Yakima Valley Regional Library
Strategic Communication Framework
September 2006

I. Goals and Outcomes

Goal:
The Yakima Valley Regional Library is an integral community member and is perceived as a highly valued asset that the Yakima Valley community enthusiastically uses and supports.

Objectives:
- The community is aware of the Library's programs, services and resources.
- The community seeks out and uses the Library's programs, services and resources.
- The library will attract both people and businesses to downtown.
- The library becomes a meeting place or community center for smaller communities.
- The library creates a sense of place.
- Key civic, cultural and educational organizations see the library as a critical partner in their own success and seek out opportunities to affiliate and align themselves with the library.

Outcomes:
- _10__ percent increase in the number of patrons from within the district using the library's services, resources and programs from January –December 2007.
- _20___ percent increase in program attendance to be accomplished by end of the first year after implementation of the plan.
- 5 percent increase in literacy rates.
- Increase computer literacy by __5%____.
- Increase customers using computers by ___10%____.
- Increase library cardholders by __10%____.
- Increase number of registered voters in Yakima County by _1%_____.

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	County Commissioners City and Town Councils Auditor Assessor	^ This varies. Administration and Board work hard to maintain and improve our contacts and our education efforts for this group.	Constituent satisfaction/ fiscal accountability	How the library meets community/constituency expectations and needs.	To support library initiatives and finance issues.
Community Leaders - opinion leaders	Rotary, Lions, Kiwanis, Chambers of Commerce	This varies by issue, but generally +.	Community building/ support/fiscal accountability	How the action builds community	To champion library initiatives and projects. To help us build strong networks with partners.
Voters - 18-24 - 24-55 - 55+	League of Women Voters New citizens Yakima Senior Center	+. Six annexation efforts since 2000 have all been successful. We have targeted households with women voters, but have not tracked by age.	Self/family, <u>sometimes</u> greater good, <u>sometimes</u> fiscal accountability	How the action benefits my life personally or my family's lives	To continue to support library ballot issues.
Community Partners - youth organizations - senior organizations - business groups	YMCA, Gear Up, East Yakima Demonstration Community RSVP Chambers of Commerce, Committee for Downtown Yakima	+. This is area of strength for us. We have several solid, ongoing relationships.	Serving people we serve/common goal/opportunities for collaboration	How action serves our population ------ How we can work together to benefit both organizations and both sets of customers.	Consider new areas of partnerships and (in some cases) higher levels of financial commitment.

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Staff	All	+ for many. Needs work for others.	Desire to give quality library service. Need for sustaining work environment. Security.	How does what I do fit in with and affect library services and image? How can I help library improve services and image?	Provide welcoming environment for customers. Support library issues in community.
Web Users	Same	Needs improvement	Getting reliable, up-to-date information quickly	How to find our site; how to navigate quickly; what special features and services we provide	Use our site as a gateway to web and to our subscription databases.
Spanish-Speaking Immigrants	Washington State Migrant Council, Plazas Comunitarias	+, but we need to reach larger audience	For newcomers to the US, learning how to get along in a new culture. For people unaccustomed to using libraries, becoming acquainted with library services.	They need to know that we have friendly staff, some of whom speak Spanish, to help them learn to use and enjoy their local library.	Visit our libraries, borrow materials, attend programs, tell others about the library.
Current patrons	All active cardholders	+ in general. We always seek improvement	Finding what they want, when they want it; convenient access (from location to parking lots to web site). Interaction with friendly, knowledgeable staff.	We have a variety of ways to access our services; we have new programs and services for them to enjoy. We are working to improve our "welcoming behaviors."	Visit our libraries; borrow materials, attend programs, try new services (such as the web site), tell others about the library.
Media	Local newspapers, radio, and TV (Eng&Span)	Mixed	Information that is relevant, timely and newsworthy	Accurate, timely information	Positive editorials, accurate information, think of us as a resource Cover/promote library programs and services
Educators	School District Superintendents & Principals	+ (excellent with school librarians) and/or need improvement	Student achievement	Library has resources to improve student achievement	Know about and utilize resources; work collaborative;
Home-schooling parents (Home School Association)	Home-school Association	+ pretty good	Student achievement	Library has resources to improve student achievement	Know about and utilize resources; work collaborative

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Local businesses	Chambers of Commerce Yakima County Development Assoc. SBA	+. This is area of strength for us. We have several solid, ongoing relationships.	Serving people we serve/common goal/opportunities for collaboration	How action serves our population ------ How we can work together to benefit both organizations and both sets of customers.	Consider new areas of partnerships and (in some cases) higher levels of financial commitment.
People with school age children	Yakima County PTAs Home-school Assoc. EPIC	+, but we want to reach more immigrant parents	Child achievement and opportunity	How the action supports or creates opportunity for success for my child	Use our whole range of resources for children and families. Tell other families about our services. Attend our programs.
Friends and potential Friends	Current FOLs	Generally +. In our biggest market, Yakima, the Friends are in fledging state.	Helping the library meet its goals. Personal satisfaction. For some, social interaction.	What are the goals that Friends can help with most effectively? What can I do that will be rewarding for me personally?	Raise funds for programs that enhance library services. Advocate for library in community. Help with volunteer projects.
Students K-6	Sunnyside & Toppenish Elementary School	+	Fun; entertainment; achievement; curiosity; social; safety	They are welcome, fun and safe; always something new at the library (books, music, videos, games, magazines, etc.)	Use the stuff we have and bring their friends with them; tell us what they want
Students 6-12	Naches, Highland School District	• Needs improvement	Fun; entertainment; achievement; curiosity; social; safety	They are welcome, fun and safe; always something new at the library (books, music, videos, games, magazines, etc.)	Use the stuff we have and bring their friends with them; tell us what they want
College students	Heritage, YVCC	Needs improvement	Achievement	Resources they need	Understand and use our resources; bridge to their college libraries

II. Messages

Yakima Valley Regional Library supports a vital, stable, growing and thriving community by providing access to information resources, and lifelong learning opportunities.

Yakima Valley Regional Library helps you/your child/student succeed
- Homework help in person and on the web
- Reading for fun builds literacy and creativity
- Recommended websites develop computer and information literacy

Yakima Valley Regional Library is a valuable business resource
- Value Line and other investment tools
- Tools to create and grow your business

Yakima Valley Regional Library supports the economic growth of our communities
- Education tools for all skill levels
- Resources on all topics for our diverse communities

Yakima Valley Regional Library helps people live healthier lives
- Food for Thought
- Information for healthy life choices

Yakima Valley Regional Library is an excellent investment (ROI)
- It's the Best Bang for your Buck
- Your Library Card is the Smartest Card

Visit us in person, on the phone, or on the web.

Use our resources.

Tell us what you want/need: expect more.

Tell us your library story.

Tell a friend.

Share our story.

Partner with us.

III. Strategy

Strategy summary:

A. Internal communication and training
B. Issue Management Communication Protocol
C. Direct outreach (one to one)
D. Grassroots outreach and partnership development (one to many)
E. Media Outreach
F. Integrated collateral tools
G. Online communication

Strategies, tactics and deliverables are detailed below. Each tactic is prioritized 1 (must be done within 1-6 months), 2 (must be done within 7-12 months), or 3 (optional but should be revisited later).

A. Strategy: Conduct Internal communication and training

1. Tactic: Create message backgrounder
Priority: 1
Lead: Director

Action Item	When	Resources Needed
Identify committee	**Nov 2006**	**Staff time**
Draft message	**Nov 2006**	**Staff**
Test with sample group	**Nov 2006**	**Staff and expert review**
Director and Board approval	**Nov 2006**	**Board meeting**
Disseminate message	**Dec 2006**	**Print and electronic**

A. Strategy: Conduct Internal communication and training (cont'd)

2. **Tactic:** **Develop and implement communication training for staff system wide**
   Priority: **1**
   Lead: **HR Manager and Communications Coordinator**

Action Item	When	Resources Needed
Create training plan	Jan 2007	Staff and volunteers
Schedule training for all staff	Feb 2007	Extra staff hours

3. **Tactic:** **Prepare FAQ related to key issues quarterly**
   Priority: **1**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Identify key issues from various sources	Qtrly	TBD
Work with Director on key issues	Qtrly	Staff time
Draft language	Qtrly	Staff time
Publish FAQ	Qtrly	Web site

4. **Tactic:** **Implement a message of the month and utilize system wide (based on message platform)**
   Priority: **3**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Future consideration		

B. Strategy: Develop and implement an issue management communication protocol

1. **Tactic:** **Establish 24 hour response team (3-5 people who convene on issues when they arise)**

Priority: **1**
Lead: **Director**

Action Item	When	Resources Needed
Identify team	Oct 2006	Leadership team, board and friends representative

2. **Tactic:** **Develop 1-2 pager on the issue (facts and response only – no editorializing)**
   Priority: **1**
   Lead: **Director and Communications Coordinator**

Action Item	When	Resources Needed
Identify (a) what, (b) so what, (c) now what	Nov 2006	Time

3. **Tactic:** **Prepare advance opinion pieces and letter to the editor.**
   Priority: **1**
   Lead: **Director and Communications Coordinator**

Action Item	When	Resources Needed
Identify and ask groups to deliver message	Nov 2006	Community leaders & FOL
Promote issue message	Nov 2006	Staff & above

4. **Tactic:** **Reinforce organizational messaging in all communication on issues**
   Priority: **1**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Gather all communication tools	Nov 2006	Staff time
Revise to include new message	Nov 2006	Staff time
Additional staff training	As needed	Staff time

C. Strategy: Establish and maintain an ongoing direct outreach effort with key community, political and business leaders.

1. **Tactic:** **Refine your outreach list in the audience matrix; prioritize based on the individuals reach and influence.**
   Priority: **2**
   Lead: **Director and Communications Coordinator**

Action Item	When	Resources Needed
Meet with managers and identify key people	Jan 2007	Staff time

2. **Tactic:** **Conduct regular visits (at least 4 x per year)**
   Priority: **1**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Define a calendar for visits	Jan 2007	Staff time
Identify messenger	Jan 2007	Dept. Mgrs. and Comm. Lib.
Conduct visit: listen and share re: library solutions to community problems and needs	Qtrly	Dept. Mgrs. and Comm. Lib.
Follow-up and say Thank you	One week	Dept. Mgrs. and Comm. Lib.

D. Strategy: Establish an ongoing grassroots outreach and partnership development plan

3. **Tactic:** **Refine audiences for potential outreach based on audience matrix and prioritize**
   Priority: **1**
   Lead: **Director and Communications Coordinator**

Action Item	When	Resources Needed
Meet with managers and identify key people	Jan 2007	Staff time

4. **Tactic:** **Prepare partnership toolkit for use in outreach**
   Priority: **1**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Letter to partners	Feb 2007	Printing, postage and staff
Partner commitment form	Feb 2007	Printing
Partner Update handout and/or email	Yearly	Print/electronic
Prewritten stories about how the library serves community (customized for the individual partner audiences) for use in partner publications	March 2007	Staff time
Materials for partner to distribute in their locations	April 2007	Poster,bookmark, hand out
Provide electronic tools for partner's use	April 2007	web links, ads or icons for use on partner website, electronic PR on upcoming programs for partner sites
Provide prepared ads for key programs in partner publications	April 2007	Ad copy, graphics

5. **Tactic:** **Conduct outreach to partners**
   Priority: **1**
   Lead: **Director**

Action Item	When	Resources Needed
Call to set meetings	April 2007	Staff time

Learn what the partner needs	**April 2007**	**Staff time**
Conduct meetings	**April 2007**	**Staff time**
Make the ask	**April 2007**	**Staff time**
Follow up	**April 2007**	**Staff time**

D. Strategy: Establish an ongoing media relations plan

1. **Tactic: Build an annual editorial calendar**
   Priority: 1
   Lead: Director and Communications Coordinator

Action Item	When	Resources Needed
Define what stories the library can tell at what times of year and link to the things that are timely and newsworthy in the community	**Jan 2007**	**Staff time**
Build list of story ideas related to the calendar	**Jan 2007**	**Staff time**

2. **Tactic: Use "maintenance" media opportunities to stay in touch and tell the story**
   Priority: 2
   Lead: Communications Coordinator

Action Item	When	Resources Needed
Develop media opportunities	**July 2007**	**Staff time**

3. **Tactic: Prepare media kit for use in outreach (print and electronic)**
   Priority: 1

Lead: Director and Communications Coordinator

Action Item	When	Resources Needed
Overview/Fact Sheet using key messages and examples	Jan 2007	Staff time
Annual calendar of key library feature story opportunities	Jan 2007	Staff time
Prewritten stories about how the library serves community for use in community publications	March 2007	Staff time

4. **Tactic: Conduct outreach to specific reporters and editors related to specific stories and issues as defined in the editorial calendar.**
   Priority: 1
   Lead: Communications Coordinator

Action Item	When	Resources Needed
Call to set meetings	Dec 2006	Staff time
Learn what the media needs too (two way)	Dec 2006	Staff time
Conduct meetings (editorial) and pitches	Jan 2007	Staff time
Follow up	Feb 2007	Staff time

5. **Tactic: Conduct reporters' workshop for local media**
   Priority: 2
   Lead: Communications Coordinator

Action Item	When	Resources Needed
Develop workshop ideas-reference, adult services	Jul 2007	Staff time: reference, adult services, managers, databases
Coordinate with media and assess needs	Aug 2007	Staff time
Set up workshops	Sep 2007	Staff time and location

E. Strategy: Build an integrated set of collateral and online tools to support all efforts including promotional publicity for programs and services

1. **Tactic:** **Inventory existing materials and identify "keep, toss or modify"**
   Priority: **3**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Review materials in all areas and branches		All materials
Develop criteria for "keep, toss or modify"		Knowledge of library
Implement plan		Dumpster and time

2. **Tactic:** **Develop a newsletter**
   Priority: **2**
   Lead: **Communications Coordinator**

Action Item	When	Resources Needed
Identify editorial calendar 12-24 months in advance	Feb 2007	Staff time
Develop distribution channels outside of the library	March 2007	Staff time
Write, produce and distribute newsletter	Sep 2007	Printing, electronic, staff time

3. **Tactic:** **Establish consistent visual identity.**
   Priority: **1**
   Lead: **Director and Communications Coordinator**

Action Item	When	Resources Needed
Design new logo	Jan 2007	Graphic design
Define color palette	Jan 2007	Graphic designer
Define parameters of logo use	Mar 2007	Staff time
Establish general layout for all flyers, handouts, posters and bookmarks.	Aug 2007	Staff time
Publish guidelines and templates for creating materials to any team member who may be doing so.	Sep 2007	Staff time, electronic and printing resources

4. **Tactic: Establish internal editorial calendar to outline stories to be told throughout the calendar year.**
   Priority: 3
   Lead: Communications Coordinator and IT Staff

Action Item	When	Resources Needed
Link to media editorial calendar, etc.		Web site and IT services
Frame stories from the "so what/now what" perspective telling stories from each category across all mediums quarterly		Staff time and training