Puyallup Public Library
Strategic Communication Framework
August 30, 2006

I. Goals and Outcomes

Big Picture Goals

- PPL is viewed as a critical community resource that is highly valued by community members.
- PPL is adequately resourced (funds and personnel) to meet community needs.
- City recognizes the vital role of PPL in the community.

Measurable Outcomes

- Library cardholders increase from 45% of the population to 50%.
- New collections reach a turnover rate comparable to the rest of the collection:
    - Spanish
    - English for Language Learners
    - Quick Picks (a grab and go browsing collection)
- Database use increases by 20%.
- Outreach services programs to community members who are homebound, senior citizens and assisted living centers increase and in turn increase circulation by 10%.
- The library is a community center.
- Self-check out increase to _____%.

II. Audiences

1 --AUDIENCE Who are the people you need to reach?	NAMES Who exactly?	2 -- CURRENT RELATIONSHIP + = good – = poor • = 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
Policymakers - Elected officials - Appointed officials (library board)		• •	Constituent satisfaction/ fiscal accountability motivation is image of Puyallup your city of choice, look of buildings, needs finance, reactionary policy making	How the library meets community/constituency expectations and needs. Library is at the heart of an informed citizenry. What libraries do, goals and purpose of libraries, library structure, work, what it is we do and how benefit community as a whole.	Advocate for us on an ongoing basis to assure more funding and services.
Community Leaders - opinion leaders		•	Community building/ support/fiscal accountability	How the action builds community Establishing who opinion leaders are in a community that has become more fragmented and more of a bedroom community than livable community. We know our patron opinion leaders, but not really community opinion leaders.	Advocate for us. Become more actively involved.

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Voters - 18-24 - 24-55 - 55+		•- our poorest relationship would be with non-English speaking communities. We have solid relationship with 24-55 middle class families and 55+, could always use work, 18-24 strongest relationship with computer users and unemployed	Self/family, sometimes greater good, sometimes fiscal accountability Jobs, education, instant gratification needs, I need a resume, now. I need to get my ged now, I need beach reads now.	How the action benefits my life personally or my family's lives	Come to the library. Use the library in the way that makes sense to them. Advocate for the library with others and city council.
Community Partners - youth organizations - senior organizations - business groups		+/• schools, cub scouts, schools lack some communication +/• outreach services, contact with senior center and senior patrons • some relationship with mainstreet and kiwanis could be stronger and reach out to individual business and business communities	Serving people we serve/common goal/opportunities for collaboration Mutual promotion opportunities, programs that reach their audience, services we can provide them databases etc.	How action serves our population	Schools- Work collaboratively with us. Give us an assignment alert. Youth org.-Work collaboratively with us. Promote us as a resource.
People with school age children		+	Child achievement and opportunity Recreational activities, opportunities for childrens activities that allow for adult interaction, educational materials, sharing materials from their childhood they can share with their children	How the action supports or creates opportunity for success for my child	Come to the library. Sign their kids up for cards. Bring their children in for programs. Use the diversity of resources for themselves and their kids. Help create lifelong users of the library. Advocate for the library.

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Teens		+/•	Peers/entertainment/school/home work	They are welcome at the library. We have CDs/DVDs/books/internet/etc. Free!	Use the diversity of our services. Talk to us about what they want. Respect others right to be at the library. Become a messenger for the library.
Spanish Speaking population	English Speaking Advocates DHS ELL teachers	-			Become messengers. Use the library's diverse resources. Tell us what you want/need.
English Language Learners		•			Use the library's diverse services. Be messengers about the library as ELL resource. Tell us what you want/need.

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

Puyallup Public Library is the centerpiece to a vital stable community.

So What

(Customize your message here based on audience needs)

Themes include:

- Learning and discovery
- Education
- Business/Economic
- Entertainment
- Social community
- Health
- Connections/on demand/information resource

Now What

- Get a library card.
- Use our services.
- Tell a friend.
- Participate in a program.
- Be an advocate.
- Volunteer

Strategy

Strategy summary with ownership noted:

Strategies

1 – 2	Brand and Collateral (Lisa/Sandy) Online communication (Lisa/Angie)
3	Assessment (owner?)
4a	Direct outreach (one to one) (Katy/ ErrolLynne)
4b	Grassroots outreach (one to many) (Deborah/Katy)
5 – 6	Publicity and promotional partnerships (Pat/Sandy/ErrolLynne)

Strategies, tactics and deliverables are detailed below. Each tactic is ranked A (must be done immediately), B (must be done but can wait until winter, or C (optional but should be revisited later).

Work Plan Template by Strategy

STRATEGY 1: Establish library card campaign and champions groups.
Kick off April National library week continue through summer reading, wrap in September each year with national library card month.

Priority: A
Lead: Lisa
Timing: Q1 2007-ongoing

Action Items	When	Resources Needed
Define campaign leadership		
Identify the group		
Bring them to a meeting		
Review the plans and roles		
Share the success with city council, media, partners at conclusion of national library card month in 2007/08 and 09.		
Check-in with the groups		

STRATEGY 2: Refine brand and align communication and training.

Priority: A
Lead:
Timing: Q4 2006

Tactic 1: Strengthen brand and message platform

Priority: A
Lead:
Timing: Now to ongoing

Tools: Use one mark and use consistently

Tools: Create a consistent visual identity

Action Items	When	Resources Needed
Take an inventory of current materials		
Create graphic standards and apply to all materials		
Treat print, displays and other materials as "real estate" and build it out intentionally.		
Use images in materials		
As things need to be reproduced, phase out old stuff		
Use an editorial eye		

Tools: Strengthen voice and message platform and use consistently

Action Items	When	Resources Needed
Use needs assessment to adapt key messages based on needs, value, etc.		
Inform, Educate, Entertain as editorial calendar		Notes: look each quarter of the year for specific stories that can be told (Summer Reading, Back to school, history, etc.)

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

Action Items	When	Resources Needed
Educate staff		
Educate Board		
Educate champions		
Educate Friends of the Library and volunteers		

Tools: Create brand handout and Frequently Asked Questions

Action Items	When	Resources Needed
Summary of the messages for the staff		

Tactic 3: Establish a family of brand materials.

Tools: Create library benefits brochure

Action Items	When	Resources Needed
Offer option to receive library email		

Tools: Create flyers on core service deliveries/programs

Action Items	When	Resources Needed

Tactic 4: Leverage Washington State Library tools

Action Items	When	Resources Needed
Free customizable posters and bookmarks		
Distribute outside of the library		

Tactic 5: Director's message to staff

Action Items	When	Resources Needed
Authored in collaboration with marketing team and Director		
Weekly email		
Link to the editorial calendar		
Keep staff involved and connected to the bigger picture and let them know what they can do		

Tools: Modify the newsletter and its distribution

Action Items	When	Resources Needed
Move to bi-monthly or quarterly		
Explore html email service and/or Dear Reader		
Broaden distribution with long term goal of mailing to all cardholders (unless they opt out)		
***Mail newsletter		
Explore partners with Friends, newspaper, city, etc. for distribution		

Tools: Annual report

Action Items	When	Resources Needed
One of the newsletters becomes and annual report		

STRATEGY: Online Communication

Priority: B
Lead:
Timing: Quarter 4

Tools: Bring the website in alignment with the brand

Action Items	When	Resources Needed

Tactic 8: Apply editorial calendar to the web

Action Items	When	Resources Needed

Strategy 3: Conduct a survey to bring offerings in line with community needs and interest

Priority: A
Lead:
Timing: Q4 2006

Tools: Create simple assessment tool

Action Items	When	Resources Needed
Create needs assessment		Note: Ask where people took the survey or how they took it
Put assessment tool online (survey monkey)		
Create hard copies of assessment tool		

Tactic 10: Identify contacts channels

Action Items	When	Resources Needed
In branch, city, Main Street Association, community partners, neighborhood involvement		
Create utility insert and distribute (line item to link)		
Post online		

Tactic 11: Distribute assessment and analyze results

Action Items	When	Resources Needed
Produce the tool		
Distribute tool		
Review results		
Communicate about the results		

STRATEGY 4: Build relationships through direct and grassroots contacts.

Priority: A
Lead:
Timing: _ visits a Quarter

Tactic 1: Conduct targeted direct contacts

Tactic 2: Identify and prioritize contacts

Action Items	When	Resources Needed
Make an contacts list (pull from audience section)		
Create script (what to say) for meetings		
Prioritize the list based on influence and pathway		

Make assignments		

Tactic 3: Conduct direct contacts

Action Items	When	Resources Needed
Identify relevant message		
Prepare contacts toolkit (most current newsletter, a couple relevant program handouts, etc.)		
Identify the Ask (be a champion)		
Identify what it means to be a library champion (Example: share our message, be an advocate, give)		

Tactic 4: Track and refine contacts list

Action Items	When	Resources Needed
Follow-up with on Action Items		
Update contacts list		
Share information gathered internally		
Create contacts calendar		

Tactic 5: Create tools for contacts

Tools: Contacts packets

Action Items	When	Resources Needed
Most recent annual report		
Message one-pagers		
Return On Investment worksheet		
Assessment Summary		
Current Newsletter		
Champions Roster (includes Board members)		

Tactic 6: Identify and prioritize contact list

Action Items	When	Resources Needed
Make an contact list (pull from audience section)		
Create script (what to say) for meetings		
Prioritize the list based on influence and pathway		
Make assignments		

Tactic 7: Conduct grassroots visits/calls

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

Tactic 8: Track and refine grassroots contacts list

Action Items	When	Resources Needed
Follow-up with on Action Items		
Update contacts list		
Share information gathered internally		
Create contacts calendar		

STRATEGY 5: Conduct promotion partner outreach.

Tactic 1: Partnerships for promotional publicity

Priority: B or C
Lead:
Timing:

Action Items	When	Resources Needed

Tactic 3: Identify programs that are appropriate for partnership (Example: Cardholder Campaign, Summer Reading, etc.)

Action Items	When	Resources Needed

Tactic 4: Develop partnership package

Actions Items	When	Resources Needed
Detail request and benefits		

Tactic 5: Develop appropriate prospect list that are mission aligned

Actions Items	When	Resources Needed
Detail the list		
Prioritize based on relationship and pathway		

Tactic 6: Do the visits/calls

Actions Items	When	Resources Needed
Set-up the meetings		

Make the Ask		
Execute the agreement		
Follow-up		

STRATEGY 6: Build media relationships.

Tactic 1: Create media list (add to audience matrix)

Action Items	When	Resources Needed
Dailys, weeklies, electronic, community papers, church and realtors publications, etc.		Note: Get details, email address, phone number, etc.

Tactic 2: Develop internal editorial calendar (Duplicate)

Action Items	When	Resources Needed
Identify stories you want told (link to months, season, programs, school, etc.)		

Tactic 3: Visit Editorial boards/Editors/Station Managers

Action Items	When	Resources Needed
Develop an approach for each one		
Establish relationships		
Offer to be a resource to them and be responsive		
Send the same champions contacts packets to media		

Tools: In my opinion/signed editorials

Action Items	When	Resources Needed
Look for opportunities for writing opinion/signed ed that links to editorial calendar		
Provide the opinion/signed ed to community newspapers		

Contributed articles		

Tactic: Add in conference room signage (Arts Alliance or Friends)

III. 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.