Strategic Public Relations Plan: Springfield Public Library

Spring 2012 • School of Journalism and Communication

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SCI
Sustainable Cities Initiative

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We would like to thank those people that took time from their busy schedules to help with this project, especially City of Springfield Staff, for their involvement with the School of Journalism and Communication PR Campaign.

SCI Directors and Staff

About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future. SCY 2011-12 includes courses in Architecture; Arts and Administration; Business; Economics; Journalism; Landscape Architecture; Law; Oregon Leadership in Sustainability; and Planning, Public Policy, and Management.

About Springfield, Oregon

The City of Springfield has been a leader in sustainable practices for more than 30 years, tackling local issues ranging from waste and stormwater management to urban and suburban redevelopment. It is the first and only jurisdiction in Oregon to create two separate Urban Renewal Districts by voter approval. Constrained by dramatic hillsides and rivers to the north and south, Springfield has worked tirelessly to develop efficiently and respectfully within its natural boundary as well as the current urban growth boundary. Springfield is proud of its relationships and ability to work with property owners and developers on difficult developments, reaching agreements that are to the benefit of both the project and the affected property owners. These relationships with citizens are what continue to allow Springfield to turn policy and planning into reality. Springfield recruited a strong, diverse set of partners to supplement city staff participation in SCYP. Partners include the Springfield Utility Board, Willamalane Park and Recreation District, Metro Wastewater Management Commission, United Way of Lane County, and Springfield School District 19.

Course Participants

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Executive Summary

Springfield Public Library has been a fixture in the community for 104 years and was established in its current location in Springfield City Hall in 1981. The Library is planning for a new library facility and has tasked this class to develop a Strategic Public Relations Plan based on research surveys and interviews.

Students performed a situation analysis that found communication techniques for the library lacking. This report develops key opportunities for attracting primary and secondary audiences to the library. The first section identifies the key messages of the public relations plan, then the report details appropriate strategies and tactics for reaching the goals and objectives. The plan concludes with evaluation techniques, a budget, and a timeline for implementation.

Students included a research report summarizing the findings from interviews and questionnaires used to inform recommendations in the public relations plan. As a final tool, this report includes implementation materials for carrying out the tactics. These resources include notes on creating a library newsletter, improving the social media campaign with a Social Media Intern, and redesigning the library's website.

The library is currently communicating with their audiences through Facebook and Twitter; however, communication with donors can improve with the implementation of the recommendations in this report. The library can use its communication techniques to reach a wider audience of donors, building off its successful relationship with the public and exemplary programs for children. Collaborating with groups that are not directly related to the library will help bring in new patrons, and will help the library become an integral part of the Springfield community.

Strategic Public Relations Plan

Background

In the year 1908, a group of women citizens in Springfield formulated a plan to create the Springfield Public Library. The Library has moved thirteen times over the past 104 years and was established in its current location in the Springfield City Hall in 1981.

As a city agency, the Library is primarily funded by public tax dollars. It receives some additional funding from grants and the private fund-raising efforts of its two non-profit support groups, the Friends of the Library and the Library Foundation. These organizations provide funding to help expand events and services including an annual summer reading program for children, a series of author and music programs for adults, and augmented book, movie, and music collections for all.

A survey designed by the Ulum Group and conducted by the library showed that Springfield citizens have various opinions about the Springfield Library. A majority of the respondents believe that the Library should have more open hours and are open to paying for expanded library hours. The library is also used often and well-known to Springfield citizens. A majority of the respondents agreed that the library is too crowded and noisy and does not contain adequate shelving for the collections.

Families and children use the library often. It is the only free service in Springfield for reading programs for children. It offers regular storytime events throughout the year and also features a small young-adult section for teens. The library is also implementing eBooks, the circulation of which has increased by over 200% in the past year.

The Springfield Library is planning for the creation of a new library facility. Due to the library's location and high concentration of users, a new building would be an asset for the city in the future. The Springfield Public Library is working with University of Oregon students in the Architecture School on designing a new building for the library. The Springfield Library is also working with the University of Oregon's School of Journalism and Communication to create different communication plans.

The media has portrayed news about different events and occurrences involving the library. The Springfield Library is also featured on a calendar of events located on the Springfield Chamber of Commerce webpage. To connect with its audience, the Springfield Library has a Facebook page and a Twitter account (which has 101 followers). A YouTube video depicting the benefits of The Springfield Library was created in May 2011.

Springfield Public Library's website has a good amount of information, including its hours and location, contact information, and history of the library. The website

also includes different information databases and catalogues for research. Different events are advertised as well and are split up in age demographics. There is a section that lists events for adults, teens, and kids. There are many events for each age group.

Another great aspect of the website and the library in general is its connection with the Latino community. There is a separate section for the Latinos that is in Spanish and describes different events for this particular group. Patrons can also renew their books online by typing in their library card number and the book's ID. There are many different eBooks available for download as well, which is something we can really use and emphasize to get a wider audience invested in the library's success. Overall, the website is very thorough and provides most of the necessary information that someone would need.

Situation Analysis

Communication techniques are lacking with the target audience of financially stable adults and the library is not seen as a necessary function of the government. Thus, it does not receive as much financial and political support as it needs to continue serving the growing population.

The library has already created a Facebook and Twitter page and has assigned a staff member to be in charge of those accounts. Current patrons have said that the library does a good job in sending out emails reminding them about overdue books and other notifications. However, communication with donors needs improvement. We believe that creating a donor email list serve is a great start. In addition, the library needs to develop new ways of communication in order to better engage the proposed target audience. The library can develop its social media presence, as well as increase its use of traditional media by creating monthly newsletters and email blasts.

The Springfield Public Library has very successful programs for children; however, there is an opportunity to create more programs that appeal to teens and adults. Collaborating with groups that are not directly related to the library will help bring in new patrons, and will simultaneously become an integral part of the Springfield community as a whole. A public relations campaign will be beneficial for the library because new techniques, events and communication skills will aid the library in growing its donor base and value within the community.

Key Opportunity

There is an opportunity to build upon relationships with current patrons, while also creating new relationships, focusing on those segments of the community capable of lending both financial and political support.

Key Publics

Primary Audience:

- Financially stable citizens of Springfield
- Annual income of $50,000+
- 35 - 60 years old
- College educated
- Limited knowledge of the library's services and programs
- Influencers: Community leaders (City council, religious leaders), teachers at their children's' schools, peers, local store owners

Secondary Audience:

- Registered voters in Springfield
- 18+
- Politically involved
- Currently in college or college educated
- Influencers: peers, parents, community leaders, political leaders, professors
- Limited knowledge of the library's services and programs

Intervening Publics:

- City Council Members
- Six members on the Springfield City Council (three men and three women)
- Middle-upper class
- 35-60
- College educated
- Influencers: the library board, other city leaders, peers
- All are knowledgeable about what is going on with the library from board meetings

Key Messages

Financially stable citizens of Springfield

- Primary Message: The library is a fun place to relax, explore and engage with your community.
- Secondary Message: There are a wide-variety of events and programs that can all be found on the library's website, www.wheremindsgrow.com, which range from book clubs, to downloading books, to art exhibits to a Lego club for the kids.

Registered voters in Springfield

- Primary Message: The library is a core function of the city government.

- <u>Secondary Message</u>: Without your vote, the city government will not be able to fund the library, which will eliminate important services for your family and the well being of the community

Goal and Objectives

Goal: For the library to be seen as a valuable asset to community development and an important community hub.

Objectives:

Financially Stable Citizens of Springfield

- To increase the perception of the library as a community hub by 30% among financially stable citizens of Springfield by September 15, 2012.
- To increase donations by 10% among financially stable citizens of Springfield by December 15, 2012.

Registered Voters of Springfield

- To increase awareness about the library's need for public funding among Springfield voters by 20% by September 15, 2012.

Strategies and Tactics

Objective 1: To increase the perception of the library as a community hub among financially stable citizens of Springfield by 30% by September 15, 2012.

- **Strategy 1:** We want to create events to draw more patrons to the library. Events will engage the community and show them that the library is valuable to the growth of the community as a whole. When people come to these events, they will be exposed to the resources offered as well as the warm sense of community the library creates.

    - **Theory:** Social exchange theory
    - **Model:** Two-way asymmetrical

- **Tactics:**

- Bi-Monthly Art Exhibit -- Possibly partner with the Emerald Arts Center
    - Host an art exhibit at the library featuring local artists. Paintings will be for sale, and wine and hors d'oeuvres will be served.
    - Library volunteers and staff work the event - greeters, servers, and hosts. These events will be something that volunteers *want* to work, and they will look forward to them.
    - Distribute brochures advertising the library's programs and other upcoming events
    - Set up a donations table at entrance
    - Invite Friends of Springfield Library to help recruit volunteers

- Send out press releases to local media (TV, radio, newspaper). Press releases will include information about the event (when, where, why, who). Can include photos from past events as well.
- Post event on event websites throughout Lane County (Travel Lane County, Register Guard – GoEntertainment, Eugene Weekly, MyEugene.org)
- Promote event through social media (Twitter, Facebook, Pinterest)
- Have a children's area where parents can leave their children to play and read children's stories
- Survey attendees to understand why people attended and their attitudes towards the library

- Bi-Monthly Book Club (opposite months from Art Exhibit) - Although the library offers a book club discussion with the Willamalane Library, it is not advertised well and could be made into more a special event.
  - "Spring Into Literature"
  - Recruit community members (e.g. English teachers, chamber of commerce, store owners) to serve on a committee that chooses the book and helps set up the program. They are given the selected book for free
  - Library staff and volunteers work event
  - Beverages and hors d'oeuvres provided
  - Create partnerships with local restaurants who will help host the event
  - Send out press releases to local media (TV, radio, newspaper) about the event to get people excited
  - Advertise event details through social media
  - Set up an area where parents can leave their children to play
  - Survey attendees at the end of the event to understand where people heard about it and their attitudes about the library
  - Create an event guide on the website that gives description of event, book, option for audiobook and eBook checkout (similar to Deschutes Public Library)

- Monthly newsletter
  - Send out a monthly newsletter to Springfield citizens to engage the community and let them know what is going on at the library
  - Discuss upcoming events and interesting news stories relating to the library
  - Include a list of newly available and/or highly recommended books and movies

- **Strategy 2:** Increase engagement through online presence via a website redesign and social media campaign. The Springfield Public Library's website is not very user-friendly or informative. In this digitally savvy age,

consumers want to be engaged; therefore we need to supplement their positive experiences in the library with positive online experiences. We want the user to enjoy going to the website, and we believe we can do this by creating a design that is exciting and visually appealing. The social media campaign will be different for Twitter and Facebook, which will result in extending the campaigns to more people because content will vary based on the chosen outlet. Posts will give incentives for people to engage online and will also keep them up to date with what is going on at the library.

- **Theory:** Social learning theory
- **Model:** Two-way asymmetrical

- **Tactics:**

- Website Redesign
    - Hire a website designer to make the website more interactive and user friendly. The website is a fundamental part of any business, and can be a tool to help engage with patrons, both new and existing.
    - Create a calendar that highlights out all upcoming events with links to event details
    - Post photos of past events
    - Make eBooks more prominent on the main page
    - Have Social Media icons visible on the front page of the website

- Social Media Campaign
    - Hire a social media intern
        - Could be paid or unpaid.
        - This intern will keep all social media outlets up-to-date, and monitor comments or posts.
        - Advertise this internship through the UO career center website.
        - Post to Facebook and Twitter separately. Linked accounts with repetitive information don't give people any desire or incentive to follow the library in more than one way.
- Twitter
    - Be more interactive - *Tweet 'n Read* contest
    - People in library tweet a photo of themselves and the book they are reading and are entered into contest to win gift cards to local businesses (donated)
    - Winner chosen at random once a month
- Facebook
    - Create event pages for upcoming events (Art Exhibit, Book Club)
    - Use timeline feature to highlight important past events in library's history
    - Post photos of events

- Post questions to followers and ask them to answer or like the post if they agree
- Pinterest
  - Have different boards for different genres of books with photos of the covers and a description of the novel
  - Photos of events
  - "Lucky Day Shelves" - buy extra copies of popular films and books that are in high demand, and pin pictures to that board. Can only find out about it on Pinterest, so it gives people incentive to follow.

Objective 2: To increase donations by 10% among financially stable citizens of Springfield by December 15, 2012.

- **Strategy 1:** Reinforce messages about why it is important to support the library monetarily, because while the City of Springfield is growing, the library's fund is not.

  - **Theory:** Agenda Setting Theory
  - **Model:** One-way asymmetrical

- **Tactics:**

  - Create an email list-serve of current donors in order to send out emails to these people and remind them about the benefits of donating to the library
  - Put together brochures highlighting the services offered to the community by only the library, and how much the community would lack without these services
    - Have brochures available at board meetings, throughout the library, at events and programs, and mailed out.

Objective 3: To increase awareness about the library's need for public funding by 20% by September 15, 2012

- **Strategy 1:** Use local traditional media to show why the Springfield Public Library needs new facilities and city government funding to improve its services.

  - **Theory:** Agenda Setting Theory
  - **Model:** One-way asymmetrical
- **Tactics:**

- News Release
  - Send a news release to local newspapers (Register Guard - Springfield Extra section on Thursdays) about the lack of funding and the library's struggle to service a growing population with its current location, and that without the community's support important programs for both children and adults will be lost. The

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article can highlight all of the work the library does for the community, and programs it offers to everyone.
- Send photos of designs created by UO Architecture students to demonstrate what the library could turn into, if it were adequately funded.
- Call media contact to discuss story, and explain why it is important that the community hear about why the library needs its help.
- Radio
  - Schedule interviews with library director and staff members around proposed events (Art Exhibit, Book Club) in order to promote the events, as well as to discuss funding problems
  - During interviews, discuss lack of funding for library and need for voter participation at the ballot box to increase city government funding-people need to know why they should help, and how they can help.

Evaluation and Measurement

Objective 1: To increase the perception of the library as a community hub by 30% among financially stable citizens of Springfield by September 15, 2012.

Evaluation:

- Post a survey on Facebook and the website. Hand out surveys at events and programs. Place them at front desk of the library to find out how people's perceptions have changed/measure success of event/ increase in awareness. Distribute survey the next week after the event.
- Track number of visits on the website to see if traffic is higher after the redesign.
- Check website statistics to determine how many clicks are coming from the Facebook page, relative to the day and type of post that day.
- Check Twitter account for an increase in followers, retweets and replies to tweets.
- Check Pinterest for an increase in followers, repins, and what types of photos/categories people are repinning.
- Check Facebook account for an increase in number of "likes," and if the number for each day corresponds to the type of post made that day.

Objective 2: To increase donations by 10% among financially stable citizens of Springfield by December 15, 2012.

Evaluation:

- Compare this year's total donations to last years and see if there is an increase.

Objective 3: To increase awareness about the library's need for public funding by 20% by September 15, 2012

Evaluation:

- Analyze the frequency, content and source of articles that are published following a press release.
- If possible, look at the number of voters who voted in support of library funds to see if the awareness translated into more votes.

Timeline

Primary Audience: Financially stable citizens

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Objective 1: Increase perception of the library as a community hub by 30%						
Strategy 1: Create Events						
Tactic 1:Bi-monthly art exhibit	▓		▓		▓	
Tactic 2: Bi-monthly Book Club		▓		▓		▓
Tactic 3: Monthly newsletter	▓	▓	▓	▓	▓	▓
Strategy 2: Increase the Library's online presence						
Tactic 1: Website redesign	Make suggested changes to website	Maintain calendar throughout every month				
Tactic 2: Social Media Campaign	▓	▓	▓	▓	▓	▓
Objective 2:Increase donations by 10% among financially stable citizens						
Strategy 1: Reinforce message of why it is important to support the library						
Tactic 1: Create email list-serve for donors	▓					
Tactic 2: Put together brochures promoting the library	▓					
Objective 3: Increase awareness of the libraries need for public funding.	▓	▓	▓	▓	▓	▓
Strategy 1: Use traditional media to show off why the library needs funding						
Tactic 1: press releases to local newspapers	New releases as information changes					
Tactic 2: Radio interviews	New releases as information changes					

 **Grey blocks indicate during which months each tactic should be completed.

Budget

Strategy	Tactic	Estimated Cost (Hours)	Estimated cost (Dollars)
1. Create events to engage financially stable citizens	1. Bi-monthly art exhibit – set up and take down of event, promotion and coordination of volunteers, catering, artists	30	$500 (unless catering is donated)
	2. Bi-monthly book club – advertising, volunteer coordination, beverages, hors d'oeuvres	30	$200 (unless catering is donated)
	3. Newsletter – content creation, design and layout, photos	10	$100 for 100 double-sided color copies
2. Increase engagement through online presence	1. Website redesign	10	Undetermined – can get quotes from website design companies
	2. Social media campaign	Ongoing – 10 hours per week	Free – unpaid intern
3. Reinforce messages about importance of supporting library monetarily	1. Brochure – work with Foundation		
	2. Listserv creation	0	$6/mo for listserv host
4. Use traditional media to promote the library	1. Press Releases – writing and research about event or issue being promoted	10	$0
	2. Radio – promotion of events/interviews with library staff	10	$0

Research Report

As a portion of our primary research we completed five best practices case studies, looking at other successful libraries around the country to see what we could learn from their own trials and tribulations. We conducted five in-depth interviews with the library directors of different libraries and four in-depth interviews with current donors of the library. The interviews for both of these groups began on May 1.

Lastly, we sent out an e-mail survey to current donors, which garnered 14 responses.

Responses from in-depth interviews with current donors:

Donor 1

- The first donor we interviewed believes that the library is already a great community meeting place. The library's programs for children, email notifications and book selections were all elements that the donor enjoyed. However, she believed that there is a lack of fundraising events as well as programs for adults. The donor expressed that adding technology classes, more adult programs and a coffee shop would help encourage adults to spend more time at the library.

Donor 2

- The second donor interviewed believed that the library has a lot of services to offer, especially children's programs and events. He has donated dozens of books over the years and will continue donating to help the library.
- He did say, however, that the library needed longer hours to make it more accessible to patrons. Although the donor did recognize that in order to have more hours, the library must have more money. He said that a place that fosters a sense of community that the library could learn from is the Friday Market, which is running now until October. He thought that the social media communication by the library could be improved vastly.

Donor 3

- The third donor interviewed didn't regularly use the library, but donated a significant amount of money through both his business and personally. The thing he enjoys most about the library, and why he chooses to donate, is that it does amazing work for children and families in the community and also offers them a wide-variety of services.
- When asked about what would help the Springfield Library foster a sense of community, he felt that a partnership with both the Springfield Museum and Emerald Arts Center would be beneficial for all. He felt that the best form of communication was email (he does not use social media).

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Donor 4

- The fourth donor we interviewed is an active member of the Springfield community. She is very supportive of the library and is aware of its value. She has donated $1000 to help the library start its annual event "Books, Brats, and Brews," which ended up raising about $17,000 in its first year.
- She felt very strongly that the Springfield Public Library should publish a monthly newsletter that discusses local happenings at the library, new and highly desirable books that are available, and advertises upcoming events happening or in conjunction with the library.
- She was also felt that the Springfield Public Library should extend its resources further than Springfield, creating an affordable option for non-residents in more rural areas.

We chose six libraries to research and interview their directors for the following reasons:

- The Lake Oswego Public library was chosen because Lake Oswego is an affluent city, and the community members are in full support of the library and its practices.
- The Worthington Public Library in Worthington, Ohio, was chosen because it is ranked as the number 2 library by HAPLR (Hennen's American Public Library Ratings) for populations under 50,000.
- The Coeur d'Alene Public Library was chosen because it is a new library in a smaller community. The previous library in Coeur d'Alene was in a similar situation as the Springfield Library in that it was smaller and had much room for improvement.
- The Deschutes Public Library in Bend, Oregon, was chosen because the library is known for being a community-hub and having a wide variety of programs and services that appeal to many audiences.
- The Washington-Centerville Public Libraries in Centerville, Ohio was chosen because it has been ranked number one or number two since 1998 by HAPLR for populations under 50,000. It was also given a five-star rating in 2010 and 2011 by the Library Journal Index of Public Library Service.

In examining these libraries, we looked at different events and programs that were successful and the different challenges each library has faced in the past. We tried to have a variety of libraries, from ones in very affluent communities to ones in areas more economically similar to that of Springfield. We felt that we could really learn from successful programs and events at affluent libraries and also learn from the challenges that less affluent libraries faced.

The interviews with the library directors were conducted mainly over email. We emailed the director the questions and they emailed us back with their answers. In some cases, we had to call and get clarification on some questions, but the majority of the interviews were via email. We asked the following questions:

- What are some programs that have been very successful in your library?

- How have you created a sense of community in the library?
- What challenges has your library faced and how have you overcome these challenges?
- Do you have particularly effective forms of communication with your patrons?
- What are some new programs that you have introduced recently that have been popular?
- Is your library ever featured in the local news? If so, for what reasons?
- What do you find are the best ways to communicate with library patrons? Email, social media, phone, face-to-face?
- What programs do you offer that have a broad reach in your community?

See Appendix A for a complete list of answers from each library director.

After compiling our research on the other libraries and looking over all of the in-depth interviews, we found a variety of common themes:

- Using art exhibits/cultural events to draw in people from the community
- Challenges - state/district funding
- Monthly book club - programs and events surrounding chosen book help to bring the community together, as well as to bring new patrons to the library
- Children's storytimes and character visits are extremely popular
- Successful communication techniques – social media, email, flyers, press releases, being mentioned in the local news
- Staff members and directors are often involved in other community groups (e.g. Rotary Club) to help spread the word about the library and all of its services
- Collaboration with other community groups (schools, arts, etc...) helps build connections and widen the reach of the library
- Hosting events outside of the library and/or with groups not directly related to the library, attracts new patrons and increases the value of the library in the community's view

NOTE:

Because the Springfield Library Foundation does not have an email list-serv, we were unable to send the survey out to its members. Our client sent the survey to the Foundation board of directors, which supplied us with a total of 14 responses.

Because of the small number of respondents, much of the survey data we collected wasn't relevant because it was not a sufficient sample size. However, the question regarding which resources current donors would like to see in the library was helpful, and it reinforced what we learned from interviewing library directors. The responses aligning both our primary and secondary research were:

- "A well-defined web-page with links to county and some state resources, including but not exclusive to: economic development, education, local

governments, recreation, medical, weather, media, history. With a strong web presence that is a one-stop resource, people will get used to checking it first for information of all kinds. I would. With the Friday Market, the Art Walks, our own performing arts theatre nearby, and even the Justice Center nearby, the library is on the way to becoming the town square of our city. We need to capture and build on this trend. With a strong web presence that is a one stop resource, and a strong physical presence we can create a "go to" library." (Note: this person did not yet see the library as a community-hub.)

- "A listing of brand new books obtained by the library." We also found in our research that having a list of new and popular books and movies on the website helps keep people informed of what the library has to offer.
- "Instructions on how to use Facebook, Twitter, and other social media sites."
- "A county library system would be nice, but the voters have not approved one. Also a program that allows ALL Springfield School students, even those that live outside the city, free access to the library."

Implementation Materials

Newsletter

The Springfield Public Library newsletter will help keep community members informed and in the loop. The contents will change every month, but will have a focus on community development. People will have the option to have the newsletter mailed or sent via email, and it will also be published on the SPL website.

Content Recommendations

- Highlight upcoming events, such as the art exhibit, adult book club and children's storytimes.
- Promote upcoming collaborative events -- i.e. if you are having a wine and book night hosted by the local restaurant
- Have monthly calendar that shows all of the upcoming events for the next month
- Promote updated social media sites (Twitter, Facebook, Pinterest)
- "Reader of the month" - Feature one library patron per month who has done something interesting, has an interesting story, or has been a contributor to the library
- "Hot reads" - promote books in the library's circulation that are currently popular
- Feature local authors
- Highlight library's needs - funding, new initiatives on the ballot, needs for supplies, recruiting volunteers
- During National Hispanic Heritage Month, use the resources already in place with the Latino outreach coordinator to have a Hispanic-themed newsletter
- "Meet the Staff" feature
- Introduce the Friends of the Springfield Library and what they do
- Discuss the library's website and where to find information on the website
- Staff Picks - books, movies, eBooks, music
- This website lists a lot of good ideas as well: http://midhudson.org/funding/marketing/101ideas.pdf
- Add pages to newsletter as needed

### How to create a listserv

- Hire a listserv host - very inexpensive
  - http://www.binhost.com/listserve.html
  - $6 set-up fee
  - $6 per month
  - When someone signs up for a library card, ask for their e-mail address
  - Have email sign up sheet at the check-out desk
  - Have email sign up sheet at all library events

- Send out an address update form to all mailing addresses on file to send back to library and include a place to write in e-mail address

Promotion of Newsletter

- Put newsletter on the library's website and post links to it on Facebook and Twitter
- Link newsletter to Pinterest site - have a board dedicated to newspapers
- Through listserv
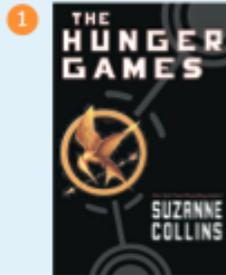
See example of newsletter below.
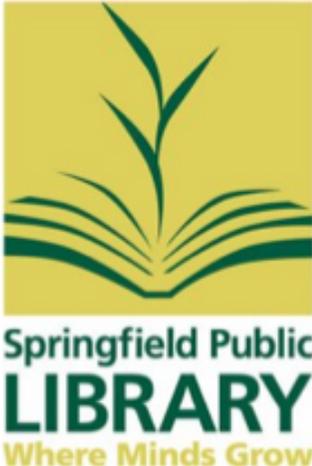
Recent News

More Events/Any news

Hot Reads

The Hunger Games

1

In a post-apocalyptic world, the highly advanced metropolis called The Capitol controls the nation of Panem. In an annual event, young men and women compete in The Hunger Games, a televised battle where only one person is left standing

Oh, the Places You'll Go!

2

This classic children's book by Dr. Seuss concerns the journey and challenges of life. Perfect for every age group!

2

July

2012

Springfield Public Library Upcoming Events

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Location: 225 5th Street [Inside City Hall], *Phone:* (541) 726-3766
Hours: Monday and Tuesday 10-8, Wednesday and Thursday 10-6, Friday-Saturday 12-5, Closed Sunday

Social Media

Improving the Springfield Public Library's use of social media will help them to foster an online sense of community, which is necessary in this digital world. These suggestions will assist the library in their use of social media, ultimately building their following.

Twitter

OTHER SUGGESTIONS FOR TWEETS

- Upcoming events
- Shorten links on bitly.com
- Make the tweets interactive
  - Ask questions
  - Retweet followers
- Follow more community people/organizations/businesses that the library shares values with
  - Interact with these people so the community can see you relate to them
- Add pictures!
- Tweet about community events, even if they are not at the library
- Use Hootsuite to schedule the tweets if desired http://hootsuite.com/

Facebook

EXAMPLES OF POTENTIAL POSTS

- Make sure to unlink with Twitter
- Upload more albums and tag people/businesses/organizations
- Update events pages constantly (this is lacking right now)
- "Like" other businesses/organizations so they will like you back
- Post community news/events/updates/gatherings on your wall so people will engage with you
- Ask questions

Pinterest
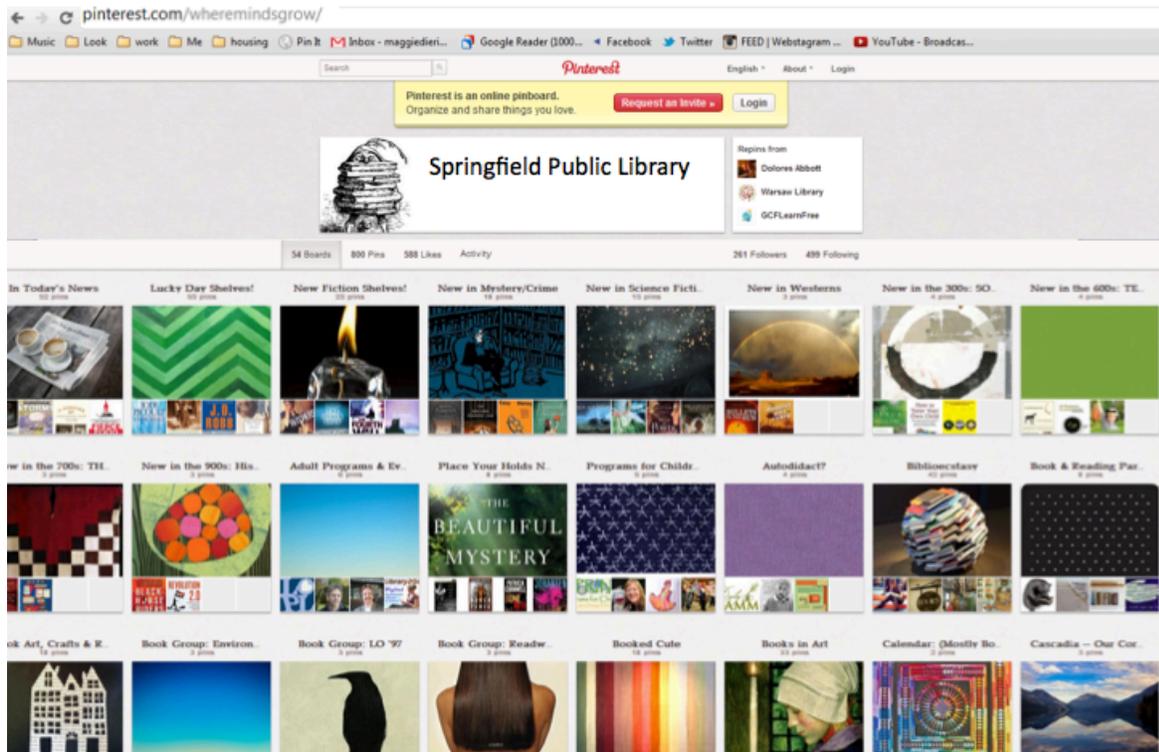
SUGGESTIONS FOR BOARDS

- Just In
- Book Categories
- Events
- Children's Section
- Adult Section
- Wish List
- Dewey Decimal System
- See example: http://pinterest.com/biblioecstasy/

Social Media Intern

Potential Job Description

Responsibilities:

- Maintaining and updating all of the Springfield Public Library's social media outlets including Facebook, Twitter, and Pinterest

- Coming p with new ideas to engage the community

- Increase the impact of the library's mission through events/programs

- Provide support for the library's events/programs

- Implement strategies to increase awareness of the library

- Build and maintain relationships with supporters

Qualifications

- Familiar with Twitter, Facebook, and Pinterest

- Passionate about social media and interested in doing it for yourself

- Friendly and conversational

- Entrepreneurial

- Must be detail oriented, team player and technologically savvy

- Fast learner

- Prefer journalism majors

Details

- This is an unpaid (or paid) part-time internship

- Estimated weekly hours are 5-8 hours per week, unless you have more time than that! (schedule is flexible, but most days will require a minimum of ½ hour to keep the communication constant) Minimum 3-month commitment.

To apply, please send resume and cover letter to _____.

Website Redesign

Redesigning the Springfield Public Library's website will make it more user-friendly and easier to navigate. With a website that is more aesthetically pleasing, more people will use it to find information about the library. Also, if the website uses a calendar on the main page, it will be easier to promote upcoming events.
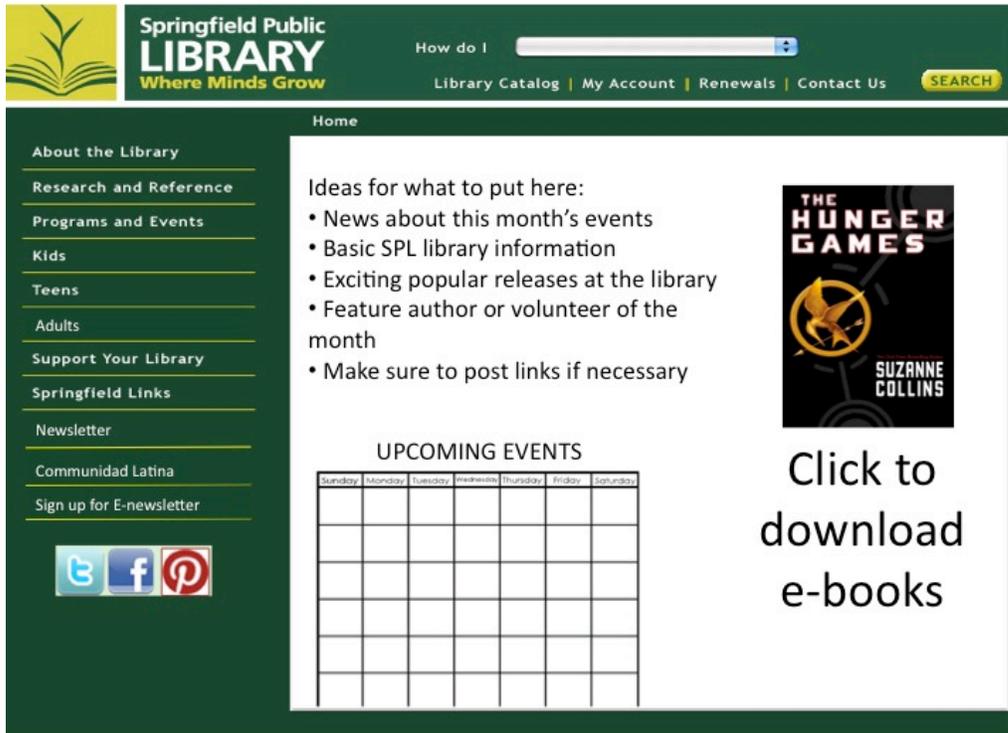
- Make the website full page, not centered.
- Maintain Twitter and Facebook links.
- Add Pinterest if applicable.
- Make the Downloadable Books and Library Login two small links at the top of the homepage.
- Add calendar that has all events in the middle of the homepage.
- Delete "Programs and Events".
- Make individual links for adults, teens, and kids on homepage.

- Get rid of photo slideshow on the "About the Library" page.
  - Have this page immediately list hours, location, FAQ, library calculator.
  - Services and policies will have its own link on the homepage. This page looks fine.
  - Each of these with have the information that would have been in "Programs and Events"
- Make the Library's History its own link.

Appendix A: In-Depth Interviews

Coeur d'Alene Public Library – Bette Ammon, Library Director

1. What are some programs that have been very successful in your library?
   - Most all of our programs are very successful. We've been in our new and beautiful space for 5 years and people love to come here. Our programs for adults featuring local history are enormously popular. We frequently have over 125 folks attending those. In addition our annual Lego-rama attracts over 150 participants. Of course we have the library regular programs - storytimes for all ages, summer reading programs, book discussion groups, computer training classes, etc.

2. How have you created a sense of community for users in the library?
   - Our three meeting rooms are used by a variety of groups - usually 100 times a month. People are accustomed to coming here for meetings and programs. Also our city council meets here along with other televised city meetings. The library always has art exhibits by local artists as well.

3. What challenges have your library faced, and how have you overcome those challenges?
   - Staffing and funding continue to be challenges. When we opened our new building we saw a 100 percent increase in use with no increase in staff. We were able to add 1.5 FTE and did reduce hours (6 per week) and that made the workload more manageable though we ask for more staff postions every year come budget time. Also our materials budget is fairly small for our size community. The consortium we're a part of helps but we still have a difficult time keeping up with demand.

4. What do you find are the best ways to communicate with your library patrons? Email, social media, phone, face-to-face?
   - All of those. We have a terrific communications coordinator who sends out press releases regularly (he also works the ref desk, does school visits, and arranges most of the adult programs). We were the first department in the city to have Facebook and twitter pages. We also have a comment box that garners 20-30 comments per month. We post the comments/questions and our responses on a bulletin board.

5. Do you have particularly effective forms of communication with your patrons?
   - We email notices about materials checked out. Patrons love the courtesy notices telling them that materials are about to come due.

6. What are some new programs you've introduced recently that have been popular?
    o We have a program called ReTool box that offers basic computer training for people to develop skills for the job market. To date over 700 folks have gone through that program. Humanities programs are popular and we often partner with the state humanities committee for presenters.

7. What programs do you offer that have a broad reach on your community?
    o The programming committee that we formed last year recently presented an afternoon program on early childhood resources in Coeur d'Alene. A dozen or so groups had informational booths including Headstart, Panhandle Health, the Dirne clinic and more.

8. Is your library ever featured in the local news? If so, for what reasons?
    o We're in the news a lot mostly due to our great communications coordinator. In addition we're often featured in reading and programming stories in both the local newspaper and regional one.

Deschutes Public Library - Jo Caisse, Library Director

1. What are some programs or services that have been very successful in your library?
    • Novel Idea (Deschutes Public Library's Community Read)--this county-wide program is currently wrapping up. At Downtown Bend we usually host the unveiling of the chosen book as well as the kick off program
        o From their website: **About A Novel Idea--**What would happen if everyone in Deschutes County read the same book? The benefits could be as simple as building a sense of community through discussions of a mutual interest or as complex as breaking down certain barriers within our county. Whatever the outcome, "A Novel Idea...Read Together" celebrates the importance of books and the role they play in our diverse community.
    • Summer Reading Program-Available for all ages
    • Cool programs for teens: http://www.deschuteslibrary.org/events/summer_reading/teen/
    • Tax Preparation Session-We've partnered with Partnership to End Poverty by providing the library's computer classroom so volunteers can help the public prepare tax returns
    • Book-A-Librarian: Schedule time with a librarian
    • Computer Classes/Open Computer Lab-including classes and support for digital downloads
    • Story times
    • Teen programs

- Library Linx-collaboration with several of the school districts within in Deschutes county to provide materials to school students and school staff. (Heather McNeil/Youth Services Manager 541.617.7099 or heatherm@deschuteslibrary.org would be the best person to ask about this program/service.)
- Ereader/Digital Downloads have been huge-please contact Wylie Ackerman/eServices Manager at wyliea@deschuteslibrary.org or 541.312.1042 for more information. He's also manages our website which has been a very successfully connects the community with our six libraries.

2. How have you created a sense of community in the library?
   - Managers are active participants in several organizations throughout the county in order to promote library services.
   - Community Librarians actively reach out to various organizations throughout the county to promote library services.

3. What challenges has your library faced, and how have you overcome those challenges?
   - Economy-again Kevin would be the best person to contact about the variety of ways Deschutes Public Library District met this particular challenge.

4. Do you have particularly effective forms of communication with your patrons?
   - I think we try a variety of formats-Chantal would be the best one to ask about the effectiveness of the various formats

5. What are some new programs you've introduced recently that have been popular?
   - We're always trying new types of programming. What we have done recently is come up with a themed program approach for each month to provide a better focus.
   - We also received a grant from ALA for providing a Civil War Series earlier this year which was well attended. Chantal was involved in this particular series and could provide more details.
   - Freegal-contact Wylie for more information on this new service. Here's the link http://www.deschuteslibrary.org/onlineresources/freegal.aspx

6. What programs do you offer that have a broad reach on your community?
   - Novel Idea
   - Summer Reading Program
   - Library Linx
   - Outreach to the schools
   - Digital downloads

7. Is your library ever featured in the local news? If so, for what reasons?
    • Yes-for a variety of reasons. Again Chantal could give you a better feel for the different reasons

Kevin Barclay-Assistant Director

• I used to work at Springfield. I think we at DPL are able to do a lot of great work but we have the money to do it. When you are understaffed due to budget cuts year after year, like Springfield, it makes it very difficult to reach more people with innovative services. (**I just did a quick calculation from our state statistic figures and Springfield spends $25/capita versus our $63. We have more than double Springfield's revenue.**) It's not always about the money but in this case I think it is the most significant difference. Springfield has, and has had, a lot of great employees. It's a little unfair to compare with a library district that has good, stable funding.

• **My challenge to you would be how can you convince the city leaders of Springfield to support one of their city's most cherished services.**

Deschutes Public Library – Jane Carr, Library Director

1. What are some programs or services that have been very successful in your library?
    • Our top service at the moment is any support/training that addresses e-readers and downloading help with Library2Go. We offer drop in sessions on 2 Fridays a month from 12-5 and allow people to make one-on-one appointments (any day of the week) with librarians who will walk them through the process, even helping to download software to their own laptops. We also have pre-loaded Kindles available for checkout.
    • Our Lake Oswego Reads program is huge and grows by leaps and bounds every year. This year we had 30 events throughout the month of February. You can check out our website for this year's and previous years' programs to get an idea of what is offered. http://www.ci.oswego.or.us/library/events/LakeOswegoReads.htm
    • We have recently started at Lucky Day collection - best sellers and other high demand items are available to check out from the library (but no holds or renewals are allowed on them) Patrons see that the item is checked in and need to come into the library to pick them up. This brings people into the building and allows them to get items that otherwise have very long holds lists. Also once they are here they often find other things that they like.
    • Our story times are always well attended and popular.

- We also have monthly computer classes: beginning keyboarding/internet searching, email basics, etc. These are popular as well.
- We have ongoing monthly music, author and performing arts programs (the performing arts program is during the day the others are in the evenings). People really love these and anticipate them.

2. How have you created a sense of community in the library?
   - Lake Oswego Reads has really created a huge sense of community throughout the City and the library. The primary success of this program has been our work with other community leaders. The LO Reads committee chooses the book and develops and sets up all of the programs. This committee is made up of library personnel, English teachers from both high schools, chamber of commerce members, local book store owner, managing director of the local theater company, president of the Friends of the library, and so on (and we get local businesses to sponsor the events) We include other city departments in the program as well and we are sure to provide books to the council members and include them in all of the special events. People come to the library to pick up their free copies of the book and also to get tickets to hear the authors - when they come to do this, we create a large party where we serve food and have music. People anticipate this event and hang around and socialize in the library. We see regulars, and people at these events who don't normally come to the library. Other events are held in the library, at local restaurants, and other venues throughout the city.
   - One of our newest events - started last October- is our annual Storytelling Festival. This is a weeklong event (geared toward adults) with professional story tellers who tell stories throughout the community. Last year we had someone telling ghost stories (and giving history) at night in the local pioneer cemetery, an evening of storytelling (with wine and soft drinks) at the local performing arts theater (set up like a night club), and an evening at the historic Mason's building, to name a few locations.
   - We also have a growing and excellent local history collection. We collect historic photographs, and other items that are scanned into a database. We work with local historians to gather and preserve materials and have special programs around this. We also publish our own materials: In Their Own Words and the Will Pomeroy Diary. For the 1976 centennial the library collected oral histories of the area from the 1800s to 1950s, and we have started that up again, recording the stories of Lake Oswego residents who remember the 1950s to the present. We will publish excerpts of that in the future. Some of the earlier recordings are available to listen to on our website. This has been an excellent way to create community.

3. What challenges has your library faced, and how have you

overcome those challenges?

- Our biggest challenge is space. When the building was built in 1983 it was determined to be too small. That's when our collection size and circulation was much lower than it is now. We constantly struggle with this, as well as with recurring planning around a new building. We are currently in that cycle again, so wish us luck. We are also struggling with the erroneous perception that libraries are not, or will not be needed, when in fact libraries have never been used as much as they are now. So we are constantly in a state of educating people. It's really quite amazing-- we are so busy.

4. Do you have particularly effective forms of communication with your patrons?
    - We are always looking for the best way to communicate. We send out monthly PR to all of the newspapers, the city newsletter, the Friends list serve, our patron list serve, we use our website (which is going to be replaced in June), twitter, facebook, Pininterest (which is really cool) an RSS feed, flyers to local businesses, street banners (for big events) and a TV monitor in the library that shows slide of upcoming events.

5. What are some new programs you've introduced recently that have been popular?
    - Storytelling Festival is huge. And e-book trainings.

6. What programs do you offer that have a broad reach on your community?
    - We try to go for variety to reach everyone, but Lake Oswego Reads really has something for everyone. And the oral history project as well.

7. Is your library ever featured in the local news?   Always.
    - If so, for what reasons? The paper loves us. We always have something going on and interesting stories to tell about local history or of interesting performers and projects. We have fostered a good relationship with them over the past 6 or 7 years.

Washington-Centerville Public Library – Kim Senft-Paras, Library Director

1. **What are some programs or services that have been very successful in your library?**
    - For all ages:
        - Barktoberfest – An all-day pet festival featuring pet related vendors, food, costume contests, raffles and more. This is a joint fundraising program with SICSA. We typically make

about $2000 and have 300+ attend.

- o Special exhibits – Specifically we host a Veterans exhibit each year in November. It's a real 'feel good' event that pays respect to our servicemen and women. We will be hosting an Abraham Lincoln exhibit in 2013.
- o Cultural events – For the past few years we have partnered with the local arts commission, Diversity Council, and various cultural groups to highlight a culture and/or country. We showcase dance, customs, food, arts, etc. in a festival style format. On average, 150 to 200 people attend this event.

- For adults:
  - o Candidate forums – Partnering with the League of Women Voters, we invite local and state candidates running for office to the library each October. Patrons have the opportunity to hear candidates' views on issues and ask questions. Attendance is usually 40-50 people. This event creates an opportunity for our elected officials to see our library and positions us as a place for public discourse.
  - o Scholarly series – We have held two separate scholarly series. The first on Great Religions of the World and most recently on the Middle East. Averaging 150+ attendees, the programs are so popular we collaborate with a local senior center to host the presentation because our library program room cannot accommodate those attendance numbers. One Tuesday a week, for four weeks we focus on a separate topic within the theme. The fifth Tuesday is a panel discussion where we bring back the scholars from each of the previous 4 weeks.
  - o Online job searching – This program has been presented many times, both in the library and off site at different venues. It is a timely subject and a great way for the library to show how we can be an ally in solving life's problems through our resources.

- For Kids:
  - o Character visits – Usually these drop-in events feature literature based characters, like Frog and Toad, Pooh Bear, etc. and include a craft for the children to make.
  - o Weekly storytimes for kids – We offer 16 storytimes each week for babies, toddlers, and preschoolers plus family storytimes twice a month.

- For Teens:
  - o Teen overnights & gaming programs – Teens seem to gravitate to any programming that seems to have a "social" element to it. Our summer Totally Teen Tuesday series usually

features games of some sort and draws about 75 kids each week. We also recently hosted a teen job skills program that attracted 41 high school students. These young adults learned how to write a resume, interview, dress for success, etc. and met with area HR specialists who reviewed their resumes.

2. **How have you created a sense of community in the library?**
   - We try to be an active part of our community by:
     - Collaborating with other local entities including schools, parks, city, township, senior center, historical society on events/projects. See Hoot Route.
     - Participating in community events like the annual Americana Festival & Parade and a fitness fair at a local elementary school.
     - Our Director and other staff members are involved in local Rotary and Optimist groups and use those memberships to spread the word about library news and happenings
     - Creating events that allow the community to gather together and share an enlightening or entertaining experience. See above programs for examples.

3. **What challenges has your library faced, and how have you overcome those challenges?**
   - Probably the biggest challenges include:
   - Economic conditions and cuts to state funding have been a challenge. We are fortunate to have successfully passed a local operating levy last November and we rely on local taxpayers for more than 60% of revenues. This will provide a steady source of income for the next 10 years.
   - Demand for service – Hand in hand with funding comes trying to keep pace with what patrons need and do it economically as good stewards of our taxpayers' money.
   - We developed a Friends of Washington-Centerville Public Library group and a Foundation Board.

4. **Do you have particularly effective forms of communication with your patrons?**
   - In a public library, our biggest advantage is foot traffic. We get more than 17,000 visitors each week, so we count on staff to be 'promoters'
   - We recently started using targeted email blasts as a way to communicate particularly with patrons who have just gotten a new library card. It is too soon to tell how well this is working.
   - We use all the traditional methods: brochures, flyers, bulletin boards, bookmarks, calendars, website and have recently just gotten a good handle on our social media as a tool to promote. The key is synergy. The library does so much, we like to focus on one service or group of services and promote it using a variety of tools for a period of a month

or so. Staff knows what the promotional campaign for that month is and we set measurable goals to help ascertain whether or not our efforts were successful.

5. **What are some new programs you've introduced recently that have been popular?**
   - Barktoberfest and the scholar series programs are fairly new and have been very popular.
   - We have recently started two non-traditional book discussion groups. Uncorked is hosted at a local wine store and Afterwords is hosted on our Facebook page.

6. **Is your library ever featured in the local news? If so, for what reasons?**
   - We get mentioned in the 'news' i.e. print, online, community newsletters more than 200 times a year. We've worked hard to establish those relationships and as a result reporters often come to us when they have a story on which they are working.
   - Mostly, announcements of upcoming events, new product/service launches are what get printed. Occasionally we have hard news that gets in such as our local operating levy issue.

Appendix B: Client Reports

Client Report 1: Public Relations Plan

Background

In the year 1908, a group of women citizens in Springfield formulated a plan to create the Springfield Public Library. The Library has moved thirteen times over the past 104 years and was established in its current location in the Springfield City Hall in 1981.

As a city agency the Library is primarily funded by public tax dollars. It receives some additional funding from grants and the private fund-raising efforts of its two non-profit support groups, the Friends of the Library and the Library Foundation. These organizations provide funding to help expand events and services including an annual summer reading program for children, a series of author and music programs for adults, and augmented book, movie, and music collections for all.

A survey designed by the Ulum Group and conducted by the Library showed that Springfield citizens have various opinions on the Springfield Library. A majority of the respondents believe that the Library should have more open hours and are open to paying for expanded library hours. The Library is also used often and well-known to Springfield citizens. A majority of the respondents agreed that the library is too crowded and noisy and does not contain adequate shelving for the collections.

Families and children use the Library often. It is the only free service in Springfield for reading programs for children. It offers regular storytimes throughout the year and also features a small young-adult section for teens. The Library is also implementing ebooks, the circulation of which has increased by over 200% in the past year.

The Springfield Library is planning for the creation of a new library facility. Due to the Library's location and high concentration of users, a new building would be an asset for the city in the future. The Springfield Public Library is working with University of Oregon students in the Architecture School on designing a new building for the Library. The Springfield Library is also working with the University of Oregon's School of Journalism and Communication to create different communication plans.

The media has portrayed news about different events and occurrences involving the Library. The Springfield Library is also featured on a calendar of events located on the Springfield Chamber of Commerce webpage. To connect with its audience, the Springfield Library has a Facebook page and a Twitter account (which has 101 followers). A YouTube video depicting the benefits of The Springfield Library was created in May 2011.

Springfield Public Library's website has a good amount of information, including its hours and location, contact information, and history of the library. The website also includes different information databases and catalogues for research. Different events are advertised as well and are split up in age demographics. There is a section that lists events for adults, teens, and kids. There are many events for each age group.

Another great aspect of the website and the library in general is its connection with the Latino community. There is a separate section for the Latinos that is in Spanish and describes different events for this particular group. Patrons can also renew their books online by typing in their library card number and the book's ID. There are many different eBooks available for download as well, which is something we can really use and emphasize to get a wider audience invested in the library's success. Overall, the website is very thorough and provides most of the necessary information that someone would need.

Synthesized background information from first meeting:

Target Audience

- Individuals and families in a position to support library initiatives at the ballot box or with their personal/corporate contributions.
- We want them to support the library and see the value in it as a necessity in the community
- Need their support because their support = funding and more funding = more/better services

Library's role in the community is changing

- The library can expand its services and offer more than just a place where books are stored. It can become a meeting place for community groups, a place for kids to spend time doing constructive, educational, and fun activities, and a place for everyone to engage with their fellow community members.

Technology

- Website is a service point for patrons as well
- ebook circulation has increased 200% in the last fiscal year
- Technology betters the lives of citizens, and is starting to serve Springfield residents across the economic spectrum

Successful Programs/Events:

- Storytime for children
- Art programs
- Gift of Literacy -- library cards given to every first grader in Springfield
- No-school Fridays -- programs/activities available at the library
- Bi-lingual programs – national winner of 2011 Mora Award for Dia de los Niños Dia de los Libros program
- Annual summer reading program serving 1800 children from birth through 18

SWOT Analysis

STRENGTHS	WEAKNESSES
• good amount of volunteers (40) • eBooks • bilingual staff member • workshops and programming are very popular (always packed) • free meeting space for business groups/organizations • gift of literacy partnership • good relations with the Latino community • storytime for children is extremely popular	• small staff (12) • inconvenient/not very accessible location • facility doesn't support population growth • social media is not well-connected (between Facebook + Twitter), and there could be more promotion via social media as well • website design/organization • limited resources (computers, new book collections, teen section)
OPPORTUNITIES	THREATS
• hub for community gatherings • engage in one to two more successful partnerships • build connections with middle/upper-income families • connect with UO career center to hire social media (or other) intern--unpaid • reach out to private donors and groups in the community for increased funding • engage Springfield public school district	• Eugene library (top of mind even for Springfield residents, better facility, larger, more popular) • the community in general doesn't realize the need for a library • limited funding • technology's effect on society may lead to less of a demand for tangible books

Key Opportunity

The Springfield Public Library has a unique opportunity to utilize its services to foster a sense of community connected with its facility. Currently, many community members view the library as an important core function of city government; however, there is a severe lack of funding. We hope to build upon relationships with current patrons and create new relationships, focusing on those segments of the community capable of lending both financial and political support. We want people to value the library as providing a key community service, which will hopefully lead to increased funding and support for the current and potentially new facility.

Best Practices

This section's purpose is to research other libraries across the nation to see how they have dealt with similar problems as the Springfield Public Library. We will show how the libraries are successful and what tactics were proven to be effective or ineffective.

1. The New York Public Library: http://www.nypl.org/

    - Has a very user friendly and expansive website where patrons can access eBooks instantly, as well as create their own account to re-check out books online without having to physically go to the library.
    - Also allows patrons to check out music, videos, and books in different languages.
    - Can engage the middle class and upper class families of the target audience without them having to physically go to the library.

2. Chicago Metropolitan Libraries: http://www.mls.lib.il.us/

    - PDF of study: http://www.mls.lib.il.us/consulting/pdf/CFLBestPractices.pdf
    - Study done on best practices in libraries, focusing on visual stimulation in the library itself and utilizing space effectively.
    - Good ideas about making the library more visually appealing, such as reorganizing shelves in a "face-out" arrangement and creating signage and maps to direct patrons.
    - Springfield Library's goal of creating a community space could be enhanced by utilizing some of the study's ideas regarding re-designing and reorganizing the space.

3. Multnomah County Library: http://www.multcolib.org/ (Rated #3 in communities of 500k by HAPLR- Hennen's American Public Library Ratings. We included this one because it's also in Oregon.)

    - Libraries for Livelihoods- A service that helps patrons prepare for their job search. "Get the tools and skills you need to find a job, land that job, and get back to work in a rapidly changing world." Includes labs for one-on-one help.
        1) Job searching w/social media

        2) Interviewing

        3) Resume writing

        4) Job search strategy

        5) Also in Spanish

    a. Website has multiple book list suggestions; Most popular, Staff picks, Adult and Teen booklists, etc.

b. Both of these (what – both of the above?) would help SPL connect further with the community.

4. Worthington Public Library: http://www.worthingtonlibraries.org/ (rated #2 among libraries in communities of 50k by HAPLR http://www.haplr-index.com/HAPLR100.htm)

- Website has library hours, links to social media, and link to a calendar on home page.
- "Happening Today" calendar on side of site, lists storytimes and guest speakers.
- Also has option to reserve and renew books online, as well as checking out eBooks.

5. Jackson County, Oregon Public Libraries: http://myjclibrary.org/

- All fifteen libraries in Jackson County, Oregon were shut down in 2007 due to lack of funding.
- Decrease in business hours from 2007 but now there is more funding than ever, due to up to date social media sites for the libraries and easy user access on the libraries websites, according to?
- Websites of all fifteen library websites are up to date, offering eBooks and storytimes.

Client Report 2: Research Plan

Research Audience

- Library directors of thriving and successful libraries in similar communities
  - We are researching this group of people because they can give us information on what programs and communication strategies have been the most useful for them, which will lend ideas towards strategies and tactical recommendations for connecting with our target audience, those segments of the Springfield population capable of making a financial and/or political commitment to improving library service.
- Current donors
  - We want to find out why they began donating in the first place, what programs at Springfield Library are especially beneficial, what they would like to see developed, what forms of communication they prefer and what needs to happen for them to continue donating in the future. They will help us to determine the best ways to reach the more financially secure residents of Springfield and how to communicate to them that the library is a valuable part of the community.

Research Objectives

- What practices, resources, events, and/or programs draw in higher income community members
- What prompts citizens of Springfield to donate to the Springfield Public Library.

Research Strategies

- We will distribute surveys among donors and conduct in-depth interviews with library directors and donors. The in-depth interviews with current donors will help us to find out why they currently donate to the library and what they would like to see happen with the Springfield library in future. Their answers will help us to find out what messages to send to our target audience. The in-depth interviews with library directors in similar communities to Springfield will help determine which tactics to use to reach our target audience. We chose these strategies because they will provide personal answers as well as a general outline of our audiences' feelings about libraries.
- We will use the information to determine key messages, strategies and tactics
- We will conclude our research by May 10, 2012

Research Methodology

In-depth interviews

- 12 in-depth interviews (six per audience)
- Our target audience for the in-depth interviews will be Springfield citizens who have donated money to the Springfield Public Library Foundation to find out why they donate to the library and what they would like to see happen with the library in the future.
- Our second target audience for in-depth interviews will be library directors and other administrators of other successful and thriving libraries that have similar challenges as the Springfield Library.
- We will send out a short demographic survey prior to conducting the in-depth interviews to determine exactly which participants we will pick to do the interviews with (3-5 questions regarding income, family demographics, age). This may not apply to the library directors. If the client can help provide specific donors to contact, then this short survey will not be necessary.
- While conducting the in-depth interviews with both the library directors and current donors, we will adhere to the follow discussion guidelines. First, we will be completely upfront and honest about the intentions of the interview, the length of time the interview should take and our intent for the results. Before beginning the interview, but after turning the tape recorder on, we will ask if it is okay for the interviewers to tape the responses and remind them that they will remain anonymous throughout the entire process. When we ask questions, we will be sure that the responses offer more than a "yes" or "no", in order to gather more in-

depth information. At the end of the interview we will thank the interviewee for their time and assistance.

Surveys

- We will send the surveys to the all of the members of the Springfield Public Library's Foundation Board Members.
- This survey will show us common themes among the participants on their family/personal demographics as well as they're opinions on donating to the Library.
- We will distribute the survey electronically via email. We expect it to take up to 10 minutes for participants.

Data Measurement and Analysis

In-depth interviews

- Donors: Look for trends and common themes in answers from participants to see why this group of people began donating to the library in the first place and what they want to see happen with the library in the future.
- Other libraries: Look for trends and common themes in answers from library directors to see what types of things regularly bring community members into the library and raise awareness about library services.

Surveys

- Look for trends and common themes in answers from donors. Look for common demographics as well as common interests in donating to the library.

Research Question

- Interview Guide
  - For current donors:
    - Please describe the services the library offers that you enjoy most.
    - Have you ever donated money or time to the library? Why or why not?
    - Where is a public place that you feel fosters a sense of community? (can be in Springfield or somewhere else) What aspects of this place make you feel that way?
    - What could the Springfield Public Library do better to create that sense of community?
    - What types of activities would you like to see implemented in the library?
    - What are some things that you would like changed about the library to better serve your needs?
    - What forms of communication do you most use? (Email, social media sites, word-of-mouth, post mail, etc...)

- Would you like to see the library using social media and online communication more? Why or why not?
    - o For Library Directors
        - What are some programs and/or services that have been very successful in your library?
        - How have you created a sense of community in the library?
        - What challenges has your library faced, and how have you overcome those challenges?
        - What do you find are the best ways to communicate with your library patrons? Email, social media, phone, face-to-face?
        - Do you have particularly effective forms of communication with your patrons?
        - What are some new programs you've introduced recently that have been popular?
        - What programs do you offer that have a broad reach on your community?
        - Is your library ever featured in the local news? If so, for what reasons?
- Surveys

  Introduction: Thank you for taking the time to complete this survey for the Springfield Public Library. Your feedback is important to us in how we can help assist the library to better improve its facilities and services. This survey should only take about 5-10 minutes of your time and your answers are completely anonymous.

    1. Family demographics
        - o Do you have children?
        - o If yes, how old are they? (Check all that apply)
            - Less than 5
            - 5-10
            - 11-16
            - 17-21
            - 21 and older
        - o If yes, do your children go to the Springfield Public Library?
        - o If yes, do your children go to library events that are specifically for children?

    2. Age
        - o What is your age range?
            - Less than 18
            - 18-29
            - 30-39
            - 40-49

- 50-59
- 60 or older

3. Library usage
   o How often do you visit Springfield library?
   o If you do use the library, what resources do you use most?
     (Check all that apply)
     - Checking out books
     - Internet
     - Meeting rooms
     - Special programs or events

4. What do you believe is the most valuable part of the library ? (Check all that apply)
   o The ability to check out books
   o The children's programs
   o The meeting room
   o The computer area
   o The communal area for the community

5. Knowledge of resources (computers, eBooks etc)
   o Do you use eBooks through the Springfield Library?
   o What resources would you like to see in the library that you could see yourself using (paragraph answer)?
   o Did you know there is free Wi-Fi at the library?

6. Likelihood of attending different programs
   o If you have ever attended events at the Springfield Library, please check which type of events.
     - Children's programs
     - Community events
     - Business events
   o How likely would you be to attend a free event for children on a weekend put on by the library?
   o How likely would you be to attend a free event for children on a weekday put on by the library?
   o How likely would you be to attend a book club meeting at the library?
   o Did you know the library has meeting rooms available free of charge?
     - Yes
     - No
   o Have you used the libraries meeting rooms for business or other meetings?
     - Yes, for business
     - Yes, for another reason

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- No

7. Donating probability
   ○ Have you ever donated to the Springfield Public Library? (Check all that apply)
      - Yes, I've donated monetarily
      - Yes, I've donated time
      - Yes, I've donated books
      - No, I haven't donated
      - Other _____
   ○ If yes, do you think you would donate to the Library again?
   ○ If yes, what is it about the library that caused you to donate in the first place? (Check all that apply)
      - Programs and events offered
      - It's a valuable part of the community
      - Its services and facilities (books, computers, meeting spaces)
      - It's a community-hub
   ○ Why have you chosen to donate to other organizations over the library? (Check all that apply)
      - More important to me
      - I feel that my money will be better spent
      - I didn't think about donating to the library
      - Other reasons - fill in

8. Income
   ○ Do you make an annual income between:
      - Less than $30,000
      - $30,000 and $59,000
      - $60,000 and $99,000
      - $100,000 and $300,000
      - More than $300,000

Hypothesis

From our research we expect to find that most participants will not know the extent of the resources offered by the library. We also expect a general consensus among people affiliated with libraries that they believe citizens of the communities have never considered libraries as a place to donate money because of their perceptions of it. We suspect the donors will believe that something is lacking within the Library (effecting their donation decisions). We also suspect that participants will have varying opinions of the library, but not necessarily see it as a "community center," which is what the client would like to be the case. The client ultimately wants the library to be seen as a core function of the city and as important as the fire station, police department, etc. At this

point we believe that more activities and child-related workshops, especially on the weekends, will be popular among library users and hopefully help to attract new ones. We anticipate that things which may need to be changed about the library to better position it in the minds of Springfield residents and donors include better options for parking, a more interactive website, more computers, and more activities.

Anticipated Uses

- All of the answers will give us a better idea of who we need to be targeting, through which channels, and how responsive they will be to specific messages.
- We hope to gain understanding of what has made donors want to give money in the past, so we can use this information to target potential donors.
- We also hope to get insight from libraries about what they are doing that is successful. This will allow us to come up with creative ideas regarding how to draw in the rest of the community.
- We also hope to utilize the age, income, family demographic information to better understand our audience in relation to their responses.

Client Report 3: Deliverables

The Springfield Public Library public relations team will be delivering a bound packet to Rob Everett by June 12th containing our finalized public relations strategic plan, research report, copies of client reports, update reports and implementation pieces that were agreed upon. The implementation pieces are a monthly newsletter, recommendations for a website redesign and improvements for social media use. The following are details about each implementation piece our team is currently assembling for the library.

Implementation Pieces (Deliverables)

- A newsletter template, content recommendations, suggestions on how to create a listserv for an e-version of the newsletter along with recommendations for expansion and maintenance of the listserv

- Establish a newsletter sign up list at the library and on the library's website where patrons provide emails and mailing addresses

- Tactics for promoting the newsletter through social media and proposed events

- Social Media Improvement: Rather than creating one specific social media campaign, we want to concentrate on emphasizing a general improvement of the library's social media usage. We will create separate lists of recommendations for each social media outlet. Each list will outline recommendations, which will include strategy (for each channel),

content, time for posting and evaluation of engagement and success. We will also create a template for Pinterest that includes boards we think that the community will value. In addition, we will put together a social media

- Website Reorganization: It will show website pieces that have different fonts, relocation, and organization among the website. This piece will provide recommendations for website changes and a site map illustrating navigational pathways. This will make the website easier to navigate for everyone who visits the site.

Timelines

Each tactic will have its own timeline in the form of a calendar, as well as written out with more detailed information.

NOTE on Social Media Improvement: Once the timeline is put together, we will indicate how often to post on Facebook, Twitter and Pinterest. As far as what will still need to be implemented by the client, we will discuss this when we hand over the final bound plan and he will be able to see what needs to be done from our list of recommendations as well as the timeline.

Budgets

In the final bound packet, we will be projecting time requirements for the various tactics will plan to implement, including hours needed for each project, as well as any additional costs associated with materials.

Monthly Newsletter:

- Cost: About $500 for 500 color, double-sided prints, depending on printing company
- Hours: 20 hours/month dedicated to content creation and inserting content into template

Social Media Improvement:

- Cost: $0.00 + (depending on stipend/no stipend for intern - up to Rob)
- Hours: Five hours/week dedicated to posting and strategizing

Website Reorganization

- Cost: TBD
- Hours: Five hours/week dedicated to reorganization and strategizing