



**CLEVELAND PUBLIC LIBRARY**  
[www.cpl.org](http://www.cpl.org)

**MARKETING & COMMUNICATIONS PLAN 2012-2013**

**Table of Contents**

Situation .....3  
Target Audiences .....4  
Package, Position, Promote .....5  
Strategies .....5  
MyPlace MyCard Campaign .....9



**Cleveland Public Library  
Marketing & Communications Plan  
2012-2013**

**Situation**

Cleveland Public Library (CPL) went through a strategic planning process to set organizational priorities with CPL's 150<sup>th</sup> birthday in 2019 as a focus. The marketing and communications plan reflects the organizational strategic priorities with focusing on key message areas and raising brand awareness of CPL and its services, collections, and programming.

**Organizational Strategic Priorities:**

- Form communities of learning
- Fight community deficits
- Ready for the future: CPL 150
- Cultivate a Global Perspective
- Innovate for Efficient and Sustainable Operations

**Key Message Areas:**

- *MyPlace*: help individuals pursue their personal passions and dream, create, and grow.
- *Community Deficit Fighter*: provide those in need with equal access to resources access to scarce resources in the areas of technology, literacy, employment, and education.
- *Communities of Learning*: build a sense of community by exchanging ideas, learning from one another, and fostering innovative thinking.

**Goals:**

- Consistently promote a concise and compelling message to targeted audiences, generating constant awareness of, use of, or participation in CPL's services, programs, and collections.
- Broaden CPL's brand recognition beyond the city of Cleveland to new markets
- Introduce first wide-scale, multi-media marketing and advertising campaign, "MyPlace MyCard", to the Greater Cleveland community connecting Clevelanders with the opportunities that a CPL card offers.

**Desired Outcomes:**

- Greater awareness: a stronger recognition and appreciation for CPL's innovative services, community programs, and unique collections
- Increase in visits to cpl.org and campaign landing pages
- Increase in social media engagement



- Increase Facebook “likes” to 5,900
- Increase Twitter followers to 6,000
  
- Increase in the number of library card holders system wide by 20%
- Increase in the number of stories in local, regional, and trade publications
- 30% increase in clicks on Weekly Performance Report-Cleveland.com
- 30% increase in the number of trade publications highlighting CPL as a model for urban libraries

## Target Audiences

- Current patrons
- New Patron Prospects
- Youth
- Media
- Individual Donors
- Foundations
- Corporations
- Trade Publications
- Partners

### Current Communication Vehicles:

- Website
- Social Media
- E-Communications
- Advertising
- Print collateral
- Media Relations
- Annual report

### Recommended additional communication vehicles:

- Billboards
- Video
- CPL truck wraps
- RTA bus boards
- Expanded strategic community partnerships

### Key Community Memberships & Partnerships

ALA Trustee Membership  
NEO-RLS Membership  
OLC Institutional  
State of Ohio Cooperative Purchasing Program  
Urban Libraries Council Annual  
ALA Membership



Campus District Membership  
Government Finance Officer's Association  
Greater Cleveland Safety Council  
OhioNet/OCLC  
Ohio Preservation Council Institutional Membership  
Intermuseum Conservation Association  
University Circle Inc.  
Downtown Cleveland Alliance (Associate)  
Positively Cleveland  
Sisters of Charity Board (Felton Thomas)  
Providence House Board (Felton Thomas)  
United Way Board (Felton Thomas)  
Cleveland FoodBank (Felton Thomas)  
Group Plan Commission (Felton Thomas)

## Package, Position, Promote

Each service, department, event and program of CPL is packaged, positioned and promoted in alignment with the strategic priorities of the organization. The manner in which CPL packages, positions, and promotes these areas allows CPL the opportunity to tell its story to the community through various communication vehicles and strategies.

## Strategies

- **Digital communications**
  - *Website*
    - Encourage website exploration by consistently updating rotating and static images to reflect highlighted programs, departments, collections, databases, and exhibits.
    - Act as a resource for library news.
    - Read in the CLE (Launched in February, 2013)
      - Local Cleveland celebrities, leaders and athletes will and CPL librarians giving book recommendations and facilitating online book discussions, encouraging engagement with the online community of CPL.
      - Primarily promoted through social media and e-communications, as well as leveraging social media audiences and followers of featured celebrities.
    - Annual Report





○ *Social Media*

CPL has had great success in setting a strong foundation of continued growth in the social media space. Since SDP has collaborated with CPL to strategically coordinate social media efforts, there has been a 132% increase in Twitter followers and an 81% increase in Facebook engagement.

Social media efforts continue to expand into other platforms, including Pinterest and YouTube.

- Monthly social media calendars are put together in collaboration with CPL staff that reflects the events, programs, departments, book recommendations and reading lists, as well as services highlighted throughout the CPL system.
- 2013 Social Media Plan is in Appendix A to this plan.

○ *E-communications*

▪ *Off the Shelf E-Newsletter*

- Monthly e-newsletter currently goes to 2,600 subscribers.
  - *Goal:* Increase number of subscribers to 4,000.
  - Increase list by asking for email addresses at library events, through community outreach efforts and on library card application.
  - Content sharing that includes events, programs, and inspiring stories from CPL

▪ *E-blasts*

- Use current subscriber list to promote individual events, programs and news going on throughout CPL system to stay in front of CPL audience, and encourage sharing of content.
- Cross-promote email sign-up with social media, print collateral and at events.
- Utilize partner eblast services such as Positively Cleveland to increase visibility.

○ *Online community calendars*

- Inform the general community of major library events by posting on online community and news outlet calendars including, but not limited to:
  - Cuyahoga County
  - Plugged in Cleveland
  - Cool Cleveland
  - Fresh Water
  - Fox 8, WEWS, WOIO, WKYC
  - Clear Channel radio stations
  - WCPN community calendar
  - Cleveland Scene



- Cleveland Jewish News
- Cleveland.com
- Downtown Cleveland Alliance
- University Circle Inc.
- Ohio City
- Tremont West
- Detroit Shoreway
- Slavic Village

- **Advertising**

In the past two years, CPL has taken a more strategic approach in advertising opportunities, including evaluation of target audiences, readership and ROI (return on investment). Recently CPL has established a relationship with online publication *Fresh Water Cleveland* in both an editorial and advertiser relationship. Advertising and sponsorship opportunities that arise throughout the year will be evaluated for opportunity, ROI and alignment with the goals of CPL.

*In 2013, CPL will continue to work with the following advertisers/partners:*

- Cleveland.com digital advertising (both website and mobile)
- Plain Dealer print advertising
- WCPN 90.3
- La Prensa
- Kaleidoscope Magazine
- Golden Opportunities
- Positively Cleveland
- Call & Post
- Campus Observer
- WVIZ *IdeaStream*
- Cool Cleveland
- Consideration of neighborhood specific publications:
  - Plain Press
  - Ohio City Argus
  - Neighborhood Voice (University Circle)
  - Neighborhood specific publications

- **Media Relations**

- Create press releases and media advisories on an ongoing basis to promote special events, programs, exhibits, and educational initiatives.
- Proactively pitch success stories that reflect key message areas to:
  - Plain Dealer
  - Fresh Water Cleveland
  - Cool Cleveland
  - WKYC, WEWS, Fox 8 Cleveland, and WOIO
  - Kaleidoscope
  - Library journals and trade publications, print and online



- Regional and national publications when appropriate
  - Meet with Plain Dealer editorial board on an annual basis to give a state of CPL overview with insight into future plans and updates on Downtown Destination (Date TBD).
- **Print Collateral**
  - UpNext program guide: printed monthly with focus on strategic priority areas of CPL.
  - MyBranch fliers printed for each branch on a monthly basis for branch specific events and programming.
  - MyTunes “Pick of the Week” cards promoting MyTunes.
  - Event specific fliers and signage for placement at Main Library and branches.
  - Ongoing requests from various departments to market department or branch specific events.
- **CPL Video**
  - CPL is currently working with NorthWater Partners to create a 3-5 minute video that communicates the key messages and strategic priorities of CPL in a playful and engaging way.
  - The video will be used in a variety of communication vehicles:
    - Website
    - Social media/YouTube
    - Main Library and branch video screens
    - Community outreach presentations
- **Events & Programs**
  - Utilize special events and programs to engage the media through press releases, media pitches and social media efforts.
  - Ongoing advertising for major events (Writers & Readers) through contracted advertising relationships.
  - Social media promotion through monthly calendars in alignment with other strategic priorities and key messages.
  - UpNext program guides on a monthly basis.
  - Promotion of community & neighborhood based events to Cleveland City Council to share with their constituents.





## MyPlace MyCard Campaign

MyPlace MyCard is a multi-media campaign that will be rolled out during the first quarter of 2013, with the goal of raising overall brand awareness of CPL, and connecting Clevelanders with the opportunities that a Cleveland Public Library card offers. With a simple and clear messages, “MyPlace MyCard” will be implemented over the next six months through a wide-scale campaign.

Designed by the graphics team at CPL, this campaign is the visual representation of the key messages of CPL:

- *MyPlace*: help individuals pursue their personal passions, and dream, create and grow.
- *Community Deficit Fighter*: provide those in need with equal access to resources in the areas of technology, literacy, employment, and education.
- *Communities of Learning*: build a sense of community by exchanging ideas, learning from one another, and fostering innovating thinking.

### Digital Communications

- *Website*
  - Rotating/static graphic on homepage of cpl.org which will take the audience to a landing page with information about how to sign-up for a library card, services available as a CPL card holder, and information about services related to the advertisement featured on the rotator image.
  - Create landing page URL included in advertisements to measure effectiveness.
  - Creative verbiage about what you can “get” with your CPL card.
- *E-Communications*
  - Periodic e-blasts can go out as a supplement to “Off the Shelf” e-newsletter to drive the audience to the website.
    - Each eblast depicts a different MyPlace, MyCard image with a link to services associated with the Ad.
- *Social Media*
  - The social media audience will be introduced to the campaign through social media platforms including:
    - Twitter
    - Facebook
    - YouTube



- **Print collateral**
  - MyPlace MyCard promotion will be included in:
    - UpNext Program Guide
    - MyBranch fliers
    - Signage around Main library and branches
  
- **Advertising**
  - *Print*
    - Plain Dealer
    - Campus Observer
    - Call & Post
  
  - *Digital*
    - Cleveland.com digital & mobile ads
    - CoolCleveland.com
    - Fresh Water Cleveland ads
    - La Prensa
  
  - *Billboards*
    - Billboards with MyPlace MyCard graphics will be purchased throughout Cleveland area, focusing on key CPL neighborhoods, raising brand recognition, driving audience to website.
    - Consideration of branch locations, EOI (Eyes on Impressions).
  
  - *RTA Bus Boards*
    - Work with Advertising Vehicles to purchase exterior bus billboards throughout the city to strategically place the MyPlace MyCard message throughout the city, raising brand awareness
    - 22 buses will have MyPlace MyCard advertisements beginning in March-August
  
  - *CPL Truck Wraps*
    - Recommendation to wrap CPL trucks with MyPlace MyCard graphics.
  
  - *Signage*
    - Banners to be printed for front of Main Library and Eastman Reading Garden gate.
    - Pole banners with MyPlace MyCard graphics along Superior Ave.
    - Recommendation to evaluate pricing on pole banners around MLK Branch due to the amount of traffic and visitors to University Circle.



- *TV/Radio*
      - Work with local TV and radio to schedule PSAs with short 30 second or 60 second “MyPlace MyCard” spots
      - Pitch Felton for interviews on all local radio and TV morning shows as an opportunity to talk about current programs and priorities of CPL, as well as the importance of having a CPL card.
- **Media Relations**
  - Pitch success stories of library patrons and children with focus on “I’m ready to read”.
  - Work with departments, branches and TechCentral to gather success stories to pitch to the media as well as for use in e-newsletters and on the website.
  - Pitch CPL patrons’ stories of success to a variety of media outlets and publications because of their CPL card:
    - Teen prepping for ACT tests in learning centers
    - Patron getting a job after taking an online class through ed2go
    - Senior citizen learning a new skill, or receiving homebound services because of their CPL card
- **Community Outreach**
  - Evaluation and identification of key board and organizational memberships to possibly leverage into speaking opportunities for Director Thomas.
  - Development of comprehensive community outreach plan for Director Thomas.
  - Hosting “Coffee and Conversation” meetings at branch libraries with Director Thomas to share ideas, update the community on library initiatives and encourage community engagement.
  - Felton Thomas to present strategic priorities as well as key messages and MyPlace MyCard message to a variety of stakeholders throughout the Greater Cleveland area including, but not limited to:
    - Ward clubs
    - Block clubs
    - City Council
    - Church groups
    - Volunteer organizations (i.e. Rotary Club of Cleveland)



## 2013 Social Media Plan

### Organizational Strategic Priorities

- Form communities of learning
- Fight community deficits
- Ready for the future: CPL 150

### Key Message Areas

- *MyPlace*: help individuals pursue their personal passions and dream, create, and grow.
- *Community Deficit Fighter*: provide those in need with access to scarce resources in technology, literacy, employment, education, and more.
- *Communities of Learning*: bring the people of Cleveland together to exchange ideas, learn from one another, and build a sense of community

### Target Audiences

- Current users and patrons of Cleveland Public Library
- Peer organizations and libraries from around the region and across the country
- Media outlets
- Donors and foundations
- Corporations, community partners

### Content Integration

- *Off the Shelf*
  - Links to and from the CPL website
  - Push out via Facebook/Twitter
  - Encourage readers to follow social media platforms
- *Email E-Blasts*
  - Social media posts can be linked directly to e-blasts promoting events and press releases
- *Email*
  - Social media platforms should be included in staff signatures on email
- *Collateral*
  - Any collateral and direct mail pieces should include social media platforms
- *Video*
  - Brief videos will be used as a catalyst to push the audience to the website and YouTube CPL channel, and can help push the messages of Cleveland Public Library programs, services, and events
  - Videos from presentations by Felton Thomas and other CPL staff can be repurposed and sent out via social media platforms





- *Photos*
  - o Strong visuals are essential for an effective social media strategy. The highest click-through rates come from audience members receiving a “pay-off” for clicking on an image or series of images
  - o Share photos from CPL events via Flickr, Facebook and cpl.org
- *Website*
  - o The number one priority will be to have updated, real time information on the website to ensure that the audience clicking through will have fresh information to learn more and be motivated to explore the website further. Social media posts can be written to encourage exploration of the website

### Social Media Tool Selection and Techniques

The continual evaluation of influencers, competitors, industry trends, as well as the organization’s overall priorities and goals helps determine which social media tools and platforms will be used to convey the messages of Cleveland Public Library. Listening and measurement are essential to effective social media engagement, and are an essential part of a successful social media strategy.

Tool	Purpose and Strategy	Rank Priority
Monitoring Tool	Listening and measurement	1
Twitter	Headlines, engage, solve service issues, competitor insight, brand awareness	2
Facebook	Social, friendly, link to community, interactive, brand awareness	3
Flickr	Photo sharing, visual engagement	4
SlideShare	Content sharing, thought leadership	5
YouTube	Story-telling, educational, brand awareness	6
Pinterest	Visually based, book recommendations and book lists, photo sharing, visual engagement	7





**Measurement**

Goals	Social Media Output	Tools/Tactics to Measure
<p>Increase number of Facebook "likes" to 5,900</p> <p>Brand awareness &amp; an increase in awareness of programming, services and resources provided by CPL</p> <p>Audience/community engagement</p>	<ul style="list-style-type: none"> <li>- Stories, photos, links back to services, collections and resources on CPL.org</li> <li>- Informational posts about events, programs</li> <li>- Sharing content from peer libraries and organizations around NEO and the country</li> <li>- Sharing literacy and education information</li> <li>- Recommendations for reading</li> <li>- New arrivals (Monday)</li> </ul>	<p><b>Facebook/Hootsuite:</b></p> <ul style="list-style-type: none"> <li>- Weekly/monthly statistics</li> <li>- Click-through rates</li> <li>- Virality of content posted</li> <li>- Content sharing (sharing of status updates, photos, media releases)</li> <li>- Qualitative data including "mood" of comments, likes, interactions</li> </ul>
<p>Increase number of Twitter followers to 6,000 by 12/31/13</p> <p>Brand awareness &amp; an increase in awareness of programming, services and resources provided by CPL</p> <p>Audience/community engagement</p>	<ul style="list-style-type: none"> <li>- Stories, photos, links back to services, collections and resources on CPL.org</li> <li>- Informational posts about events, programs</li> <li>- Sharing content from peer libraries and organizations around NEO and the country</li> <li>- Sharing literacy and education information</li> <li>- Recommendations for reading</li> <li>- New arrivals (Monday)</li> <li>- Re-tweet headlines from influencers in the industry as well as peer libraries or organizations</li> <li>- Use hashtags for CPL specific events, presentations, and news items</li> </ul>	<p><b>Hootsuite/Google analytics:</b></p> <ul style="list-style-type: none"> <li>- Weekly/monthly statistics</li> <li>- Click-through rates</li> <li>- # of re-tweets</li> <li>- Content sharing (sharing of status updates, photos, media releases)</li> </ul>



Goals	Social Media Output	Tools/Tactics to Measure
<p>Engage social media audience with short videos about the collections, events, and interesting “treasures” that can be found in CPL. (No longer than 2-3 minutes each) Brand awareness Viral content</p>	<ul style="list-style-type: none"> <li>- Tours of Main Library including interesting parts of collections</li> <li>- Compilation of photos from events and programs from a variety of branches</li> <li>- “Behind the stacks” tour of CPL to show what goes on behind the scenes at the library</li> <li>- Music at Main highlights</li> <li>- B-roll from North Water Parters</li> </ul>	<p><b>YouTube/Google Analytics:</b></p> <ul style="list-style-type: none"> <li>- # of views</li> <li>- # of click throughs from the newsletter into the website or YouTube channel</li> <li>- Sharing of videos with other users</li> <li>- Can be posted directly on homepage, Facebook, as well as CPL YouTube Channel</li> <li>- Connect current CPL videos to CPL YouTube channel</li> </ul>
<p>Position CPL as a thought leader</p>	<ul style="list-style-type: none"> <li>- YouTube/Slideshare</li> <li>- E-Newsletter articles that can be repurposed throughout social media</li> </ul>	<ul style="list-style-type: none"> <li>- Amount of downloads on Slideshare</li> <li>- Click throughs when pushed out via newsletter, Twitter, and Facebook</li> </ul>
<p>Raise brand recognition through visual content</p>	<ul style="list-style-type: none"> <li>- Pinterest</li> <li>- Build “boards” for events, themes, for example: Recommended books by legendary female authors for Women’s History Month</li> </ul>	<ul style="list-style-type: none"> <li>- Individuals on Pinterest have the opportunity to “stumble” upon CPL in having a presence on Pinterest and share CPL content</li> </ul>

