within the community, it is essential that all staff deliver a great library experience to each and every person who visits. Staff is trained to make every effort to create a “high touch” welcoming atmosphere that will enhance the library’s reputation for making their customers the top priority.

Continuously review and revise organizational charts that reflect adequate staffing levels and plan for adding needed positions through City Human Resources and City Budget Office.

Strengthen recruitment efforts by pursuing new and innovative ways of advertising and publicizing vacancies and work to retain employees by providing incentives such as flexible work schedules and opportunities for internal advancement.

Review and revise job descriptions as needed to reflect assigned tasks, job responsibilities and the desired skills and experience required; expand the interview process to allow for the assessment of communications skills and the ability to interact with people in a positive way.

Develop and provide an effective, comprehensive orientation program for new library staff, conduct on-going continuing education and training sessions, including an annual Staff Professional Development Day.

Create other opportunities and regular correspondence to ensure that staff keep up with new developments in the field.

Implement innovative service models such as self check-out and virtual reference.

Focus on the essential Core Competencies and rating factors identified in the library staff evaluation forms (Accountability, Innovation, Integrity, Respect, Job Knowledge, Communication, Customer Service and Accomplishments).

Encourage staff participation in outside programs that support staff beyond library training, e.g. City Wellness programs, leadership classes, tuition reimbursement, etc.

Value staff contributions and recognize and reward efforts that enrich the lives of staff and library customers.



STRATEGIC DIRECTION 4

(PROGRAMS)

Use technology and computer resources to improve library services to the public. Maximize the use of technology in the delivery of library services.

Rationale: Norfolk citizens expect and deserve up-to-date computer and information services. As technologies change in our fast-paced society, basic library information services need to be upgraded and re-evaluated to keep up with current demands. Libraries help bridge the digital divide by providing services and information through technology. Many Norfolk residents do not have access to the information superhighway; NPL delivers that access by providing appropriate tools and training.

Increase the presence of self check-out stations at branches for greater efficiency and utility for customers.

Continue to upgrade the public-access computers throughout the system every 2-3 years to meet the requirements for general usability

Implement an online credit card payment option for patrons to pay library fines and fees.

Implement new features within the Integrated Library System as they become available to provide a better catalog interface for the public and greater efficiency for circulation, acquisitions, and other in-house library functions.

Implement online reference services to allow patrons to send questions and receive answers by email or chat.

Increase the number and quality of computer instruction classes and offer additional classes on new applications, processes and products as needed.

Identify and develop appropriate technology services and computer instruction classes to meet the needs of the growing senior population.

Provide a quality Internet presence through the NPL website and social media outlets.

Plan technology to ensure better access for people with disabilities.

Continue to explore enhanced and expanded technology that improves access to the library's educational and recreational resources.



STRATEGIC DIRECTION 5

(PROGRAMS)

Develop powerful early literacy and parent education programs and services.

Rationale: The Norfolk Public Library is the first library in Virginia to become part of the nationally-known “Family Place Initiative,” where libraries are hubs for early literacy programming and parental education and support. Studies have shown that the introduction of pre-literacy skills is instrumental in helping children become readers. So our libraries host multiple Early Literacy classes and provide services that prepare children for school readiness. Because the development of essential foundational skills is so important, the library also incorporates **STEAM (Science, Technology, Engineering, Art, Math)** components into our programs for young children and families.

Promote our KidZones as destinations for young families. Continue to upgrade our welcoming interactive learning spaces in all library agencies.

Conduct on-going early literacy classes for parents and children – 1-2-3 Play with Me, Babygarten, Toddler Time and Storytime to enhance learning skills.

Offer STEAM programs to boost the development of science, technology, engineering, art and math skills for young children and families. These inter-active opportunities include KinderSTEM/KinderREAD, and Build Bash/Maker Mash programs.

Actively educate parents and care-givers in the six Early Literacy skills: phonological awareness, vocabulary, print awareness, letter knowledge, print motivation and narrative skills.

Provide a diverse and current collection of books, AV, technology and electronic resources for parent and children to enhance learning and reading skills.

Enhance community partnerships, as well as outreach to schools and community centers to promote youth programs and services.

Develop dynamic, engaging, innovative environments for families at the new Broad Creek and Southside Libraries.

Continue to educate library staff in the nationally-recognized Family Place philosophy through training at the model library on Long Island, New York.

Train staff in Maker Education philosophy and concepts.



STRATEGIC DIRECTION 6

(PROGRAMS)

Enhance the after-school initiative by providing constructive activities for school-aged children.

Rationale: After-school children and teens, of working parents, have few resources available. Libraries can play a pivotal role in providing safe environments for students. With creative programs and resources, libraries can provide homework assistance and outlets for the development of young adults. All the branches have multiple computers available so student have access to accurate and timely information for homework assignments and other studies.

Develop a dynamic engaging environment for teens at the new Broad Creek Library.

Conduct educational programs and provide cultural events that are attractive to school-age children, tweens and teens.

Develop engaging and interactive STEAM programs – Digital Media & Maker Space to help students to develop skills to enhance learning, where teens are content creators, not content consumers.

Make a concerted effort to create teen centered programming that creates ownership and a sense of belonging, thereby encouraging teens to become independently motivated patrons that will continue library involvement into adulthood.

Offer teens the opportunity to work as volunteers within the library system.

Provide assistance for students on homework assignments. Ensure that the resources – databases, books, software are up-to-date.

Provide access to computer and technological education to encourage interest in STEM fields while remaining current in technological trends.

Collaborate with community partners to provide educational support and career explorations for tweens/teens.

Connect with Partners in Education & Youth Development to create educational and fun activities for students during afterschool hours.

Norfolk Public Library is the only library in Virginia to become part of the national YOUmedia Network and embrace the teen-focus philosophy.



STRATEGIC DIRECTION 7

(PROGRAMS)

Enhance local history and genealogy resources in the Sargeant Memorial Collection.

Rationale: Genealogy is among the fastest-growing pastimes in 21st century America. Many families across the nation trace their immigrant ancestors to southeastern Virginia and northeastern North Carolina, one of the country's oldest and most historic areas. Since the Norfolk Public Library's Sargeant Memorial Collection (SMC) was founded in 1927 to house a collection of local historical materials, the library has recognized an obligation to the community to provide outstanding historical and genealogical resources to citizens and visitors, an increasing number of whom seek our services electronically.

Continuously update the local history/genealogy portion of the NPL website to promote Sargeant Memorial Collection services and digitized materials.

Digitize local photographs and selected items from the archives via the Hampton Roads Heritage Project; provide remote access to the digital collections through NPL's website.

Continue the acquisition of historical materials pertaining to the greater Hampton Roads region and Virginia.

Expand collections through partnerships with community groups and individuals to solicit archival materials that illustrate the achievements and contributions of individuals of marginalized and underrepresented communities within Hampton Roads.

Continue to grow SMC's microfilm collection of municipal, court, newspaper, and institutional records for the greater Hampton Roads region with the goal in mind to gain remote access to these types of records for our patrons.

Offer access to major genealogical databases that provides our residents and students with a gateway to digitized records and resources for their genealogical and historical research.

Increase awareness of the local history and genealogy collection as a destination point for visitors, tourists, educators, and researchers through book talks, research classes, and local history lectures.

Provide materials and offer expertise to regional educational institutions (K-12 and college level) for teaching with primary resources; support the development of educational materials that will meet the Virginia History Standards of Learning (SOLs).

Develop opportunities to work with Virginia public and academic libraries and historical societies on history and genealogy projects of shared interest.

Collaborate with local colleges and universities to host internships, recruit potential library staff, and provide joint-educational programming initiatives.



STRATEGIC DIRECTION 8

(PROGRAMS)

Provide career information in support of people who are trying to find employment.

Rationale: Many people in the community use the library to find information related to business, careers, work, entrepreneurship, personal finances, and employment opportunities. Library customers frequently use library computers and software to create their resumés and cover letters. Customers also use NPL's Internet access to search for jobs and relocation information. Our survey results show that making job information accessible is an important service that the library offers. Productive, employed citizens make a stronger work force and improve the economy of the region.

Keep computer technology and software up-to-date to facilitate the convenient creation of resumés and job application completion.

Update the book and eBook collections with new editions of high demand resumé, career, and test books such as ASVAB, GED, SAT, etc.

Provide online resumé and cover letter writer software.

Promote the library's cooperative program with *The Virginian-Pilot* newspaper through electronic job kiosks located in the libraries and public computer access icons.

Serve as a distribution location for printed career information and job listings.

Promote job opportunities through the library website including local employment sites, government employment sites, and large popular employment sites such as Monster.com and others.

Provide career-related programs and instruction through partnerships with other local agencies such as the Virginia Employment Commission, Opportunity Inc., and the Norfolk Public Schools Adult Education program.

Provide adults with access to a fully accredited high school diploma program through Career Online High School.



STRATEGIC DIRECTION 9

(PROGRAMS)

Provide information related to community services, agencies and organizations.

Rationale: Many people need to know where to turn for help when they come into a new area or find themselves in need of community services. The library is a trusted, convenient place where people can find community information. Though the library is unable to provide formal referrals or counseling, it is a city department that can provide informational access and referral to other governmental organizations, neighborhood groups, and local services in a friendly, informal setting.

Identify and establish ongoing relationships with community organizations and local governmental agencies.

Provide access to local, state, and national resources and materials related to stated community needs through the library's website.

Provide easy, convenient, confidential referral to important community information and agencies (including, but not limited to adult literacy tutoring, GED assistance, ESL classes, social services, Virginia Employment Commission, senior activities, recreation classes, and citizenship).

Install digital displays at NPL locations to promote library services and programs as well as City of Norfolk and community organization information.

Post and distribute community services print materials in all library locations.

Provide information and programs in Spanish and other foreign languages based on local demand.



STRATEGIC DIRECTION 10

(PROGRAMS, RESOURCES)

Increase awareness about library services and activities to the community, both users and non-users alike.

Rationale: Communications and marketing is a vital part of library operations. Creating an awareness of the resources and services the library provides allows for patrons to maximize the benefits from these services. Strategies include public relations, promotions, social media, advertising and soliciting feedback from staff and the public.

Develop a new branding campaign to create a unified and cohesive look for NPL across all platforms, marketing materials and advertising.

Create a new website for NPL that can be easily updated, provide a social networking component, and stay relevant for our patrons.

Utilize social media tools that will help inform patrons about services and programs.

Use digital displays as a way to promote library services and programs, as well as City of Norfolk and community organization information.

Focus attention on marketing for early literacy efforts and explore the best ways of reaching this prospective audience.

Increase public awareness of library services and programs with added online advertising and utilize public relations opportunities to garner additional media attention.

Create clear and comprehensive informational literature and handouts that explain library services to the public.

Continue to collaborate with other communication specialists from the City and other local organizations in order to reach a broader audience.

Conduct customer-oriented market research and evaluate the effectiveness of marketing methods.

Solicit feedback from the public regarding library services and needs.



STRATEGIC DIRECTION II

(PROGRAMS)

Coordinate and promote system-wide programming that celebrates the diversity of cultures in order to support a caring and inclusive community.

Rationale: By providing a variety of entertaining and educational multicultural programs, the Library aims to make its citizens aware of the many different cultures that exist not only worldwide but within our own communities.

Implement programs that support various celebrations for different cultural and ethnic groups: Asian-Pacific American Heritage Month, Hispanic Heritage Month, American Indian Heritage Month, African American History Month, etc.

Promote NPL cultural booklists to the public. These booklists include children's, young adult and adult books, DVDs, websites and databases related to a specific culture.

Collaborate with community groups and individuals to ensure that the voices of the underserved are heard.

Continue to document the achievements and contributions of individuals who have made invaluable contributions to our community through video, oral histories and print media.

Work to maintain our current audiences while gaining new patrons by providing relevant, entertaining and educational programs and by collaborating with other cultural entities in the community.

Create opportunities for other culturally inspired individuals and organizations to develop specific programs and events for the library.

Seek to make our libraries destinations through our diversified programming format.

Continue the branding and marketing of cultural programs to help identify and better serve patron interests and cultural identifiers.

Research the establishment of a black box theatre to serve community people involved in original and experimental works while providing a unique opportunity for the arts.



STRATEGIC DIRECTION 12

(RESOURCES)

Increase external support (Trustees, Friends, NPL Foundation, Slover Foundation, Volunteers, Partners).

Rationale: Norfolk Public Library works with several external organizations that assist us with fundraising, volunteering and program support. The Library's Board of Trustees, Friends of NPL, NPL Foundation, Slover Foundation, and Volunteer Program all help to advocate and support Norfolk Public Library. NPL also participates in numerous partnerships and receives sponsorships from community organizations and businesses. With an increase in the support of the library from these groups, customers will ultimately receive better library services.

Support the Board of Trustees in their plans for long-term ongoing budget advocacy and provide them with the related information necessary for their efforts.

Work closely with the Friends of the Norfolk Public Library as they continue to advocate for and support the library.

Support the efforts of the Norfolk Public Library Foundation in raising funds for the Bookmobile Restoration Project, Sargeant Memorial Local History & Genealogy Collection Endowment, and other Foundation endowments.

Provide volunteer opportunities for people of all ages to serve our community.

Promote the need for and value of library volunteers to the public and enhance how the Volunteer Office tracks and report results.

Work with local volunteer recruitment organizations to find individual and group volunteers for NPL.

Work with local educational institutions to offer internships and Federal Work Study partnerships.

Recognize and reward library volunteers for their efforts.

Seek new opportunities to create strategic partnerships with governmental agencies, community groups, businesses, and private donors.

Focus on identifying funding and partnering opportunities within the community to sustain identified strategic revenue source plans.



STRATEGIC DIRECTION 13

(RESOURCES)

Increase awareness about the value of library services and activities to the community, both users and non-users alike.

Rationale: Those who invest in the library, and those who support and advocate for the library, need quantitative and qualitative justification for financial and human resources being expended on behalf of NPL. Calculating the value and articulating the benefits that NPL brings to the community is of strategic importance in ensuring adequate funding in the next five years and beyond in order to meet our community's needs and aspirations.

Implement the Library of Virginia's Planning for Library Excellence with the goal of achieving AAA rating, reporting periodically on the progress toward this milestone.

Implement the Public Library Association's "Project Outcome" to measure the impact of NPL programs on the lives of those who attend and participate.

Annually prepare a "Value Calculator" in order to estimate the total value of the many products and services offered by NPL and used by its patrons.

Annually prepare statistical data comparisons of NPL output measures and resources with other local, regional, state and national public libraries.

Solicit feedback from the public regarding the effectiveness of library services and activities, including, but not limited to what needs to be added, eliminated or improved upon.

Present value proposition to various constituencies such as Trustees, Friends, civic and service organizations, and City Council regularly and ad hoc at every opportunity.

Consider implementing additional initiatives that measure value and performance as they are developed and released by library affiliated professional organizations.

Assess the "Induced Economic Impact" of NPL on the community, in conjunction with the "Value Calculator," to quantify the city's total return on investment.



CITY OF NORFOLK

MISSION STATEMENT

The City of Norfolk shall provide leadership and direction responsive to the needs and desires of all citizens of Norfolk. This shall be done in an efficient, equitable, cost-effective manner that uses available resources for the maximum benefit.

Leadership shall be directed to strengthening Norfolk as the economic and cultural hub of Hampton Roads, to preserving and enhancing the environmental setting and assets of the city, and to improving the quality of life and opportunities for the diverse populations living in, working in, and visiting Norfolk.

PRIORITIES

- ◆ Accessibility, Mobility and Connectivity
- ◆ Economic Vitality and Workforce Development
- ◆ Environmental Sustainability
- ◆ Lifelong Learning
- ◆ Safe, Healthy and Inclusive Communities
- ◆ Well Managed Government

ACKNOWLEDGEMENTS

We would like to acknowledge and thank all those who contributed in various ways to the development of our strategic directions, including our library patrons. Additional thanks to Howard H. Hoege III, President and CEO of The Mariners' Museum, for inspiration in developing our Centers of Excellence model. Special appreciation is extended to the staff of the Norfolk Public Library for their dedication and commitment to providing excellent library services to the citizens of Norfolk.

CITY COUNCIL

MAYOR

Kenneth Cooper Alexander

VICE MAYOR/WARD 2

Theresa W. Whibley, M.D.

WARD 1

Martin A. Thomas, Jr.

WARD 3

Mamie Johnson

WARD 4

Paul R. Riddick

WARD 5

Thomas R. Smigiel, Jr.

SUPER WARD 6

Andria P. McClellan

SUPER WARD 7

Angelia Williams Graves

CITY MANAGER

Doug Smith, Interim

DEPUTY CITY MANAGER

Stephen Hawks, Interim



NPL LOCATIONS

Norfolk Public Library Administrative Offices and Service Center

1155 Pineridge Road, Norfolk VA 23502

(757) 664-7328

Square Footage: 42,000

**Barron F. Black
Branch Library**
6700 E. Tanners Creek Drive
Norfolk, VA 23513
(757) 441-5806
Square Footage: 5950

Blyden Branch Library
879 E. Princess Anne Road
Norfolk, VA 23504
(757) 441-2852
Square Footage: 3570

Bookmobile
(757) 858-2044
Schedule available online at
www.norfolkpubliclibrary.org

**Broad Creek Anchor Branch
Library**
1425 Norchester Avenue
Norfolk, VA 23502
(757) 823-4800
Approx. Square Footage: 30,000
Opening 2018

**Horace C. Downing Branch
Library**
555 E. Liberty Street
Norfolk, VA 23523
(757) 441-1968
Square Footage: 3570

Janaf Branch Library
124 Janaf Shopping Center
Norfolk, VA 23502
(757) 441-5660
Square Footage: 6350

**Jordan-Newby
Branch Library**
961 Park Avenue
Norfolk, VA 23504
(757) 441-2843
Square Footage: 5519

Lafayette Branch Library
1610 Cromwell Drive
Norfolk, VA 23509
(757) 441-2842
Square Footage: 6750

Larchmont Branch Library
6525 Hampton Boulevard
Norfolk, VA 23508
(757) 441-5335
Square Footage: 6990

Little Creek Branch Library
7853 Tarpon Place
Norfolk, VA 23518
(757) 441-1751
Square Footage: 6700

**Mary D. Pretlow Anchor
Branch Library**
111 W. Ocean View Avenue
Norfolk, VA 23503
(757) 441-1750
Monday - Thursday: 10AM - 9PM
Friday & Saturday: 10AM - 5PM
Sunday: 1PM - 5PM
Square Footage: 32,500

Park Place Branch Library
620 W. 29th Street
Norfolk, VA 23508
(757) 664-7330
Square Footage: 4000

Slover Library
235 E. Plume Street
Norfolk, VA 23510
(757) 664-7323
Monday - Thursday: 9AM - 8PM
Friday & Saturday: 9AM - 5PM
Sunday: 12PM - 5PM
Square Footage: 138,000

Southside Branch Library
Crossroads of Berkley Avenue &
Campostella Road
Norfolk, VA 23324
Approx. Square Footage: 17,000
Opening in 2019

Van Wyck Branch Library
1368 DeBree Avenue
Norfolk, VA 23517
(757) 441-2844
Square Footage: 6325

NPL SUPPORT

NORFOLK PUBLIC LIBRARY BOARD OF TRUSTEES

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STRATEGIC DIRECTIONS 2018 - 2023 COMMITTEE

Kelly R. Straub	Public Relations Specialist; Committee Chair
Alan Sonner	Library Assistant; Committee Co-Chair
Sonal Rastogi	Director of Libraries
Sean C. Bilby	Support Services Administrator
Elizabeth Woodard	Public Services Administrator
Paris Colburn	Administrative Services Manager
Terri Raymond	Youth Services Coordinator
Julia Rodriguez	Volunteer Services & Outreach Coordinator
Cathy Thomann	Information Technology Librarian
Dudley Culbert	Branch Manager; Multicultural Committee Chair

QUOTABLE FACTS



There are more public libraries than McDonald's in the U.S. - a total of 16,766, including branches.

Americans check out more than eight books a year, on average. They spend \$35.81 a year for the public library - about the average cost of one hardcover book.



NPL IS DYNAMIC

Patrons borrowed 816,849 print items and 62,836 digital items in FY16.

62,377 people attended one of 3883 programs.

NPL offers 433 public computers with over 410,000 hours logged in FY16.

NPL IS A DESTINATION



There were over 1.2 million visitors to NPL branches in FY16.

NPL offers events that attract local patrons as well as guests from all over the region, state and country.

There are 12 KidZones and 2 playscapes providing unique and fun areas for the youngest patrons.



NPL IS A RESOURCE

There are 662,036 items in the NPL print and digital collections.

There were 376,175 NPL website visits.

The Sargeant Memorial Collection is one of Virginia's finest local history and genealogy collections.