

DATE	ISSUED TO
<b>MARKETING TOOLKIT</b>	



STATE LIBRARY  
OF NORTH CAROLINA  
Raleigh, North Carolina

# MARKETING TOOLKIT



## WELCOME TO YOUR MARKETING TOOLKIT.

The State Library of North Carolina has compiled this web-based toolkit to share some of the best marketing ideas anywhere. And many are being put in place by libraries across North Carolina!

On this site you will find a variety of material designed to help you increase the visibility of your library. That is a big job, and that's why a lot of the ideas included in this toolkit focus on ways to encourage all staff to market library services. Some ideas are statewide initiatives. Others are local. You are encouraged to borrow from any, adapt them and make them your own. To capture your suggestions and ideas please feel free to add your comments to the blog. <http://nclibrarymarketing.blogspot.com>

Your toolkit includes:

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The toolkit will be updated from time to time. Visit the blog to give us feedback and to share your successful marketing stories. For questions or comments, contact Pam Jaskot, Library Consultant for Communications, [pam.jaskot@ncmail.net](mailto:pam.jaskot@ncmail.net) or 919-807-7421.

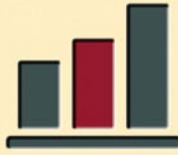
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**MARKETING BASICS**



STATE LIBRARY  
OF NORTH CAROLINA



## STRATEGIES THAT WORK FOR NORTH CAROLINA LIBRARIES

This collection of marketing strategies from North Carolina libraries has been collected from marketing plans, workshop participants and word of mouth.

Whenever possible the library that has implemented the strategy is identified. Additional strategies are included that are considered general best practices.

Marketing strategies are listed by the targeted audiences. The overall goal of these marketing strategies is to raise the service population's awareness of the library. Certain strategies target certain programs, services, etc., but can be adapted to suit your needs.

The last set of strategies is collected from North Carolina's Smartest Card campaign.

### AUDIENCE: GENERAL PUBLIC

Use surveys not only to collect information, but as a tool to educate your community about your services and programs. *Cumberland County Public Library*

When hosting a library tour, think in terms of retail – circulation desk is the place for returns; stack areas are identified by personal interests. *Wayne Community College*

In promoting specific collections, extend the physical marketing presence beyond the campus; go to potential patrons rather than waiting for them to come to you. *Appalachian State University Libraries*

For a new branch opening, provide library t-shirts to the first 100 people who arrive. When those individuals sport their shirts they serve as wonderful advertisement for the library. *Brunswick County Library*

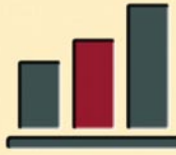
Install an electronic sign at the entrance of the library. The electronic board provides simple, changeable messages about library events and services. *Caldwell County Public Library*

Promote databases by focusing on the interests of the user group rather than on the resource. *Davie County Public Library*

Provide staff with database help sheets. Involve staff in promoting web resources. Offer incentives to staff who actively engage library patrons. *Duplin County Public Library, Davie County Public Library*

“Organization of the Month” display in the library highlights local community organizations. (Target those organizations that serve the populations you are trying to reach). *Edgecombe County Memorial Library*

“Reader of the Month” – the library selects a local celebrity (mayor, school superintendent, chamber president) to share their reading recommendations. Digital photo of the individual along with their reading list will be posted in the library. *Edgecombe County Memorial Library*



When building a new library, give library patrons an opportunity to place comments in a “memory book.” This collection of memories of the old library could be used for newspaper stories, at the grand opening or for the library newsletter. *Transylvania County Library*

To promote a new web site, distribute fortune cookies with the library’s web address on the fortune. Fortune cookies can be distributed at the library, at community events, speaking engagements and to new borrowers. *Sandhill Regional Library*

Establish an ongoing email relationship with area book clubs to share book-related news and events. *Stanly County Public Library*

For construction projects, host a “sneak peek” tour as soon as safely possible for targeted audiences: county officials, media, merchants, etc. *Wake County Public Library*

During a construction project, keep your web site current with construction updates – include photos. *Wake County Public Library, Transylvania County Library, Neuse Regional Library*

For a groundbreaking ceremony at the construction site, outline the building floor plan so people can visualize what the library will look like. In each marked location host a related activity. For example in the area marked for the children’s room, host a craft project for kids. *Transylvania County Library*

“Pass it on Program.” Place library paperbacks in high traffic community places. The idea is for an individual to read the book and then pass it on to a friend. In each book is information about the library, either as a bookmark, sticker, flier. *Iredell County Public Library*

Submit news items about the library to the campus newsletter. *Guilford Technical Community College*

### **AUDIENCE: LIBRARY STAFF/FACULTY**

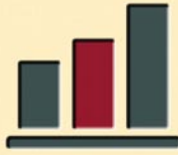
Each new academic year the librarian delivers goodie bags to all new faculty, which include information about library services. *Craven Community College Godwin Memorial Library*

Assign a library liaison to each faculty member – a library staff who can assist faculty with research needs or library services questions. *Bennett College Thomas F. Holgate Library*

Host a faculty appreciation event in the library. *Guilford Technical Community College*

At the beginning of a new semester, send out a personal invitation to new faculty to visit the library and participate in a personalized tour. *Guilford Technical Community College*

Organize an Internal Communication Unit comprised of staff from all library locations. The unit will study the flow of information within the library system and evaluate. *New Hanover County Public Library*



Provide library staff with a new library-related Spanish phrase weekly. Encourage staff to practice among themselves and with patrons. Post phrases on staff emails, newsletters, bulletin boards and in staff meeting spaces. *Union County Public Library; Rockingham Community College James Library*

### AUDIENCE: INFLUENTIALS/GOVERNMENT OFFICIALS

Blanket emails to library supporters requesting they send testimonials to legislators, including a blind copy to you.

Invite council members/mayor/commissioners to an event at the library. Follow up with a letter to the editor to recognize those officials who attended.

Purchase books in honor of your government officials. Recognize with a nameplate and list in the local newspaper.

Become involved with your Chamber of Commerce – join, host a meeting, offer to present a program. *Cumberland County Public Library*

Have your governing officials pose for “READ” posters – give them one to hang in their office and hang one at the library. *Cumberland County Public Library, Iredell County Public Library, Catawba County Library*

To improve governing officials’ understanding of what the library provides, ask them to volunteer one hour at the circulation desk. Try to get media coverage. *H. Leslie Perry Memorial Library*

Host a “lunch and learn” session for the Chamber members. Library staff present information sessions on business resources in the library.

### AUDIENCE: STUDENTS

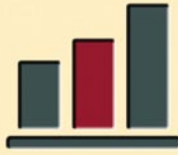
To promote the library’s new web site, hold a “live wire” session for student’s grade 3rd to 5th. The sessions show children the new site and highlight online services. The sessions provide a lot of one-on-one individualized instruction. *Halifax County Library*

Librarian wears a sandwich board promoting library services at new student orientation. *UNC – Charlotte J. Murrey Atkins Library*

Teens paint creative designs on library book ends, which are then displayed in the library. *Union County Public Library*

To promote online databases, sort them by students’ educational majors (i.e. Science databases would be together) *Brevard College James A. Jones Library*

Books n’ Brew – a monthly event for students and faculty held at the library. Gives students and faculty an opportunity to mingle with library staff. *Pitt Community College*



### SMARTEST CARD CAMPAIGN

Post the Governor's proclamation in library branches and at main facility. Feature article on library's website. *Gaston-Lincoln Regional Library*

The first 50 children who sign up for a library card receive a free book. *Harnett County Public Library*

Incorporate the logo into greeting cards and send to the governing officials. *Harnett County Public Library.*

County officials, school superintendent, library board members, mayor and others work the circulation desk to promote the library card sign-up campaign. *H. Leslie Perry Memorial Library*

Provide 10% discount certificates to a local books store for all adults who apply for a card. *New Hanover County Public Library*

Hold raffles for new cardholders at the end of the month – prizes include gift certificates and Trivial Pursuit (donated from Barnes and Noble or similar local book retailer). *New Hanover County Public Library*

Arrange with local community agencies for library cardholders to get free admission to special events during September. *New Hanover County Public Library*

Use a local celebrity as honorary chair of the campaign. Have them write a letter endorsing the campaign. *Polk County Public Library*

The mayor presents a signed proclamation proclaiming September Library Card Sign-Up Month. Afterwards the mayor reads a story to a group of school children. Good opportunity for news coverage. *Wayne County Public Library*

Feature local celebrities on Smartest Card posters (school superintendent, fireman). Distribute posters throughout the community. *Wayne County Public Library*

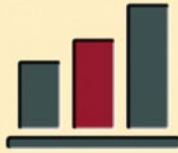
Localize your campaign to fit your community. (Randolph County Library incorporated a racing theme... "Start your engines....Race to the library for your new library card." The racing car theme permeated programs throughout the month.) *Randolph County Public Library*

Be visible with the campaign at street fairs, community festivals and parades. *Rowan Public Library*

Involve your Friends of the Library. Ask them to sign up at least one new person during the month.

If you have community groups meeting in your library, ask if you can make a short presentation about the campaign.

Develop a PowerPoint to use with local media. *Rowan Public Library*



Make a bulletin board with pictures of everyone who has gotten a card during the month. (Good downloadable art at HYPERLINK “<http://www.ala.org/ala/pla/plaissues/smartestcardcampaign/toolkit/art.htm>” <http://www.ala.org/ala/pla/plaissues/smartestcardcampaign/toolkit/art.htm>)  
*Southern Pines Public Library*

Set a goal for how many new borrowers you’d like. Make some type of graphic (barometer, chart, etc) and color it in as you progress.

Make a bulletin board highlighting all the services one can access with their library card.

See if some of the offices around town would allow you to place promotional materials in their lobby. (doctor, lawyer)

Library staff wear buttons that say Why Buy When you Can Borrow. Display case entitled That was then... this is now features examples of all that one can check out on their card today. *Haywood County Public Library*

Letters about the campaign are sent to every elementary and middle school principal in the county asking if library staff can come to their first PTA meeting and set up a table to register people for library cards. *Public Library of Johnston County and Smithfield*





## BUILDING A MARKETING COMMUNICATION PLAN

The following is a basic communications plan outline. Use it as a roadmap.

### **Introduction—Why are we doing this?**

Keep your introduction brief and to the point.

Focus on the service/program you plan to target.

Include facts and figures that support the need for this initiative.

### **Communication goals—The Dream. Big picture.**

Here's where you can really reach for the stars. Think big. What is your magical marketing miracle?

### **Objectives—Key indicators/outcomes**

These must be tied to your goals, but should be more focused.

Remember to keep them doable and measurable.

Tell what you want to accomplish – not how.

Include specific targets/measures, e.g. Children's registration will increase 10%.

### **Positioning statement—What should the library's image be?**

This should set the tone for how you want your library to be seen in the eyes, minds and hearts of your target audiences – whether it's friendly, fun, welcoming, a gathering place or learning center. What sets you apart from the competition?

Focus on what is unique and special about what you offer.

Keep it brief.

Don't be afraid to use adjectives.

Sample: "The library is the best first stop for expert help in connecting children and youth to learning and discovery."

### **Key message: What is the one thing you want people to know/remember about your library?**

Think of this as something you can easily say in conversation with customers/friends/board members. This is a way of getting everyone on the same page. What is that one clear message that you want people to remember and share? It should reflect your positioning statement and lend itself to consistent use in both print and oral communications. The key message is not a slogan/tagline but may be adapted to serve as one. You will also need talking points to support it.

**Key audiences: External and Internal**

Who is this plan targeted for? Remember if you market to everyone, you market to no one. Focus on the people who need to hear your message. No more than 3-5 audiences.

**External audiences** include (but are not limited to): Library users, parents, children, teens, seniors, multicultural audiences, teachers and other educators, the media, business leaders and other key influencers. . .

**Internal audiences** include: All staff, trustees, Friends and volunteers

Be very specific – teens between ages 13-18, parents of young children, job seekers, small business owners.

Remember, good communication starts at home. Be sure to include your internal audiences, funders and other key influencers in communicating about your activities.

**Communication strategies/action steps: How will you deliver the message?**

This is where you tell what you will do to accomplish your objectives and what tools you will need, e.g. brochure, news release. Some common forms of outreach are: presentations to groups, the media, programming and word of mouth. Remember, it generally takes 7 hits to make an impression.

Be specific. Tell how you will reach out to your key audiences, e.g. presentations to three parent groups, produce a brochure for school children to take home to their parents, appear on a talk show for parents, send a news release to the community weekly with back-to-school tips for parents about how the library can help them and their children, distribute a back-to-school PSA about library card sign-up for local radio stations, sponsor a book discussion group for stay-at-home moms . . .

Specify how you will reach out to the media and when.

Include a timeframe. You will also want to do a budget.

**Evaluation measures— How will you know what worked?**

Your evaluation measures should be tied to your objectives.

Tell how you will know you accomplished your objectives, e.g. increase in circulation/program attendance, funds raised, number of hits on the Web site, number of news clips,

Include thank you letters, word of mouth and other informal feedback as well as numbers.



## PCC LIBRARY COMMUNICATIONS PLAN

### Library Purpose Statement

The Pitt Community College Library teaches and assists its users to be effective information consumers.

### Introduction

The Pitt Community College Library has enjoyed a good reputation on campus and in the community as the place to receive personal, professional assistance in finding quality information for academic needs and intellectual curiosity. Nevertheless, many PCC students are not aware of all of the services we offer, nor that there is 24/7 access to electronic resources and reference services. A survey administered in the spring of 2004 indicated that 15% of students who use the library were not aware that our online databases are available from any computer at any time.

In addition, there has been high turnover among faculty due to retirements. Many of the new instructors are not aware of our services. Overall, faculty do not incorporate the library's resources into their instruction or utilize library services to the fullest extent. The annual Faculty Library Use Survey administered in April of 2004 gave us the following information:

**74%** report that the library's electronic resources always or often support their teaching needs.

**24%** say that their assignments always or often require the use of the library.

**32%** always or often ask librarians for assistance when preparing class assignments that require library use.

Our president sees the library as the cultural hub of the College. We intend to use our marketing plan to develop that mindset among our students and faculty. We want to be known as **the** place to go to have your informational needs met.

### Goals

Students and faculty will be knowledgeable of the library resources and services that are available to support their courses and intellectual pursuits. The campus community will view the library staff as valuable providers of information resources and services, and will view the library as a vital part of campus life. The campus community will understand the unreliability of general Internet-based information and will be aware that library resources are evaluated by experienced library staff for reliability and quality. The community will utilize the library's Web links for conducting online research and will take advantage of library staff expertise in seeking quality information. Administrators will be aware of the positive impact that library resources and services have on student success and will support efforts to improve and enhance them.



### **Objectives**

Create a coherent and scheduled approach to the marketing and promotion of library resources and services, with special emphasis on all forms of reference services.

Increase use of resources by 5%.

Incorporate library information and links in other campus outreach tools such as promotional information, student and faculty orientations, campus information portals, and course management systems.

Document library “success stories” and present to administrators.

### **Positioning**

The Library is the cultural and intellectual hub of Pitt Community College.

The PCC Library features an experienced, educated staff who are eager to help customers find whatever resources they need to be successful. As a community college library, we welcome users who range in age from the cradle to the grave, from our pre-school infants to our senior citizens. We offer the services and resources to meet the informational needs of the full spectrum of our population: from untrained jobseekers to displaced workers coming for retraining; from illiterate users to doctoral candidates. We are here to meet the needs of lifelong learners.

The focus of the staff is on the users and how to help them meet their needs. The librarians partner with the academic departments to serve our students. We offer the information and services users need now and training in the skills that are necessary in the workplace and in life. The library educates users to be effective information consumers and empowers them by providing the resources and services they need to be successful students.

### **Key message**

#### **The PCC Library offers personal attention and powerful resources.**

Good information can be hard to find or recognize. Our library makes learning easier by offering staff expertise to meet the informational needs of the broad spectrum of students found at a community college, as well as reliable resources whose quality has been assured by research, review, and comparative selection.

### **Key audience**

External: The primary focus is students: to show them That we are here, What we have to offer, and How we can help them. Secondary efforts will target faculty to demonstrate how faculty’s use of library resources is of benefit to students, and will target administrators to raise awareness of how increased usage of library resources and services improves student success and enhances the campus community.



Internal: The library staff

### Strategies

**For Objective 1: Create a coherent and scheduled approach to the marketing and promotion of library resources and services, with special emphasis on all forms of reference services.**

Develop a library logo, color scheme, publication header, etc. to be used consistently on all library print and electronic publications.

Create stationery, displays, posters, and bookmarks using new coherent scheme.

Produce and distribute regularly-scheduled and continually updated library communications:

- Monthly print or e-newsletter

- Blog

- Monthly PSAs on CampusCruiser

- Promote all forms of reference assistance provided by the library and create new ones such as blogs, chatrooms, etc.

- Distribute promotional items with the library's logo to students.

- Distribute promotional items marketing reference resources.

**For Objective 2: Increase use of resources by 5%.**

Schedule monthly Books 'n' Brew, an event in the library where we offer coffee and cookies in a relaxed atmosphere.

Develop and hold special library events and promotions.

Offer classes or workshops on basic research skills, evaluating Internet information, or other topics of interest geared to target audiences.

Create online tutorials and post them on the library's Web pages.

Use promotional pieces to explain the difference between general Web information and the electronic resources provided by the library.

Publicize a specific database each month.

Meet with faculty members to discuss the electronic databases.

Distribute mouse pads marketing reference resources for remote use.



**For Objective 3: Incorporate library information and links in other campus outreach tools such as promotional information, student and faculty orientations, campus information portals, and course management systems.**

Make the library a part of campus tours.

Attend faculty and administrative meetings to share library information or have input into campus initiatives.

Improve the faculty liaison program.

Send faculty and administrators key library publications.

Invite administrators to participate in library programs and events.

Work with appropriate campus units to add information about library resources to their print publications and Web pages.

Work with faculty to incorporate library resources in their course content.

Invite student, faculty, and administrative groups for specialized library tours.

**For Objective 4: Document library “success stories” and present to administrators.**

Interview, write articles about and/or video students with positive stories to tell about how the library has helped them.

Publicize “success stories.”

Promote professional accomplishments of library staff.

### **Evaluation Measures**

**For Objective 1: Create a coherent and scheduled approach to the marketing and promotion of library resources and services, with special emphasis on all forms of reference services.**

The library will have a logo and consistent look.

A monthly email from the library to students and faculty will highlight a valuable resource or service.

A monthly announcement will be placed in Campus Cruiser to advertise an event or class taking place in the library.

Orientations and general information will be published at the beginning of each semester.

Faculty liaisons will be established during fall semester.

Promotional items, such as magnets, mugs, pencils, and bags will be distributed to students and faculty at orientations, tours, and Books “n” Brew.

Mouse pads will be distributed to 1000 students or faculty members.

Library staff will kick-off new logo at February Books “n” Brew.



**For Objective 2: Increase use of resources by 5%.**

The number of on-site visitors to the library will increase by 5%.

The number of local searches on library databases will increase by 5%.

The number of remote searches on library databases will increase by 5%.

**For Objective 3: Incorporate library information and links in other campus outreach tools such as promotional information, student and faculty orientations, campus information portals, and course management systems.**

Information from the library will be included in the orientation packets for the Board of Trustees. Create a menu of topics a librarian can cover in a classroom session and distribute to faculty. The library will offer 10 classes on different topics as a part of PCC's professional development program.

The library will be involved in 6 distance education orientations.

The library will be involved in 2 orientations for new students.

Librarians will meet with 15 department chairs to discuss resources and services offered by the library.

The library will give tours of the library as part of the Education Session of the Chamber of Commerce Leadership Institute.

**For Objective 4: Document library "success stories" and present to administrators.**

Attendance at staff development activities will be sent to the Vice President of Information Technology. She may send these on to the President to be included in his College Update. Discussion of past participation in and future needs for staff development will be a part of each full-time employee's annual evaluation.

Library success stories will be collected from five students.



## IREDELL COUNTY PUBLIC LIBRARY MARKETING AND COMMUNICATION PLAN FOR 2005 – 2006

### **Introduction:**

The Iredell County Public Library, located in Statesville, NC, serves a very diverse population. During the past 10 years the county population has increased by 31%. We currently have 50,650 registered patrons, representing nearly 40% of the county's population. The headquarters library facility, an 18,000 square foot facility that opened in 1977, has been strained to the seams. We are very proud that we are still able to respond to patron requests and maintain a high level of courtesy and friendliness despite our crowded conditions. However, we have been quite limited in the kinds of adult programming we could provide because of space limitations. We feel that adult programming, especially programming focusing on books and authors, encourages adults to read more. A review of our patron statistics shows that at about age 36 library use diminishes for both males and females. Also, last year for the first time our non-print circulation was greater than our print circulation. We are concerned that reading will become a forgotten pastime if this trend continues. Our staff members are all voracious readers and we hope to communicate our enthusiasm for the printed word to those who enter our doors. We want to market the library in such a way to inspire more reading in the community.

In April 2005, a new headquarters library building, approximately 3 times the size of our present building, will open in Statesville. The opening will be covered by the local media and advertised throughout the community. We believe the publicity and excitement generated by this move will provide a unique opportunity to position the headquarters library as a destination of choice in the community. We want to make every citizen of the county aware of the library and to think of it as an enjoyable and valuable place to spend time, and we especially want to encourage reading as a pleasurable experience.

### **Goals:**

1. The Iredell County Public Library in Statesville will become a destination of choice for our community.
2. The Iredell County Public Library will inspire our community to become a community of readers.

### **Objectives:**

Attendance at library-sponsored programs for adults held at the library in Statesville will increase by 15% during 2005-2006.

The number of adult library registrations will increase by 10% during 2005-2006.

The circulation of adult print materials will increase 5% more than will the circulation of adult non-print materials during 2005-2006.

The library will establish a "brand" so that all print and web-based materials associated with our library will have an identifiable look.



**Positioning Statement:**

The Iredell County Public Library is the place to come to find a treasury of books and other information resources. The library offers programs that entertain and enrich the community.

**Key Message:**

Explore our books, expand your mind.

**Key Audiences:**

External:

1. Iredell County adult residents aged 36-50 years of age.
  - a. Businessmen and women.
  - b. Parents of school-aged children.
  - c. Newcomers.

Internal:

1. Library staff
2. Friends of the Library
3. Library volunteers

**Communications strategies:****Strategies for Objective 1:**

By August, 2005 two focus groups will have discussed ideas for adult programming at the library in Statesville. These groups will be asked to discuss both program topics and dates, days and times for programs. The groups will be asked to look at the programs available from the North Carolina Center for the Book, and the University of North Carolina "Carolina Speakers" program and asked to choose at least one program from each list. The groups will also be asked to suggest other ideas for adult programs. An instructor from Mitchell Community College will be asked to facilitate these sessions. The Friends of the Library Board will comprise one focus group. Another group will be formed from library patrons who fit the criteria of our target audiences. Circulation staff members will help select the second focus group.

At least six adult programs will be held in the library in Statesville during 2005-2006, including one program sponsored by the North Carolina Center for the Book and one program sponsored by the UNC "Carolina Speakers" program. Other programs will be planned based on the results of the focus group sessions.



The library will produce a bi-monthly newsletter that will publicize upcoming library events, offer features like book reviews, new material lists, recognize library donors, and inform the public about library resources. The local history librarian will be responsible initially for publishing the newsletter. All staff members will be asked to contribute items. The Friends of the Library mailing list will be used as the initial distribution method. Copies will also be placed in all library branches and in county offices frequented by the public. A link will be placed on the library's web site allowing patrons to subscribe to the newsletter by e-mail. We plan to distribute 500 print copies per month, but may adjust this based on response. The first newsletter will be published by the end of September 2005.

The library will develop and nourish connections to the local media and keep them informed of events to be publicized. The local history librarian contributes a weekly column to a local newspaper. He will act as the library's primary liaison with the local media.

Beginning in July 2005, the assistant director, with help from the reference librarian and the administrative assistant, will produce a monthly staff newsletter and e-mail it to each staff member, keeping them informed of marketing strategies and library related events. Staff will be encouraged to share ideas and rewarded for their participation with small prizes and certificates. Staff will also be asked to do word of mouth marketing with patrons and to hand out materials at the service desks. Friends of the Library will be kept informed of marketing plans via e-mails and information passed on at monthly meetings.

### **Strategies for Objective 2:**

During September (library card month) 2005 the library will implement a "Pass It On" program in which books will be left at various locations (restaurants, doctor's offices, oil change stations, barber shops, real estate offices, Chamber of Commerce, Visitor's Center) in the county. The books chosen will be fiction with known appeal to the target audiences. A label describing the program will be affixed to each book. This label will also ask, "Do you have a library card? Pick one up for free at your county library." We will advertise this program in the local media and by signs and flyers, encouraging people to read a book and then "pass it on". The assistant director, the adult materials selector, and the bookmobile librarian will be responsible for implementing this program.

Library card sign-up will be promoted in articles in the local newspaper, in the library newsletter, and in signs, flyers, and bookmarks in the library. Incentives appropriate for adults (music CD's that we already own) will be given to adults who get their first library card during September. The circulation staff will be responsible for implementing this program.



The library will participate in the statewide Smartest Card campaign, planned for September. During September a member of the library staff will visit at least one civic group meeting and two PTA meetings to talk them about library card month and what one can get with a library card. Promotional materials about library card month will also be left at the Chambers of Commerce in Statesville and Mooresville, the Visitor's Bureaus in Statesville, and in real estate offices throughout the county. The assistant director, the adult materials selector, and the youth services librarian will be responsible for implementing this program.

### **Strategies for Objective 3:**

Special displays which will be changed at least once a month will highlight various categories of print materials. The assistant director, the reference librarian and the adult materials selector will be responsible for these displays.

Booklists of various genres, authors, topics, etc. will be created monthly and printed on signs to be displayed in the library and on bookmarks that can be distributed to patrons. Booklists will be targeted to specific audiences. For example, a booklist of North Carolina fiction books will target newcomers. A booklist about how to help your child choose a college and finance college expenses will target parents of high school students. All members of the public services staff will help create these lists. Assistant director will assign responsibility from month to month. The first booklists will be distributed by the end of July 2005.

New books lists, book reviews, and other articles related to the print collection will be included in every library newsletter. All public services staff members will work on these articles. Assistant director and local history librarian will assign responsibility from month to month.

At least one public service staff member from each department will learn to use computer-based word processing and publishing programs to create pamphlets, bookmarks, flyers, and other promotional materials. Training will be done both in-house and through local community college classes. At least 4 staff members will complete this training by the end of December 2005.

Public services library staff members will increase their knowledge of and use of reader's advisory resources for adult readers during 2005-2006. At least 4 members of the circulation staff will receive in-house training about reader's advisory resources by the end of December 2005. Incentives, including recognition in library newsletter and at staff meetings, will be offered to encourage staff to focus on reader's advisory services. Assistant director and adult materials selector will be responsible for this program.



The library will sponsor a “Community Read” program in March 2006. In this program, the community will be encouraged to read a particular book, and a series of programs based on the chosen book will be held at the library during the month of March. A committee composed of library staff members and Friends of the Library board members will select a short list of titles to be considered for the program. Library patrons will be asked to vote for their choice. The booklist will be created and voted on by the end of November 2005 in order to leave enough time to plan related events. The assistant director and the adult materials selector will be responsible for this program.

**Strategies for Objective 4:**

The library director, with input from library staff members, will develop a new library logo which will be introduced when the new facility opens in April 2005. In July, the library will hire a graphics designer to incorporate this logo into a unique library “brand”. We will ask our focus groups to give feedback on descriptive words to use in the library branding.

The graphics designer will also provide the mechanical elements (fonts, color schemes, templates, etc.) needed to do our own printing in-house. This project will be completed by the end of August, 2005. The library director and the administrative assistant will be responsible for this project.

All internal communication within the library, all promotional materials, every piece of paper concerning the library will feature this brand. We want this logo to become readily identified in the community and carry a positive image. Key staff members in each department will be trained to use the design tools provided by the graphics designer. The branding scheme will be in use by the end of August 2005.

Evaluation Measures:

**Objective 1:**

Attendance at library sponsored events held in 2005-2006 will be compared with attendance at library sponsored events held in 2004-2005.

**Objective 2:**

Library statistical reports will be used to compare the number of new adult registrations in 2005-2006 to the number of new adult registrations in 2004-2005.

**Objective 3:**

Library statistical reports will be used to compare the increase in circulation in print materials in 2005-2006 as compared to 2004-2005 to the increase in non-print circulation in 2005-2006 as compared to 2004-2005.

**Objective 4:**

Samples of different types of library documents will be collected and counts of materials distributed will be maintained.



## HOW TO HIRE A DESIGNER/GRAPHIC ARTIST

### **But first some suggestions about your library's communication materials...**

Your library's image is reflected in every printed (or online) piece you produce.

Your communication materials should present a consistent message.

You are not a graphic artist. Get help.

Effective print materials do not have to be intricate, fancy or expensive.

The most important rule...Keep it simple.

### **What is design? What is good design?**

Design is the graphic expression of written copy. It is the last step in the editorial process.

Its purpose is to catapult the ideas off the page and into the reader's mind.

Good design enhances written copy.

Techniques should be chosen for editorial and not artistic reasons.

Writers and designers must work together. Their creative goal is a printed piece that grabs the reader's attention and transmits information.

Graphic art is not fine art. It must be functional.

A good designer can contribute the imagination, courage, time and effort to ensure that even a moderately interesting piece of writing will be read.

### **How to hire a designer...**

Collect materials you think are effective. Find out who designed them.

Contact the graphic arts department at the local college or university. (Think twice about this, as inexperienced students may not be the answer. The commitment of an excellent instructor is key).

Know how you plan to use the materials designed and share this with the designer.

Don't look for free help. Don't expect to get good design for nothing.

Interview designers. Look at their portfolios. Find out what projects they have done similar to yours.

Develop an RFP (request for proposals — see attached sample)

### **When you have found the person/firm you want and have a specific job in mind**

Have your copy written and ready.

Be able to describe what you want...adding even more detail about the tone and use and intended audience than you had in the RFP.

Provide helpful background information such as the library's positioning statement/communications plan and basic fact sheet.

Settle on the price and agree on what the price includes. Discuss timeline.

Ask to see a rough draft.



Remember, you are the client. You know best what you need. Also remember that you are not a designer. Let the designer do his/her job.

When you receive and review the final art, make sure the designer also provides specifications for the printer. It is always a good idea to have someone else in addition to you review the final product.

SAMPLE Request For Proposals

### REQUEST FOR PROPOSALS

The Anywhere Public Library (APL), seeks a designer experienced in both print and Web design to create a graphic identity (logo) and guidelines for its use. You have been recommended as a source of high quality design. If you/your firm would like to be considered for this project, we encourage you to submit a proposal following the guidelines below. A fact sheet about the library is attached.

**Due Date: FRIDAY, SEPTEMBER 12, 2007**

#### **Objective**

Create an identity, guidelines for its use, Web site design and publication templates for a public library serving a community of 100,000 with a main library, two branches, and a bookmobile.

#### **Scope of Project**

The designer will provide an Anywhere Public Library logo suitable for use on print and Web documents in color and black-and-white, plus guidelines for its use and layouts for letterhead, and business cards, and templates for a print and an online newsletter. The brand/logo should work well in standard desktop applications: e.g. Word, PowerPoint, etc.

This is work for hire, and all graphic elements provided by the designer will become the property of the library.

#### **Timeline**

September 12 Deadline for proposals

September 17 APL notifies designer of selection

September 29 Designer submits 3-5 preliminary designs each for the APL Group logo (showing potential uses on letterhead, business card and library card)



- October 12 Staff provides feedback on preliminary designs
- October 17 Designer delivers selected logo design, including letterhead, business card formats
- October 20 Staff proofs design and provides any corrections/comments
- October 25 Designer delivers final proof for library approval
- November 10 Logo completed and materials delivered
- November 15 Launch date of new graphic identity—internal launch to staff at annual Staff Development Day

**Qualifications**

The designer must have experience with both print and Web-based graphic design and provide samples of work in both.

The designer must know and understand Web file formats, scanning compression issues, and color palette limitations, and to be able to deliver browser ready artwork.

**Payment Terms**

(Apply necessary contract negotiations).

**Guidelines for Proposal**

If you would like to be considered for this project, please provide the following information:

- confirmation of interest and availability to meet goals and deadlines
- description of experience in logo, print and Web design, including bio/resume, samples and URLs of recent work
- description of all services offered
- detailed project cost – stated as “not to exceed” total
- three (3) references, complete with addresses and telephone numbers
- full name, address, telephone number, and URL of your place of business

**Questions**

Please direct questions to:

**Anywhere Public Library**

DATE	ISSUED TO
<b>MARKETING TOOLKIT</b>	

**PUBLIC RELATIONS BASICS**



STATE LIBRARY  
OF NORTH CAROLINA





## BUILDING REWARDING RELATIONSHIPS WITH REPORTERS

Building relationships with the news media takes time, but if done well can be very beneficial for both the library and the media. Here are a few tips that media relations experts in libraries and other professions put into practice every day.

### **Stay In Touch**

Don't just call the media when you want something.

If your library does a special publication, share it with your media contacts.

Find out the personal interests of your media contacts (for example – if they have children make sure they know about your special children's events).

Ask local media how you can help (does the education reporter need some statistics that you could provide?)

Call and ask to meet for coffee at a time they aren't on deadline. When you meet, offer a couple of story ideas, but spend most of the time listening and asking what kinds of stories are in the works that you might be able to provide assistance on.

### **Congratulations**

If a reporter has been recognized or received an award, send a personal congratulations note or email.

### **Flexibility**

Be flexible and willing to adjust.

You may have an idea for a particular story, but listen carefully to the reporter and consider his or her suggestions.



**Be Persistent**

Be persistent, but not obnoxious.

Follow-up phone calls or emails on a particular topic are acceptable, but no more than two.

**No – “No Comment”**

Never say “no comment.” If the question is clearly something that you can’t comment on, you can say something like, “While I can’t forecast what \_\_\_\_\_ will be in the future, I can tell you that today our library ....(insert your key messages).”

**SAMPLE PUBLIC SERVICE ANNOUNCEMENTS (PSAS)****Sample public service announcements from ALA's @ your library campaign and the Smartest Card Campaign.**

**Contact:** [name]  
[telephone]

**For release:** [Desired air dates]

10 sec.

Savvy students know the best source of information isn't always Google. The ultimate search engine is @ your library: A librarian.

10 sec.

Preparing for a job interview? Get a head start @ your library.  
A message from the [name] library.

10 sec.

Term paper due? Save yourself some wheel spinning and head to [name of library].  
Get connected @ your library.

20 sec.

It's not just academic @ your library! Find out how you can study smarter, research better, get answers at the [name] library. Our expert librarians will help find what you need—on- or offline. Hours are [days and times]. Or, visit us online 24/7 at [URL].

20 sec.

Libraries support life long learning. From cradle to grave libraries provide books, classes, and other resources to help us keep learning. Tuition is free. All it takes is a library card.

20 sec.

Libraries are great places for kids. Starting with picture books and storyhour and continuing with summer reading and other programs, the library opens the door to learning, imagination and wonder. Kids learn both the thrill and responsibility of owning their own "charge card" – one that lets them borrow books, movies, music, games and more.



20 sec.

Cramming for that latest exam? Preparing for an on campus job interview? Looking for a place to have a group meeting? Where should you turn? How about the library? The [name of library] has what you need to make your college experience an all-around success. It's all @ your library.

30 sec.

You've got a computer. You've got a modem. You think you're wired. But unless you're connected to the [name] library you don't know what you've been missing. The [library] has resources on- and offline that most search engines will never find. And it has the ultimate search engines—librarians to help you find exactly what you need. Get really connected—@ your library.

30 sec.

Libraries have librarians. Librarians teach children the job of reading and seniors how to surf the Net. Librarians provide resources and services that people of all incomes learn to read, use computers, and develop other skills they need to succeed. They save time and money by helping to find the best, most current information for your needs – in print or online. Librarians are the ultimate search engine.

30 sec.

Looking for a topic for that term paper? The [name of library] can connect you to a world of knowledge you didn't even know existed. Everything you want to know about everything you want to know is @ your library—including librarians to help you find what you need when you need it. The library is open [days, times]. Or, check us out 24/7 online at [URL].



**NORTH CAROLINA DEPARTMENT OF CULTURAL RESOURCES**  
State Library of North Carolina  
Library Development Section

Michael F. Easley, Governor  
Mary L. Boone, State Librarian  
Lisbeth C. Evans, Secretary

Press Release  
Immediate Release

Contact: Pam Jaskot  
919-807-7421  
pjaskot@library.dcr.state.nc.us

**Adams Kicks off Library Card Sign-up Campaign**

(Raleigh, N.C.) – Kevyn Adams delighted library patrons and local school children at the Southeast Regional Library on September 5th when he visited the library to kick off the statewide library card sign-up campaign. Adams, Center for the Carolina Hurricanes, is serving as the state spokesperson for the Smartest Card. Get it. Use it. @ your library campaign – a campaign coordinated by the State Library to encourage North Carolina residents to visit their local public library and get a library card. Public libraries from the mountains to the coast are participating in the campaign, hosting events and offering special incentives throughout the month.

After reading, *The Magic Hockey Stick*, to the youngsters, Adams said, “My mother would be so proud that I’m involved with the library card sign-up campaign – she is an avid reader and always encouraged us to visit the library and read. As a youngster hockey was my real passion, but reading hockey books was also a favorite pastime.” Secretary of Cultural Resources, Lisbeth Evans welcomed Adams back to Raleigh and presented him with a Wake County Public Library card.

**September is Library Card Sign-up Month**

A library is a great place for children to learn more about hockey or any sport. A library card is a free way for children to explore their many interests. And library cards are not just for kids. Library cards allow anyone to borrow the latest best sellers, DVDs, books-on-tape and many other materials. Libraries offer lectures, exhibits, reading programs and staff to guide you in your search for information.

(cont.)



In 1987, September was declared National Library Card Sign-up Month. Since then, libraries across North Carolina have used the national campaign to encourage North Carolinians to sign-up for library cards. The State Library is coordinating the campaign effort statewide by offering public libraries support and promotional material to encourage residents to sign up for a library card and find out what's new at their local library.

Signing up for a library card is easy. All you have to do is visit your local library and show proof of residence and photo identification.

The State Library of North Carolina is a division of the N.C. Department of Cultural Resources. The State Library of North Carolina works in partnership with communities to develop library service, coordinates statewide programs for all types of libraries, and offers direct library service to state employees, genealogy researchers, and people who have visual and physical handicaps.

**MAILING ADDRESS**

4640 Mail Service Center  
Raleigh, NC 27699-4640

Telephone 919-807-7400  
Fax 919-733-8748

**LOCATION**

109 East Jones Street  
Raleigh, NC



## **NORTH CAROLINA DEPARTMENT OF CULTURAL RESOURCES**

Michael F. Easley, Governor

Lisbeth C. Evans, Secretary

News Release  
Release January 30, 2006

Contact: Pam Jaskot  
919-807-7421  
pjaskot@library.dcr.state.nc.us

### **Exchanging Best Practices in Digital Preservation**

(Raleigh, NC) Looking for an opportunity to share ideas on managing and preserving digital state government information? Join the State Library of North Carolina on March 27th & 28th for Digital Preservation in State Government: Best Practices Exchange 2006. Individuals involved in any and all aspects of managing digital/electronic state government records and publications for long-term access and preservation are encouraged to come and share their experiences and practices.

The Best Practices Exchange is not a traditional conference--there are no speakers in the traditional sense of the word. Instead, there will be facilitated large group sessions and small group topic-based exchange sessions. Attendees will have the opportunity to share specifics of their experiences on topics of their choice during the exchange sessions. Topics will include Digital Repository Systems; Identification, Selection and Appraisal of Digital Assets; Collection of Digital Assets; Authentication of Digital Assets; Metadata; Resources/Workflows for Managing Digital Assets; Access to Archived Digital Assets; Preservation Methods; and Institutional Organization.

Participation is open to practitioners in government and university archives and libraries; educators/researchers in the fields of library science, information science and technology, and archives and records management; and product developers working to create systems for managing and preserving digital assets.

Current registrants include the state libraries and/or archives in Arizona, Georgia, Illinois, Kentucky, New Hampshire, North Carolina, Oklahoma, Pennsylvania, South Carolina, Utah, Virginia, Washington, and Wyoming, as well as various university libraries, OCLC, and the Internet Archive.

Participate in this national Best Practices Exchange by contacting Christy Allen at [callen@library.dcr.state.nc.us](mailto:callen@library.dcr.state.nc.us) or go to the meeting website at <http://statelibrary.dcr.state.nc.us/digidocs/bestpractices> The meeting will be held in Wilmington, North Carolina at the Hilton Wilmington Riverside.

*Office of Information and Marketing Services, 4601 MSC, Raleigh, N.C. 27699-4601  
(919) 807-7385 Fax (919) 733-1620*



## **FACT SHEET – FISCAL YEAR 2006- 2007**

Awesome Library  
1 Library Lane  
Library Land, North Carolina  
Telephone: 919-123-4567  
Fax: 919-123-6789

### **Mission**

The mission of the Awesome Library is to bring people and information together by providing innovative services to meet the customer's needs. The library encourages reading, supports education, and assists in information seeking.

### **Key Message**

The library brings people and information together!

### **Fast Facts**

The number of registered Awesome Library card holders is 65,000, a percentage of 65%.  
Nearly 83,000 people visited the Awesome Library in 2007.

Population Served:	100,000
Facilities:	4
Staff:	50

### **Circulation**

800,300 adult books  
450,000 children's books  
700,000 media

### **Service Levels and Programs**

110,000 questions answered  
2,000 searched online catalog remotely  
3,000 database searches  
3,000 people attended 150 children's programs  
1,500 people attended 75 adult programs

### **Budget**

\$2,400,000

### **Accomplishments**

Voters approved library renovation.  
A successful fundraiser was held in 2006, raising \$50,000.  
Library staff added a new computer class for Internet searching.





September (INSERT DATE), 2006  
FOR IMMEDIATE RELEASE

Contact: (NAME)  
Phone: (NUMBER)

Media Advisory

**This September become a Card Carrying Member of the Library**

(INSERT CITY NAME IN ALL CAPS IN BOLD, N.C.) – September is Library Card Sign-up Month, and (INSERT LIBRARY NAME) staff members are encouraging families to do just that. More than 4 million North Carolinians have library cards. Isn't it time to join them and find out what you've been missing?

Since 1987, September has been National Library Card Sign-up month, and libraries across the state have used the national campaign to encourage North Carolinians to sign-up for library cards. This year the State Library of North Carolina is coordinating the campaign effort state-wide by offering public libraries support and promotional materials to encourage residents to sign-up for a library card.

To encourage people to see what's new at (INSERT LIBRARY NAME) staff has organized (INSERT PROGRAM, ACTIVITY, EXHIBIT OR GIVE-AWAY NAME HERE). Details are below.

**Who:**

**What:**

**When:**

**Where:**

**How:**

**Photo Opportunities:**

**Details:**

*The State Library of North Carolina is a division of the N.C. Department of Cultural Resources. The State Library of North Carolina works in partnership with communities to develop library service, coordinates statewide programs for all types of libraries, and offers direct library service to state employees, genealogy researchers, and people who have visual and physically handicaps.*



## YOUR BEST TOOLS FOR GETTING MORE – AND BETTER – LOCAL NEWS COVERAGE

When you have an event – a speaker, a special program, a new initiative – that you believe should be covered by your local news media, you need to let reporters know about it in advance. There are specific tools that help you and help the reporter make a better story.

### **Public Service Announcement:**

PSAs are very short – one or two sentence script summaries of your news that you desire to have aired. PSAs should be sent to broadcast stations two to three weeks in advance of your event with a clear all CAPS RUN and KILL DATE (you don't want the promotion to run after your event has happened). Include the amount of time it will take for someone to read them on the air (30-second; 60-second time stamps, for example). Check with your local media on how they would like to receive information, fax, email, etc.

### **Advisory:**

An advisory is a short, at-a-glance information sheet that tells reporters: who, what, when, where and why it's important. Include your contact phone number and email. Advisories go to the reporter or editor in the local newsroom and the director/producer at local broadcast stations. The advisory is out a week to 10 days in advance of the event. It can be emailed or faxed.

### **News Release:**

This is the news story that you would like to have appear about your event. Most news outlets use it as a resource rather than as a document that they reprint verbatim. Include a quote from the person that is in charge of the event (often the Library Director or leader from the Library Board). The quote reinforces the message of why the news is important to the community. Ideally the news release is one page long. It always includes a final paragraph with the key information about the organization. It always includes a contact name, phone number and email for more information. The news release goes out on the day of the event. Distribute copies at the event to the media attending.

### **Fact Sheet:**

A fact sheet gives an at-a-glance, one-page overview of what your organization is about, how many people you serve, the range of services available, the number of branches, hours open, names and titles of key staff members, etc. Distribute the fact sheet to the media at the event.

**Follow-up Calls:**

After sending the advisory and the news release, it is important to call the newsroom to make sure that someone receives them, reads them and understands how cool your news is. These are the pitch calls. This is the step most organizations skip, and it is often the most important. For example, if your advisory and news release go to the in box of a reporter out of the office on vacation, you won't get the coverage that you are hoping for. Your follow-up call makes sure your information reaches the right target.

**Doing Interviews and Being Quotable:**

Your likely interview source should be ready in advance of your news event with short talking points that will end up on the air or in the news story and not on the editing floor.

Your interview source should be ready to present your key messages in short, crisp phrases. To increase comfort in interviews, think ahead of what the reporter might and should ask, and practice responses to these questions.

*There are never any guarantees of coverage, but using these tools effectively can help ensure that reporters understand the scope and the relevance of your news And that will help them create a stronger story for them and for you.*

**10 COMMUNICATIONS TIPS – BUILDING SUPPORT FOR LIBRARIES****1. Ask for help**

- a. Use your Friends group, trustees or other support group to make contacts for speaking engagements.
- b. Outline the scope of the issue and help shape the response.
- c. Share your message with supporters so that they are in the loop.

**2. Shape a powerful message**

- a. Your message drives home the point- make it clear, concise and powerful.
- b. Draft your message and test it with your friends and key staff.

**3. Identify the decision-makers**

- a. Match your advocates with key decision-makers and have your supporters connect one-on-one to share your message. (match stripes to stripes – that is, if you have a CEO in your Friends group, that person should make the contact with the chairman of the County Commissioners).
- b. Your supporters should be visible in community – make sure they identify themselves as library supporters whenever an occasion arises.

**4. Engage your staff**

- a. Get staff input on community members who likely would be library supporters.
- b. Share your talking points, letters to the editor and key messages with staff internally before you distribute them outside. Ask them to share the key messages with their neighbors and friends.

**5. Arm the troops**

- a. Give your supporters the key statistics. Put a human face on the stories and make the message relevant to your community.
- b. Provide template letters to the editor and template talking points for any statements going out on behalf of the library.

**6. Turn on the volume**

- a. Contact the media. Send a news release. Make a personal call. Invite reporters to come and visit the library. Arrange for reporters to interview several articulate supporters.
- b. Be prepared to tell your story to the media – know your messages and the supporting statistics. Prepare a Q&A with what you expect the reporter to ask – include the tough questions and your answers. Practice your interview before the reporter arrives.
- c. Stay positive. Focus on you and your public – your message is about you and how you serve the public.

**7. Follow up**

- a. After supporters have written letters, attended meetings, etc., thank them and ask if they have any feedback or suggestions.
- b. After you have done an interview, had a meeting or made a presentation, circle back with a phone call or a thank you email.

**8. Grow your support base**

- a. Encourage your staff to continually identify library supporters.
- b. Stay in touch with your supporters and not just when you need something.

**9. Communicate regularly**

- a. Make sure the media and the public are aware of your programs and your service to individuals in the community.
- b. Distribute news releases announcing every success and promoting every program.
- c. Speak to civic groups to share the vision and promise of the library.

**10. Plan and coordinate**

- a. Make sure that you know who is speaking up in support of the library.
- b. Always deliver clear, consistent messages.
- c. Your supporters and the key decision-makers should know that you are available and eager to talk with them.



## WHEN A CRISIS HAPPENS

Know who your designated spokesperson is. There should be a single point of contact with the media in a crisis.

If you don't have a plan, write one. Key staff and board members should have access to a copy of your plan. It can be as simple as a one-page memo, but your plan should designate the spokesperson, outline the communications sequence (telephone tree/email process) so that everyone knows how information will be shared and when. Your plan should include a phone number or a process for conference calls to update key people on the status of the crisis. When a crisis occurs, take time to think through what the best possible outcome is and shape your comments with that in mind.

Keep your comments to the media simple and short. Reinforce the library's key messages in your responses. Don't get defensive.

If you learn about the crisis from a reporter, ask what the deadline is and call the reporter back. You want to think through what your messages should be, not make them up on the spot.

Tell the truth, but don't forecast or guess about information that you don't know yet.

Always put your responses in human terms – not in terms of programs and dollars.

If a flood or fire damages your branch, talk about the damage in terms of numbers of people who used the lost resources last month/year rather than the numbers of programs affected. If your funding is cut dramatically, put the budget cut in perspective by talking about the steps that are under way to continue to meet the needs of the (INSERT THE NUMBER) of children who participate in summer reading, bookmobile service to the INSERT THE NUMBER of elderly, etc. Express concern, but stay positive. (If a criminal investigation is under way, say something like "While we can't discuss details of a specific investigation, we can tell you that we consider this situation to be very serious. We are cooperating fully with law enforcement. Our staff is committed to maintaining established standards of behavior and our policy is very clear about X.")



Keep your staff and your board current on the situation. Let them know when you have conducted an interview. Share copies of news reports as they appear.

If a story is not accurate, immediately call the reporter and ask for a correction. If the reporter is not able to help you, talk to the editor.

Prepare a letter to the editor (for print situations) that summarizes your position and clarifies the library's message.

Remember that everything you put in writing about a crisis – whether it is an email to staff or a letter to Friends - can potentially be leaked to the media. So make sure that what you say internally is consistent with the comments that you have shared with the news media.

Never say “no comment.” Even if you cannot respond to the reporter's specific question, you can offer a comment that provides the context for the library's position.