

# Everett Public Library Strategic Communication Framework July 26, 2006

## I. Goals and Outcomes

Everett Public library enjoys an increase in overall cardholders, library use and program participation.

Specific measurables include:

- Everett Public Library cardholders increase by 20% (60,000) in 24 months.
  - (10% increase each year)
- Everett Public Library circulation is increased by 15%.
- Everett Public Library adult program attendance moves from 30 attendants to 50 attendants on average.
- Everett Public Library online database use is increased by 20%.

## II. Audiences

This matrix is an initial framework. Everett Public Library now needs to define the actual people it needs to reach in column 2 (Names: Who exactly?).

1 --AUDIENCE Who are the people you need to reach?	NAMES Who exactly?	2 -- CURRENT RELATIONSHIP + = good - = poor Δ = needs work	3 --NEEDS/MOTIVATORS What motivates this group/what needs are they focused on?	4 --What does this group need to know in order to take action	5 --ACTION WE WANT THIS AUDIENCE TO TAKE	PRIORITY
Community Leaders - opinion leaders		Δ Δ	Community building/ support/fiscal accountability	What does the library do to build a sense of community?	Leaders use, promote and support the library.	A
Voters - 18-24 - 24-40		- Δ	Self/family, <u>sometimes</u> greater good, <u>sometimes</u> fiscal accountability	How does the library benefit my life personally? My family's lives?	Get library cards and use the library.	A
Community Partners - youth organizations - senior organizations - business groups		+ + Δ	Serving people we serve/common goal/opportunities for collaboration	What does the library offer the people my organization serves? How could the library help me better serve my clients?	Increased use of the library in serving their clients; clients use the library as well.	A

Business and professional people		Δ	Personal and business needs for information and ideas	What resources and services does the library have to support my business?	Have and use the library cards; tell librarians if we don't have what they need	B
1 --AUDIENCE Who are the people you need to reach?	NAMES Who exactly?	2 -- CURRENT RELATIONSHIP + = good - = poor Δ = needs work	3 --NEEDS/MOTIVATORS What motivates this group/what needs are they focused on?	4 --What does this group need to know in order to take action	5 --ACTION WE WANT THIS AUDIENCE TO TAKE	PRIORITY
People with school age children		+	Child achievement and opportunity	How can the library support or create opportunities for success for my child?	All family member have and use library cards; kids come for homework help and good books	A
Teachers		Δ	Students' needs: reading and language improvement; completing assignments.	Does the library have sufficient and appropriate materials for the kids' use?	Promote use of the library; take class field trips to the library; help each child get a library card	B
Policymakers - Elected officials - Appointed officials		Δ Δ/+	Constituent satisfaction/fiscal accountability	What library resources, services and programs are meeting the needs of the community/constituency?	Promote and fund the library	B

### III. Messages

Key messages are the themes that drive all of our communication—they don't represent the exact words that must be used, only the ideas that need to be communicated. These ideas may be communicated through examples, statistics, and storytelling even through photography. Your key messages are categorized into three basic groups:

- What—what is the library, what do you do?
- So what—how does it affect me, why should I care?
- Now what—deliver a call to action, what do you want the audience to do?

In every interaction you have with any audience, you want to be able to deliver all three messages.

*What--what is the library, what do you do?*

**Main Message:** Everett Public Library informs, educates and entertains the community.

Supporting themes can be developed along each of the three lines below.

- Inform
  -
- Educate
  -
- Entertain
  -

Use the above as categories to brainstorm ideas of stories (3-4 sentences). Everett Public library can tell about each of these sub themes.

*So what--how does it affect me, why should I care?*

Customize based on the audience (see Audience Matrix)

*Now what--deliver a call to action, what do you want the audience to do?*

- Sign up for a library card.
- Take advantage of electronic resources we have.
- Participate in the programs we offer.
- Others

#### IV. Summary and Team Leads

##### Strategy

1. Establish Library card Campaign Champions Group to promote the campaign internally.
2. Refine visual brand and align programs, communication and training.
3. Build relationship through direct and grassroots contacts.
4. Coordinate with city media relations staff and build media relationships

##### Team Leads

Eileen/Marge/Liz/Cameron (core team) and one person from each department

Kevin (design), card package (small group), story brainstorm: *question guide* (small group), WSL campaign use (small group), internal rollout (core team)

Small groups

(Core team) Eileen/Director/Liz

*Details of the core strategies appear on subsequent pages.*

## V. Work Plan Template by Strategy

### STRATEGY 1: Establish library card campaign champions groups.

Priority: A

Lead: Eileen

Timing: September 2006

Action Items	When	Resources Needed
Identify the group	Done	
Bring them to a meeting	8/06	
Review the plans and roles	Ongoing	

### Tactic 1: Fill in the 2007 events calendar

Action Items	When	Resources Needed
Identify events	10/06	Core team plus reference section
Begin booking and arrangement	11/06	Staff member assigned to each program makes arrangements
Create monthly events calendar for distribution in libraries	1/07	Kevin, with content from team.
Identify places to send PRs: dailies, weeklies, electronic, community papers, church and realtors publications, etc.	12/06	Meet with COE PR person to find out where PRs are automatically sent, then create our own list of additional publications

**STRATEGY 2: Refine brand and align communication and training.**

Priority: A

Lead: Eileen, Cameron

Timing: December 2006

**Tactic 1: Strengthen brand and message platform**

Priority: A

Lead: Champions team, Kevin

Timing: Now to ongoing

**Tools: Use one mark and use consistently**

**Tools: Create a consistent visual identity**

Action Items	When	Resources Needed
Create graphic standards and apply to all materials	Time-frame not yet known	Work with company developing COE branding, but begin internal process of logo design, library benefits package
Choose images for materials	1/07	Money to purchase stock photos, small team to decide on images with Kevin.
As things need to be reproduced, phase out old materials	ongoing	Since most are photocopied in-house, prioritize to provide guidance to Kevin
Use an editorial eye	ongoing	

**Tactic 2: Assure everyone understand and can articulate a common message**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Educate staff	1/07	Handouts and presentation, once at a staff meeting and again at a circulation meeting
Educate Board	1/07	Eileen to give presentation at board meeting, introducing new library card benefits packet and explaining campaign and programs
Educate Friends of the Library and Women's Book Club	2/07	Eileen or Mark give presentation at FOL board meeting. Eileen contact EWBC to ask to give presentation to board and at general meeting.

**Tools: Create brand handout and FAQ**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Write and design handout	N/A defer	We will work with company doing COE branding campaign. May be able to use their specifications on font, colors, etc.

**Tactic 3: Establish a family of brand materials.**

**Tools: Create library benefits brochure**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Champions meet and decide what to emphasize	11/06	Include circulation in meeting
Consult with graphical person	11/06	Time
Write and design brochure	11/06	Time

**Tactic 4: Leverage Washington State Library tools**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Free customizable posters and bookmarks	Ordered	
Distribute outside of the library	1/07	Identify locations, contact to get approval, allocate posters among staff for distribution

**Tools: Create a bookmark series (children, teen and adult)**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Consult with affected departments	Phase II	
Create and distribute bookmarks	Phase II	Card stock and design

**Tactic 5: Online Communication**

Priority: A

Lead: Champions, Steve

Timing: Summer 2007

**Tools: Bring the website in alignment with the brand**

Action Items	When	Resources Needed
Consult with webmaster	9/06	None
Begin design work	9/06	None
Implement new site	10/06	None

**Tactic 6: Apply events calendar to the web**

Action Items	When	Resources Needed
Designate staff for calendar entries	1/07	Training
Arrange delivery method for and forms for entries	2/07	Meet with section heads to codify who should receive information, what information is needed, and how much lead time is necessary
Implement	3/07	None

**STRATEGY 3: Build relationships through direct and grassroots contacts.**

Priority: A

Lead: Champions

Timing: 2 visits a Quarter

**Tactic 1: Identify and prioritize contacts**

Action Items	When	Resources Needed
Make an contacts list (pull from audience section)	Phase II	Note: Do contact visit with the city's PR person, schools
Create script (what to say) for meetings	Phase II	
Prioritize the list	Phase II	
Make assignments	Phase II	

**Tactic 2: Conduct direct contacts**

Action Items	When	Resources Needed
Identify relevant message	Phase II	
Prepare contacts toolkit	Phase II	
Identify what it means to be a library champion (Example: share our message, be an advocate, give)	Phase II	

**Tactic 3: Create tools for contacts**

**Tools: Contacts packets**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Most recent annual report	Phase II	
Message one-pagers	Phase II	
Champions Roster (includes Board members)	Phase II	

**Tactic 4: Identify and prioritize contact list**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Make an contact list (pull from audience section)	Phase II	
Create script (what to say) for meetings	Phase II	
Prioritize the list	Phase II	
Make assignments	Phase II	

**Tactic 5: Track and refine contacts list**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Follow-up with on Action Items	Phase II	
Update contacts list	Phase II	
Share information gathered internally	Phase II	
Create contacts calendar	Phase II	

**Tactic 6: Conduct grassroots visits/calls**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Identify relevant message	Phase II	
Prepare contacts toolkit	Phase II	
Identify the Ask (be a champion)	Phase II	
Identify what it means to be a library champion (Example: share our message, be an advocate, give)	Phase II	

**Tactic 7: Track and refine grassroots contacts list**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Follow-up with on Action Items	Phase II	
Update contacts list	Phase II	
Share information gathered internally	Phase II	
Create contacts calendar	Phase II	

**STRATEGY 4: Conduct sponsorship outreach to media, grocery, dairy, banks (Washington Mutual).**

**Tactic 1: Coordinate with city media relations staff.**

Priority: B

Lead: Eileen and Champions

Timing: March 2007

Action Items	When	Resources Needed
Consult with media relations staff re sponsorships	Phase III	

**Tactic 2: Identify programs that are appropriate for sponsorship (Example: Cardholder Campaign, Library Palooza, Summer Reading, etc.)**

Action Items	When	Resources Needed
Identify programs and add others	Phase III	

**Tactic 3: Develop sponsorship package**

Actions Items	When	Resources Needed
Detail request and benefits	Phase III	

**Tactic 4: Develop appropriate prospect list that are mission aligned**

<b>Actions Items</b>	<b>When</b>	<b>Resources Needed</b>
Detail the list	Phase III	
Prioritize based on relationship and pathway	Phase III	

**Tactic 5: Do the visits/calls**

<b>Actions Items</b>	<b>When</b>	<b>Resources Needed</b>
Set-up the meetings	Phase III	
Make the Ask	Phase III	
Execute the sponsorship agreement	Phase III	
Follow-up	Phase III	

**STRATEGY 5: Coordinate with city media relations staff and build media relationships.**

**Tactic 1: Create media list (pull from audience matrix)**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Dailies, weeklies, electronic, community papers, church and realtors publications, etc.	2/07	This also appears under program strategy.

**Tactic 2: Develop internal events calendar**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Identify stories you want told (link to months, season, programs, school, etc.)	3/07	

**Tactic 3: Visit Editorial boards/Editors/Station Managers**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Develop an approach for each one	1/07	One or two members of core team should visit Herald and KSER to talk to them about campaign/programs
Establish relationships	Phase II	
Offer to be a resource to them and be responsive	Phase II	

**Tools: In my opinion/signed editorials**

<b>Action Items</b>	<b>When</b>	<b>Resources Needed</b>
Look for opportunities for writing opinion/signed ed that links to events calendar	Phase II	
Provide the opinion/signed ed to community newspapers	Phase II	

## **V. Evaluation**

Establish tracking mechanism for key measurables noted in goals.

Track progress for cardholder circulation, web and database use monthly and programs at each program.

Report back to the staff and board quarterly on progress to your goals.