

Notice

Milwaukee County
Federated Library System
Library Directors Advisory Council

Regular Meeting
Thursday, March 4th, 2021
9:00 – 11:30 AM

This meeting will be held online using Zoom meeting room software:

Meeting URL: [CLICK HERE](#)

Download Zoom: <https://zoom.us/download>

Instructions: <https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

Agenda

The LDAC reserves the right to take action on any of the items listed below.

1. Call to order
2. Additional agenda items/adoption of agenda
3. Approval of minutes for the February 4th, 2021 LDAC meeting

Action [Attachment A](#)

Topics Requiring Action or Discussion

4. Discussion: Sharing Current COVID-19 Response
 - a. Current updates from your library. Please update your [current status here](#).
 - b. DPI updates
 - i. Grow with Google Marketing grant (will integrate with LAWDS)
 - ii. PLSR
 1. Southeast Wisconsin delivery discussion
 2. Online certification and google authentication. Does your library have a google account you can use for authentication?
5. Discussion: Options for using county funding toward specific collections within OverDrive Advantage

[Attachment B](#)
6. Draft of MCFLS Marketing Plan

[Attachment C](#)
7. LDAC Meetings
 - a. Virtual or hybrid meetings moving forward?
 - b. Considering moving meeting dates/times?

Technology.

8. MCFLS ILS Review Task Force Update
9. Possible COVID-19 E-rate legislation to allow libraries to provide off-site internet connectivity.

[Attachment D](#)

Informational reports.

10. Update on Network Administrator/PC Support Specialist search

Additional BusinessMember Library UpdatesSub-committee agendas and minutes

Circulation Services—Agenda and minutes available at <https://mcfls.libguides.com/circulation/meetings>

Youth Services—Agenda and minutes available at <https://mcfls.libguides.com/youth/meetings>

Young Adult Services—Agenda and minutes available at <https://mcfls.libguides.com/youth/yameetings>

Adult and Reference Services—Agenda and minutes available at <https://mcfls.libguides.com/adult/meetings>

Next Meeting

Scheduled for Thursday, April 15th, 2021 at 9:00 am via Zoom meeting room software.

Milwaukee County Federated Library System
Library Directors Advisory Council
Regular Monthly Meeting held Thursday, February 4, 2021
Online Zoom Meeting

Present: Jill Lininger, Chair, Oak Creek Public Library
Rachel Collins, Shorewood Public Library
Michael Koszalka, West Allis Public Library
Amy Krahn, St. Francis Public Library
Shirley Langebartels, Interim Director, South Milwaukee Public Library
Pat Laughlin, Hales Corners Library
Jennifer Loeffel, Franklin Public Library
Peter Loeffel, Wauwatosa Public Library
Sheila O'Brien, Greenfield Public Library
Judy Pinger, Milwaukee Public Library
Alyssa Pisarski, Interim Director, North Shore Library
Nyama Reed, Whitefish Bay Public Library
Rebecca Roepke, Cudahy Family Library
Brian VanKlooster, Greendale Public Library

MCFLS Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager
Jen Schmidt, Library Systems Administrator

Excused: Dana Anderson-Kopczyk, Brown Deer Public Library

Call to Order. Chair Lininger called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees Library Directors Advisory Council to order at 9:00 a.m.

Additional Agenda Items/Adoption of Agenda. Chair Lininger inquired whether there were any additions to be added to the agenda and the following suggestions were made:

- Brown Deer Library Move Update/Steve Hesel

Amy Krahn moved and Sheila O'Brien seconded a motion to adopt the agenda as modified with the suggested topics added. Unanimously approved.

Approval of Minutes for the January 7, 2021 LDAC meeting. Chair Lininger referred to the minutes of the January 7, 2021 meeting which are shown as Attachment A of the agenda packet. Hearing no corrections to the minutes, Amy Krahn moved and Brian VanKlooster seconded a motion to approve the minutes as presented. Unanimously approved.

TOPICS REQUIRING ACTION OR DISCUSSION

Discussion: Sharing Current COVID-19 Response.

Current updates from your library. Steve Hesel asked that updates be noted on the shared document as changes are made at member libraries. Oak Creek opened on Monday at the same level of service they were at before Thanksgiving—very limited. St. Francis will be slightly expanding hours

effective March 1. North Shore will be open to the public on Feb. 8 providing very limited services like before Thanksgiving. Discussion ensued how libraries are dealing with homeless patrons and all responses noted that masks must be worn and some libraries monitor the amount of time patrons are in the building than others. A few libraries are not cleaning as much based on direction from their local health departments. It was noted that staff do wash their hands after handling cash at many locations. Discussion turned to vaccination of library staff and a few communities are allowing library staff to get vaccinated when extra doses are available on short notice and a couple communities have already given staff their first shot.

[Michael Koszalka, Alyssa Pisarski and Judy Pinger arrived at 9:03 a.m.]

DPI Updates. Steve Hesel reported that the deadline for the internet speed tests is March 15 and he thanked those libraries that responded and those that posted on their websites and media posts—the effort helps set a benchmark to be used throughout the state. Steve noted that libraries that are interested in being included as a possible distribution point for COVID-19 self-vaccination tests can let DPI know—DPI is awaiting further information from DHS. Steve Hesel noted that the marketing firm MCFLS is engaged with, STIR, has been contracted to work with the State on an RFP for a statewide marketing plan.

Discussion: Options to Expend Additional Funding Provided by Milwaukee County. Steve Hesel shared a document prepared by Nyama Reed (shown as Exhibit 1 attached to these minutes) as a starting point to further discuss how the LDAC feels about how to spend the \$50,000 in 2021 and he would like to bring forward a recommendation to the MCFLS Board at their February 15, 2021 meeting. Judy Pinger reported that MPL has had a few different small business databases and honestly one has just been dropped due to not being used enough to warrant the cost and those that are still in place really are used very little. After hearing that report from Judy Pinger, Sheila O'Brien thanked the LDAC and MCFLS for looking into her suggestion and feels that option #1—all funds used for OverDrive Advantage is her vote to use the funds; Rachel Collins noted she like that option as well as Option #3 using the funding for Hoopla and OverDrive Advantage. Steve Hesel noted that there was \$30,000 leftover in the Hoopla account from 2020 which will be used in 2021. Rachel Collins moved and Sheila O'Brien seconded a motion to recommend that the \$50,000 from Milwaukee County for electronic resources in 2021 be used for the OverDrive Advantage account for additional titles for Milwaukee County residents. Unanimously approved.

TECHNOLOGY

West Milwaukee Resident Access to OverDrive/Libby Titles. Steve Hesel reported that due to error, West Milwaukee residents were receiving OverDrive access and now that West Milwaukee patron codes are eliminated from access, patrons are disappointed. West Milwaukee did not respond to a letter sent last year inquiring whether an agreement could be discussed but now that residents are no longer getting access it looks to be a topic that will be discussed. Attachment B of the agenda packet shows how much it cost for serving West Milwaukee residents and since there is no agreement in place for West Milwaukee to pay, MCFLS will pay those amounts to the member libraries and work to come to an agreement for 2022. Steve Hesel would like to turn back on the access since West Milwaukee officials are agreeable to negotiating a contract which would most likely be based on usage and would like the LDAC's input before taking this topic to the MCFLS Board for consideration. Discussion ensued that more than just the cost of the database is involved—cost of WPLC membership, server maintenance and selector costs and Steve Hesel does agree to that point as well. Rachel Collins moved and Amy Krahn

seconded a motion to recommend that MCFLS allow West Milwaukee residents access to OverDrive since a contract will be negotiated for 2021 services and that MCFLS will reimburse member libraries for 2020 services. Unanimously approved.

[Nyama Reed and Pete Loeffel arrived at 9:34 a.m.]

Formation of MCFLS ILS Evaluation Task Force. Steve Hesel took the opportunity to thank Jen Schmidt for the work she has already done on this important Strategic Plan initiative. Jen Schmidt reviewed the details of her plan for the MCFLS Integrated Library System (ILS) Evaluation which is shown as Attachment C of the agenda packet. Rachel Collins questioned whether this research will take into consideration any future PLSR path in regards to statewide goals and Steve Hesel responded that PLSR was looking at the discovery layer statewide and that can work with any ILS that MCFLS would consider. Jen Schmidt would welcome hearing from member library directors of staff they would be willing to allow to work on this project

RBDigital Magazines Transition to Libby App. Jen Schmidt reported that no transition date has been set yet but she has been working on the project and shared information with staff and posted information on the MCFLS website for patrons. Jen reviewed Attachment D of the agenda packet which contains important points to help patrons transition which is projected to begin by the end of the month. As a reminder, all usage will now be unlimited simultaneous usage; the System will need to determine a checkout period for materials, either 7, 14 or 21 days and patrons can always checkout an item again if needed. Back issues of items will be a rolling three years and that collection will not grow but when one new edition is added the oldest one is eliminated. The pricing for the statewide project, which MCFLS is participating, will show a savings for MCFLS but the date for that to begin hasn't been determined yet.

Proposal for System-wide Patron Card Renewal Form. Jen Schmidt reported that MPL has an online borrower card renewal form now and since that makes two-thirds of member libraries, it may be time to discuss whether to offer a system-wide patron card renewal form, a sample of which is shown as Attachment E of the agenda packet. After some discussion, it was decided to have the Circulation Services Committee discuss this and to bring it back at a future LDAC meeting.

INFORMATIONAL REPORTS

Annual Report Follow-up. Steve Hesel reminded directors that signed reports are due to DPI no later than March 1, 2021 and he would appreciate having the opportunity to review before they are submitted, like usual before they are printed and signed (it was noted that any designee can sign the report and that it doesn't necessarily need to be the Board President). Steve noted he had sent out a couple emails recently regarding specific items on the report and noted he is willing to assist anyone that asks and Mike Dennison at DPI is also available.

Libraries Step Up Marketing Campaign. Steve Hesel reported that he sent out an email yesterday that indicated that the postcards for this project are now available at the MCFLS Office and any library desiring copies can request them. Rachel Collins questioned whether any library will be personalizing their own postcard, and if so, she would be interested in seeing them.

Update on Network Administrator/PC Support Specialist Search. Steve Hesel reported that 43 responses have been received for the vacancy and the candidates will be ranked on Tuesday for which interviews will then be arranged before the end of the month with a job offer extended shortly

thereafter. Steve Hesel thanked the LDAC for their patience during this time and he reported that DigiCorp is assisting with a few equipment installation projects, of which the Brown Deer move is amongst them. MCFLS will bill those libraries the normal labor rate of \$75 an hour and MCFLS will pay the difference which he feels is the fair thing to do.

ADDITIONAL BUSINESS

Brown Deer Library Move Update. Steve Hesel reported that things are moving along with the new Brown Deer Library location with internet access being installed soon and then WIFI and computers for staff and the public.

MEMBER LIBRARY UPDATES.

Hales Corners - Pat Laughlin reported that the Hales Corners Library has received a donation of \$100,000 to have an elevator installed from a local family.

SUB-COMMITTEE AGENDAS AND MINUTES. Links are provided on the agenda for minutes and agendas of the Circulation Services, Youth Services, Young Adult Services and Adult & Reference Services Committees.

NEXT MEETING. Scheduled for Thursday, March 4, 2021 beginning at 9 a.m. via Zoom meeting room software. The next COVID update meeting is scheduled for Thursday, February 18, 2021 beginning at 11:30 a.m. via Zoom meeting room software.

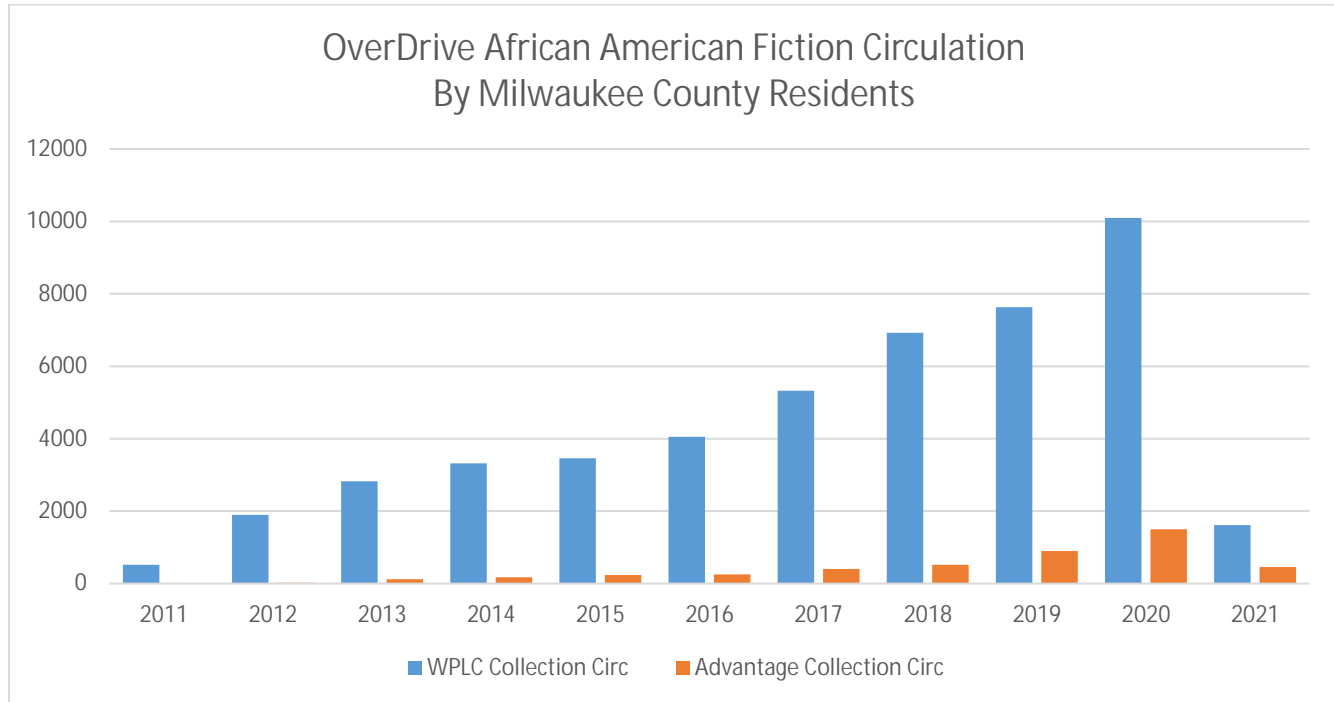
ADJOURNMENT. With no further business to be addressed, Brian VanKlooster moved and Rachel Collins seconded a motion to adjourn the meeting at 10:45 a.m. Unanimously approved.

OverDrive EDI Title Data Collection

African American Fiction

Total Titles: 1,169

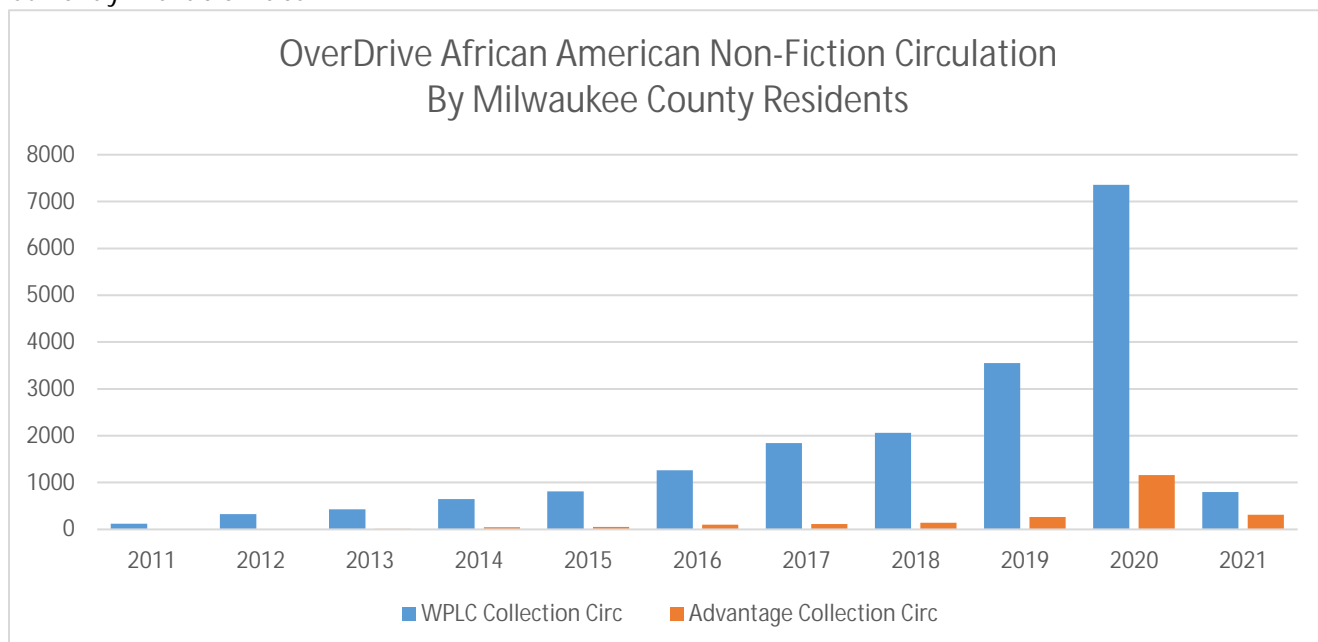
Currently Available Titles: 800



African American Nonfiction

Total Titles: 189

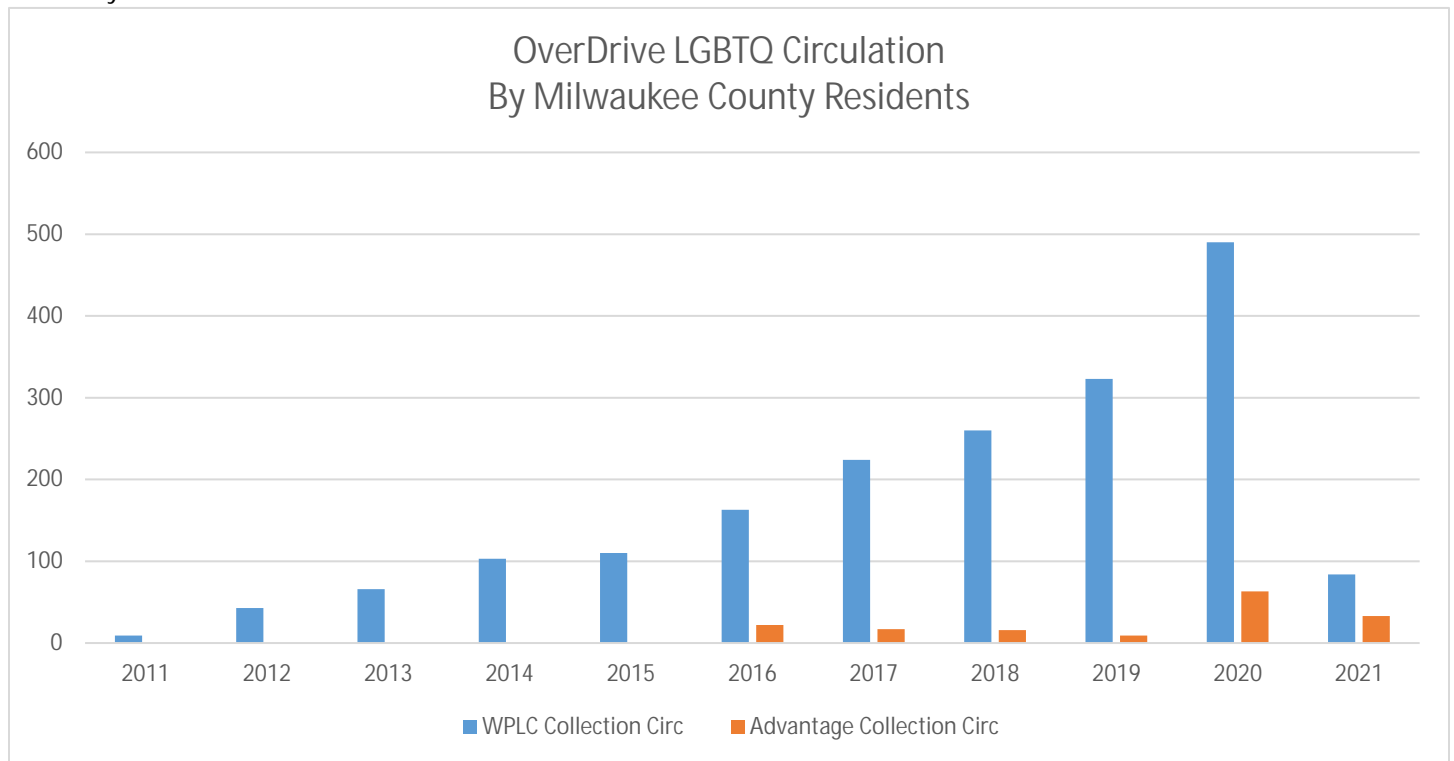
Currently Available Titles: 72



LGBTQ

Total Titles: 114

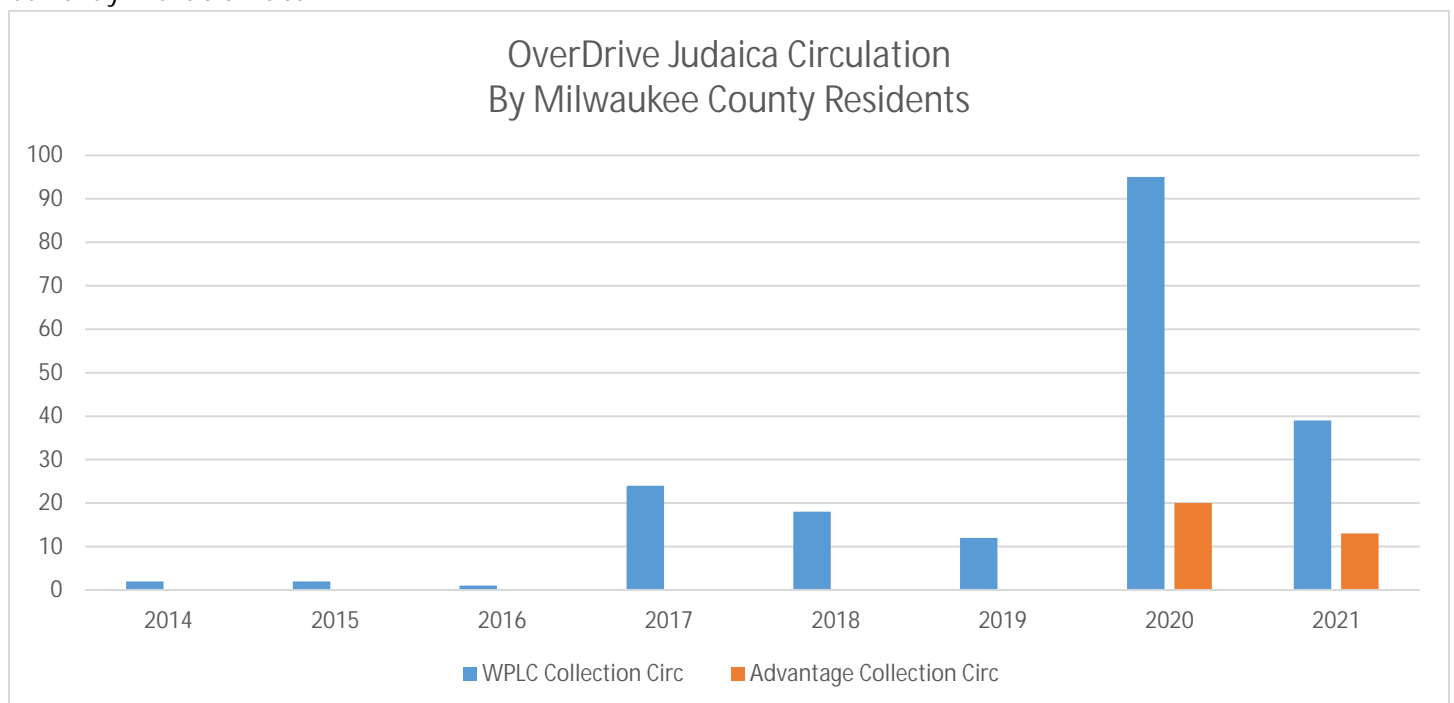
Currently Available Titles: 54



Judaica

Total Titles: 13

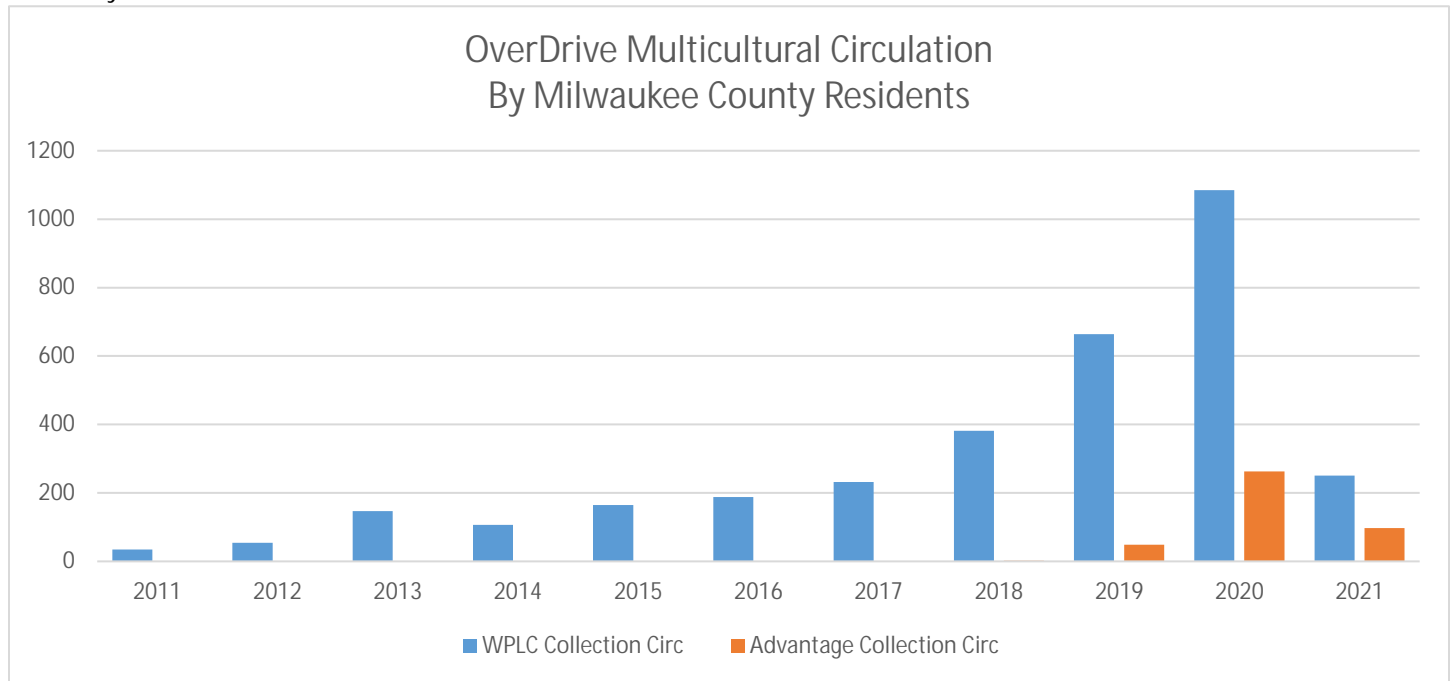
Currently Available Titles: 7



Multicultural

Total Titles: 194

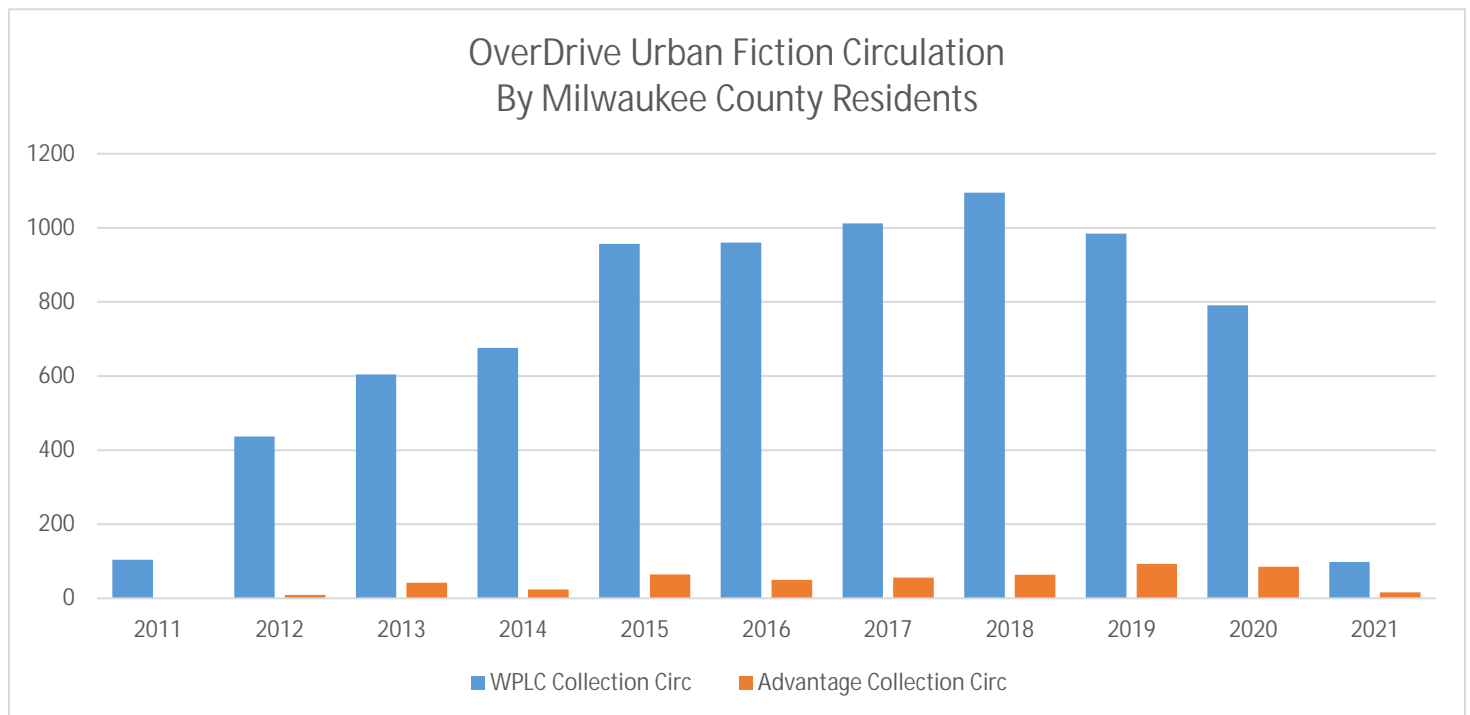
Currently Available Titles: 105



Urban Fiction

Total Titles: 121

Available: 105



OverDrive Advantage Options for Spending County Funding

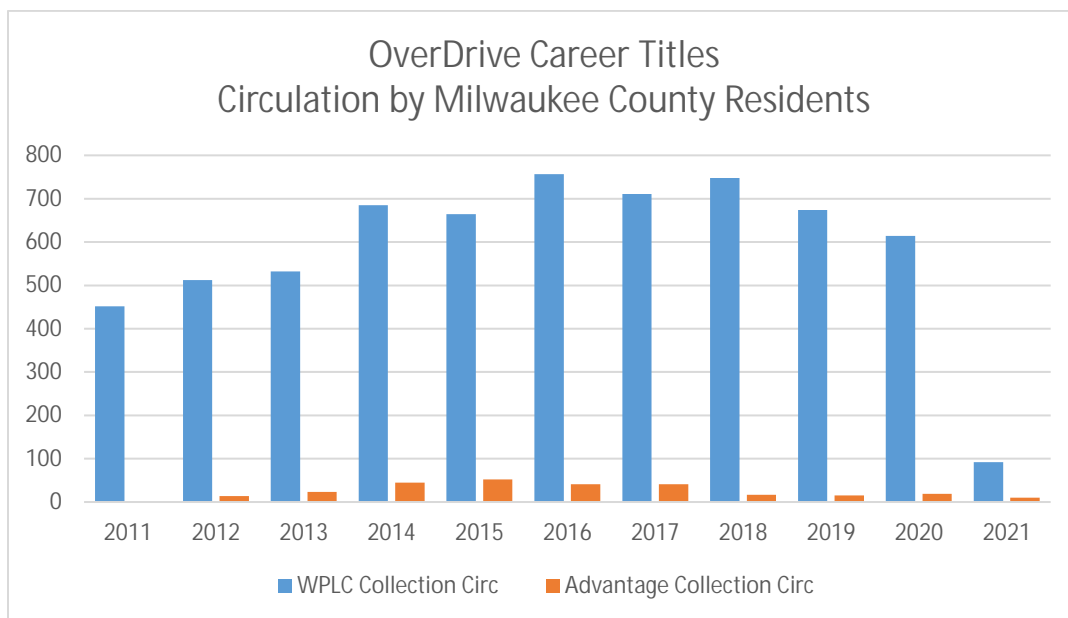
Some possible options for using the additional \$50,000 in county funding:

Option 1. Use all county funding towards addressing holds on high demand titles.

Option 2. Split the funding between high demand titles and EDI titles that show high demand by Milwaukee County residents

- 50% to high demand titles
- 50% to EDI titles
 - African American Nonfiction
 - LGBTQ
 - Multicultural
 - Urban Fiction

Option 3. Use option 2 but put aside additional funding for career resources





MILWAUKEE COUNTY FEDERATED LIBRARY SYSTEM MARKETING PROPOSAL

UPDATED: FEBRUARY 23, 2021

Prepared by STIR Advertising and Integrated Messaging

DRAFT



OVERVIEW: SECTION I

Milwaukee County Federated Library System (MCFLS) seeks to invigorate library use among all cultural and demographic groups in our community with emphasis on those who need access to job and educational resources. MCFLS aims to expand awareness of and access to new and valuable library services that many are not aware of - creating interest and engagement by non or light library users as well as regular library users.

MCFLS is identifying and recommending system-wide marketing strategies that will drive overarching marketing support and provide leadership and a roadmap for tactical execution by individual libraries. Ultimately, we want to create consistent messaging and strategy that leads to a well-coordinated and engaging campaign.

Segmentation and Prioritization: While MCFLS serves the entire population, its modest marketing resources must be focused and channeled to where the greatest, most immediate benefit can be derived and to feature services that will be most effective at changing perceptions of the library system in a positive way.

COVID-19: The pandemic has altered opportunity and expectations about the library. For the immediate future, the library cannot be positioned as a community gathering place for all. Yet it still represents an immediate remedy for 'digital divide' concerns. The prioritized services and audiences that have been chosen below take into consideration on-site and online usage and their relative importance to at-risk populations.

Research: In a meeting of the marketing committee, there was a consensus leading us to believe that the priorities outlined in this plan are clear and there is not a pressing need for incremental research at this time.



PLAN OUTLINE: SECTION II

Marketing Objectives:

- Reinforce MCFLS/member library relationships with current patrons to increase use of these services as well as engage prospective new patrons. The goal will be to review current usage numbers against post-campaign results to determine the success of the campaign.
- Change / improve perceptions of MCFLS member libraries as places that provide valuable services – whether at home, within libraries or online – that directly benefit the economic outlook / quality of life of those who participate at no charge.
 - Job hunting
 - Education
 - Lifelong learning
- Create awareness that MCFLS member libraries provide job hunting and training skills and educational resources that can be accessed on-site free of charge.
 - Gale Courses
 - Transparent Language
 - Learning Express Library
- Drive & track usage of Gale Courses, Learning Express Library, Transparent Language from remote log in (primary) and on-site (secondary).

Target Audiences:

There are three key audiences within the Greater Milwaukee Area, one for each service:

1. Job hunting [Gale Courses/LearningExpress Library]: M/F 18-45. No HS, HS, 2yr degree, Some college. Unemployed or underemployed. This audience is less likely to have an established relationship with a home library and reaching them will be important.
2. K-12 Education Resources: Parents of elementary and high school students. \$30K - \$60K HHI.



3. Lifelong Learning resources (Learning Express, Transparent Language) - Adults and youth with an interest in language learning and lifelong learning.

Positioning

For those who seek greater job and educational opportunities, especially those in underserved communities, your library is there to connect you to the tools/resources needed for a better life.

MCFLS member libraries aim to serve people with dignity by providing access to life-changing tools and critical information that improve skills and help find jobs.

Marketing Strategy

The following are marketing recommendations and guidelines from which a campaign can be written, produced and executed.

Digital | Mobile First

Key objectives of the campaign will be to drive traffic to a MCFLS library website landing page and then direct to other pages or specific resources from there. This would be accomplished primarily via social and digital advertising. Research shows that even among low-income and under-employed people, smart phone ownership indexes high.

Who is smartphone dependent: Reliance on smartphones for online access is especially common among younger adults, non-whites and lower-income Americans. Smartphones also index high among adults 25-54.

Therefore, a strong, targeted mobile-first strategy makes sense as a primary vehicle for promotion along with the following recommendations. We would expand into desktop ads for the “language learning” audience as those searches may also be conducted on a computer.

The following are key marketing platforms in order of applicable priority:

1. PUBLIC RELATIONS/COMMUNICATIONS TOOLKIT
2. ORGANIC SOCIAL



3. SOCIAL ADVERTISING
4. EMAIL MARKETING
5. WEBSITE UPDATES
6. DIGITAL ADVERTISING
7. TRANSIT (OPTIONAL, BASED ON BUDGET)
8. LIBRARY COLLATERAL
9. COMMUNITY OUTREACH/PARTNERSHIPS

Communications Strategy

Promote the resources available at libraries that are perception changers including those that best illustrate the uplifting benefits that library use can provide. Librarians and staff are an important part of making these tools accessible and understood. It's a combination of the electronic resources and the human connection. As appropriate, also communicate the COVID-19 safety protocols in place that make the library a safe place to visit as that changes over time.

MESSAGING: SECTION III

Consistently capture the link between the library and upward mobility in all communications.

- The support and electronic resources provided beyond books
- Improving one's life situation
- Detail the benefits of each featured software service
- Emphasize that it's free and accessible



- Demonstrate its effectiveness through testimonials and stories
- Promote use of resources and provide links to library system and member libraries, as required

Key Messages

The following are some initial key messages that will help position a unified approach through this integrated campaign. These would be interwoven into advertising, paid and organic social, website landing page, public relations and outreach. These messages are high-level and can be a starting point for MCFLS's new communication person.

Overarching messages

- Now more than ever, Milwaukee residents need support to help them with job and educational resources that will help you achieve your life goals.
- Public libraries in Milwaukee County go well beyond books to offer a wide range of resources that will help you achieve your life goals - no matter where you live, work or learn.
- That's why public libraries in Milwaukee County are launching a public awareness campaign to make residents aware of three free and easy-to-use tools that will help residents of all ages – Gale Courses, LearningExpress Library and Transparent Language.

Gale Courses

- Your library is launching the “_____”: (insert theme line) campaign to bring awareness to the free and easily accessible virtual education and job resources.
- Gale Courses are free online six-week courses that help you learn or brush up your skills in a wide variety of subjects. There are over 350 courses to choose from business and technology to parenting, hobbies, wellness and much more.



- Gale courses offer a great tool for those currently seeking to improve their job skills or get help with resume-building.
- Learn at your own pace from experienced instructors with content accessible to beginners as well as more advanced students.
- Gale Courses are available at all branches of the public libraries in Milwaukee County
- To learn more, reach out to visit (link to new landing page.)

Transparent Language

- The pandemic has meant a lot more time alone for many as well as more time for learning. During the last year, use of language apps has spiked. During 2020, interest in foreign language learning has spiked and for those who've always wanted to learn a language, now may be a great time to tackle that long-neglected goal.
<https://www.bbc.com/worklife/article/20201230-why-are-we-learning-languages-in-a-closed-world>
- During National Library Week, your public library is launching the “_____” campaign to make Milwaukee residents aware of a free resource called Transparent Language.
- This free and easy-to-use virtual tool offers 110 languages and 16 English-as-a-Second-Language modules.
- Transparent Language is the perfect tool to improve anyone's language skills for school, travel, international business or cultural awareness.
- 37 additional languages (besides English) offer training designed for Latin American Spanish speakers.
- New arrivals to the U.S. can use this tool to study for citizenship with the American Citizenship Test Prep Course, by changing the learning language to “English” and selecting “Browse.”
- Transparent Language is available at all branches of public libraries in Milwaukee County.
- To learn more, reach out to visit (link to new landing page.)

LearningExpress Library



- LearningExpress helps students and adult learners improve skills required for academic and career success.
- The platforms provide a comprehensive selection of educational resources—including interactive tutorials, practice exams, flashcards, articles and e-books—for basic skills mastery, academic success, job preparation, and career advancement.
- Targeted learning centers can help students prepare for a variety of academic testing such as GED® ACT®, SAT®, AP®

CAMPAIGN STRATEGY/TACTICS: SECTION IV

STIR has been tasked to generate high level strategies and tactics that will help MCFLS achieve the goals outlined above in the most expedient way. The following is a detailed action plan. Execution against these would require incremental funding.

THEMELINE RECOMMENDATION

- Create an overarching campaign theme that serves as an umbrella for promoting all three resources and builds excitement with the community. We envision MCFLS as the umbrella organization which would funnel patrons to resources at their local libraries.



- The theme should capture the essence of the brand positioning 'Connect to library resources that will help you succeed at work, school and life.' Please keep in mind that this is an internal positioning line which will be the starting point to develop the campaign theme line.
- Because this is an important process that takes some time, this is something we've estimated in the budget as a next step and something we could help you with to set the framework for a successful campaign.
- Potential theme line options should then be vetted with library marketing staff / volunteers / stakeholders, to ensure alignment and ownership before implementation.

BRAND SYSTEM

- As part of the campaign, STIR recommends development of some type of rebrand MCFLS logo.
- Branding will be for MCFLS with materials flexible enough to be used by any member library.
- This will help establish consistency among all the library branches for all communications.

PR RECOMMENDATIONS

Develop a PR plan that leverages storytelling around these resources to spotlight positive outcomes and, as possible, share testimonials from the target audience. This will include press kit and story pitches that can be implemented by individual libraries and is designed to produce extensive coverage and drive interest and share the overarching message of life-changing connections that can be found at the library system/local library.

- Create an online press kit that includes the following:
 - Launch press release announcing the library's new public awareness campaign to promote the many free job and education resources available.



- Fact sheets on each resource: Gale Courses, LearningExpress Library and Transparent Language with links to more information. Include key unemployment stats locally which emphasize the need for these resources. Currently unemployment is hovering around 5% with hospitality and travel industries taking the worst hit.
 - A list of job and educational resource favorites from these courses from each member library director/executive director.
 - Toolkit with resources will also be created for library members (see toolkit).
 - Testimonials from a few people who have used each of the three resources. (member libraries will need to help come up with individuals or families) Sharing actual results will be helpful but this may need to happen more towards middle of the year.
- Determine a campaign spokesperson, such as Jen Schmidt, who will serve as the unified voice for the public libraries in Milwaukee County.
 - Designate system experts who can offer a tip sheet on using the software and getting the most of each of these resources.
 - Work with 1-3 top video savvy library system members to create a YouTube promotional video for each of the three resources which can be shared via social media and publicity. This could also be at the system level.

All of these items would be housed on a special campaign landing page we recommend be added to the system page and linked to from all member library websites (see website recommendation).

STIR recommends development of comprehensive local media lists that can be used by the system and shared with member libraries, as needed. This list will include:



- Local business and lifestyle media outlets – print, online, TV, radio and podcasts. Some key reporters to target include the following (this is just a sampling and targeted contacts would vary based on pitch:
 - Journal Sentinel: Jim Higgins, Books/Entertainment, Amy Schwabe – Wisconsin Family
 - Business Journal: Sari Lesk
 - BizTimes: Lauren Anderson
 - Onmilwaukee
 - Urban Milwaukee
 - Milwaukee Magazine
 - Community Newspapers (targeted by member libraries)
 - TV – Spectrum News, Fox 6, WISN, WTMJ4, WDJT 58
 - Wisconsin Public Radio – Larry Meiller Show
 - WUWM – Lake Effect

Campaign Kick-off To-Be-Determined

- MCFLS will select a kick-off timeframe based upon when a staff or contract person is hired but also based upon relevant timing when school is in session. Most likely, it seems we are looking at a late summer or back-to-school timeframe for this launch.
- Leverage MPL's connections to team up with Mayor Barrett and the City of Milwaukee – to get a special day designation for the library to kick off the campaign. Check to see if you can get the Mayor to make a short video announcement and encourage residents to go to the landing page for these free resources.
- Schedule free one-hour virtual tutorial sessions set up via Zoom throughout the launch month for each of the key resources - Gale Courses, LearningExpress Library and Transparent Language.
- Reach out well in advance to key community leaders, public policy influencers, funders and legislators, MPS staff and school-related leaders and other local influencers to get



them on board with the campaign and have them announce it on their social channels at the same time during the kick-off. Some initial ideas include:

- Bailey Coleman – WKKV
 - Sandra Dempsey – Estamos Unidos US
 - Homer Blow, Program Director of WNOV 860 Radio, founder of blowradio.com
 - Bria Grant, founder of Unite WI
 - JoAnne and Maanan Sabir (business owners/Sherman Phoenix)
 - Darius Smith, co-founder of Black Space
 - Juan Ruiz - Deputy Director, United Community Center
 - Laura Gutiérrez - Executive Director, United Community Center
 - Carole Meekins – WTMJ4 – Positively Milwaukee host
 - Diana Gutierrez – WISN12 – new anchor joining the team in early January or
Toya Washington WISN12 anchor
 - Sam Kraemer or Carl Deffenbaugh – Fox 6 reporters
 - Goodwill Workforce Connection Centers
 - Suburban School District Influencers
- Develop story pitches throughout the year based on input from library branches and a concerted effort to look for testimonials. Some pitch angles include:
 - Pitch news about overarching public awareness campaign launch and the importance of these resources to the community.
 - Pitch a feature story with a family with young children who can speak to how Gale Courses or LearningExpress Library helped kids stay on track with learning during a challenging year.
 - Pitch a feature story with a senior who has been learning a foreign language in preparation for a long-time planned trip post COVID-19. Talk about spike in language learning during COVID-19.



- Another angle could be a senior who learned to be able to better communicate with someone – like a favorite nurse who is bilingual – or a teacher who was looking to be able to communicate more effectively with their bilingual students.
- Pitch an in-person or virtual reading of a popular book in a different language, like Spanish, and discuss how stories can be a powerful tool in learning a new language
- Pitch news around how speaking a second language can provide a competitive edge in career choices to highlight Transparent Language program.
- Pitch a 'Beyond the Game' story about how Gale Courses and Learning Express Library helped a star student athlete keep up good grades. Pitching near a big game, like the State Championships, or graduation ceremony will help increase media interest.
- Pitch news around how a particular industry, like hospitality or travel, is using JobNow/Gale, etc. to re-skill during COVID-19.
- Spotlight how Learning Express are helping students virtually prep for ACT/SAT or GED.

Other guerrilla marketing PR ideas:

- Urban librarian brigade/bringing the library to you --> this already exists elsewhere so we'd have to put our own Milwaukee spin on it, but it would be great to get librarians out in the community to talk about/demonstrate these resources; play up the old-school librarian meets the future with the typical librarian outfit but instead of a trunk full of books maybe it's a trunk full of computers
- Little free libraries go high tech: Create a fun grassroots effort using the little free libraries around town to promote high tech learning at the library. Post a cute little temporary sign on each that says this little library now has free wifi and can help you learn and find a job – post a scan that takes you to the campaign landing page.



COMMUNICATION TOOLKIT RECOMMENDATIONS

Create a toolkit of 'starter' tactical marketing pieces that can be used, studied and extended by member libraries. Materials in the marketing toolkit should include but are not limited to:

1. **One umbrella positioning message/theme** so all library stakeholders are talking about the campaign resources in a clear, cohesive and unified way. This is the positioning statement "Connect to library resources that will help you succeed at work, school and life" along with the theme line to be developed. Everyone should be able to describe it and communicate it accurately and easily. Once completed develop the following:
 - A script front desk should use when checking out patrons
 - A FAQ staff can use when they receive questions about the resources
 - 3-4 library signage elements promoting the campaign (front desk table tent, bulletin, larger A-frame sidewalk sign)
2. **One-page supporting messages document or script** so librarians and other library stakeholders can elaborate on the resources in conversations with:
 - Library patrons
 - Media
 - Audiences/followers on social media
 - Fellow staff
 - Board members
 - Family, friends, community members
3. **One-page How to Promote the [Insert Theme line] Campaign on Social Media** and accompanying collateral materials:
 - Create Facebook, Twitter and Instagram campaign-specific profile and/or cover photos.
 - Provide 4-5 post theme ideas per channel, such as sharing relevant quotes about libraries that connect back to the resources like: "Google can bring you back 100,000 answers, a librarian can bring you back the right one" or, "A library is all the university you will ever need."



- Create 3-5 campaign-specific image assets for posts per channel.
4. **One-page How to Promote the [Insert Theme line] Campaign in the News** and accompanying collateral materials:
- Create a template news release each library can use as events/stories arise.
 - Create a sample event calendar listing and online sites where posting is free.
 - Provide 2-3 story theme ideas per channel (print/online, radio, TV) that would catch media interest.
5. **One-page How to Promote the [Insert Theme line] Campaign in the Community** and accompanying collateral materials:
- Create flyers or small signs for library staff to put up on free little libraries in their community.
 - Create bulletins for library staff to put up on bulletin boards in their community.
 - Create a sample letter to inform community members of the resources and any associated events.
 - Create a sample public event invite and a list of the type of events libraries could host to promote these resources, such as:
 - A virtual or in-person session with a local teacher on how she uses LearningExpress Library with her students.
 - A virtual or in-person reading of a popular book in a different language read by a Transparent Language class participant; Spanish would be a good language to start with as Milwaukee has a large concentration of Spanish speakers
6. **The [Insert Library Name] Journal/Guestbook** – as a way to gather patron stories/testimonials, gift each library a journal for staff to log stories in each day; a list of prompting questions should accompany the journal to make it easier for staff to elaborate, such as “Did you have any interesting patrons today? Describe them!” “What conversation from the day sticks out in your mind? Tell us about it!” “What did you appreciate most about your time at the library today?” (would also work with patrons)



- After one month, the marketing director should collect these journals to read through them and see what stories she/he can mine.

ORGANIC SOCIAL MEDIA RECOMMENDATIONS

Through regularly published content on social media, MCFLS will foster community growth and increase awareness, interest and weekly engagement in non or light library users as well as regular library users. Developing an organic social media campaign model built around core software programs should include social templates and core design elements. This model will be designed to be distributed to other library branches as requested.

Specific goals should include:

- Increase community growth, traffic, and brand awareness through consistent and targeted content, key industry topics and conversations, and additional marketing/brand assets.
 - Improve Brand Awareness
 - Reach/Impressions
 - Community Growth
 - Likes & Followers
 - Engagements
 - Comments/Mentions, Shares, Likes, Clicks, Views
 - Link Clicks -determine to where?
 - Page Visits/Views
- Strengthen brand connection and drive conversations with MCFLS target audiences and manage feedback and customer inquiries. Audiences include:
 - Men / Women ages 18-45
 - No Highschool, Highschool graduates, 2-year degrees, Some college.
 - Unemployed or underemployed
 - Tutoring / Education



- Parents of elementary and high school students.
- Lower income - \$30k - \$60k
- Language Learning
 - Men / Women 25 –54
 - An interest in language learning for frequent international travel or business

To accomplish the social media goals set, the following objectives are recommended:

- Create opportunities for content consumption to engage the growing community with valuable content including sharable graphics, photography, video, MCFLS assets, written posts/blogs, and events across social channels.
- Execute a mixture of promoted and organic tactics to engage and grow the audiences.
- Measure and analyze all social media activity to ensure effectiveness.
 - Measure effectiveness on a monthly basis and adjust tactics as needed.
- Stick to a consistent tone/voice across all channels.
- Develop a consistent community management policy for all channels.
 - Establish an agreed upon protocol for positive and negative feedback patterns.
 - Achieve a consistent 8-hour or less turnaround on responding to appropriate queries or feedback.

Note: Objectives may be adjusted over time if KPIs are consistently met.

Social Strategies

- Support coinciding marketing initiatives, partnerships, and key monthly topics
 - Relevant PR activity, influencer partnerships, community events, program highlights.
- Publish a strong content mix to reinforce monthly topics and leverage best content practices for each channel.
- Create content themes to broaden awareness, incentivize engagement, and encourage community growth.



- Content can be customized for individual locations
 - Specific events
 - Staff spotlights
 - Community outreach
 - What truly makes each library unique?
- Establish linking strategies to enhance SEO opportunities and visitors' time on site.
- Respond to all comments; provide excellent customer service and direction to visitors.
- Utilize social media outreach to drive conversations and facilitate relationships with our target audiences.
- Implement key hashtags to support the monthly content; in addition, develop a unified brand hashtag for the community to use when sharing content
 - Suggested Example: #MCFLS

Content Cadence + Calendar

Monthly content schedules will follow a similar structure, with room for organic flexibility.

- Facebook: 3 – 5 posts weekly
- Twitter: 1 – 3 posts weekly
- Instagram: 2 – 3 posts weekly
- This cadence provides enough content to build brand awareness and grow interest in specific programs.
- Content will be tied to approved monthly topic features and be served in a number of content executions to help drive clicks to the website and foster engagement.
 - Video, links driving traffic to specific pages on the website, customer testimonials.
 - A major opportunity also includes highlighting community partnerships and initiatives.



- Content will be developed to coincide with best practices of the channel and be aligned with developed brand standards.

Best Times to Post Content (Source: Sprout Social)

- Facebook:
 - The best times to post on Facebook are Wednesday at 9am and Saturday at 5pm.
 - Other notable highly engaged times are Tuesday - Friday at 10am and 2pm.
 - Sunday has the least amount of engagement.
- Twitter:
 - The best time to post on Twitter are Saturday 5 – 6pm
 - The most engaging days to post on Twitter are Wednesday and Friday at 9am.
 - Sunday ranks the lowest for engagement, but still sees higher engagement between 11am and 2pm.

It's important to remember that several factors will affect the overall executions including:

- The individual platform
- The types of content
- Overall social media goals

Below is a sample content calendar that includes multiple content executions.

	FACEBOOK	TWITTER
MONDAY	Link to information regarding job hunting and training assets	Link to information regarding job hunting and training assets
TUESDAY		
WEDNESDAY	Community event announcement	Community event announcement



THURSDAY		
FRIDAY	Program highlight	Program highlight
SATURDAY		
SUNDAY		



PAID SOCIAL MEDIA RECOMMENDATIONS

The following outlines recommended paid campaigns. It's important to closely monitor the success of each monthly campaign and make the appropriate adjustments accordingly. You should develop a social media advertising campaign model built around key audiences designed to drive awareness and engagement. This campaign will be designed to be distributed to other library branches as requested.

- Approach:
 - Monthly executions featuring a mix of video, ads, and promoted content
 - Ad executions to include the following goals: Awareness, Consideration, Community Growth, Engagement
 - Monthly Ad Executions
 - Facebook/Twitter
 - Traffic
 - Ads highlighting key content driving traffic to the website
 - Engagement
 - Community Growth Campaigns
 - Promoted content
 - Article links
 - Demographics/Location
 - Greater Milwaukee area
 - TBD target areas
 - Utilize target behaviors centered around target audiences
 - TBD based on content executions/focus
 - Measure and Report Metrics (Impressions, clicks, CTR, engagement, video views, community growth, etc.)

Paid social media advertising can target prioritized audiences in key geographies to ensure you're reaching your target audiences. When setting up campaigns, a template creates a model that can be extended at the request of member libraries to new geographies, if



requested. Paid social media campaign would reach non-library users and track impressions, engagement, clicks and conversions.

- **Geofenced Targeting** - Targeting social users within a geo-fenced area of each location. Ideally, each Social Advertising Campaign is broken out by particular goals. IE, you run a geofenced campaign, with an ad set targeting an area you know users will visit from, and an ad set targeting a newer area you'd like to tap into.
- **Other Targeting Options** - Campaigns targeting general interests - such as wanting to learn a new language, job searchers, age demographics, etc. are all possible and, again, should be broken out into their own campaigns. Visitor lists can be targeted as well - as long as you have their first and last name, as well as email address.
- **Ad Creative** - Creative (photos/videos) should speak to messaging and targeting when possible. CTA's highly encouraged in ad text and on the ad creative where applicable.
- **Reporting** - Success metrics will vary and will ultimately come down to things like increased foot traffic, new visitors, new registrants, etc. As these metrics are a bit more difficult to track, intent and interest-based metrics may be best. Things like CTR, Bounce Rate, and Time on Site will tell us if A) the targeting in place is the correct audience and B) how effective the ad and landing pages are.
- **Other Notes** - Pixel placement and custom conversion creations will be crucial for properly tracking conversions such as sign ups, downloads, purchases, etc.
- **Lookalike List Targeting** - Taking advantage of various audience lists is incredibly effective. By uploading current member list that contain at least first name, last name, and email address - provided their given email address is tied to their Facebook account - you can target your ads to current customers/members/visitors. We will need to be careful with this strategy since the library has a reputation of trust – not that we are sharing patron information. You can also exclude members on these lists as well. On top of that, you can create Lookalike audiences Facebook creates for you. Once the original list is created, Facebook's algorithm will develop lookalike audience lists based on current customer data. It is an incredibly powerful tool for advertising purposes.

SOCIAL MEDIA BUDGET

- Create monthly theme calendar to develop social media content



- Outline community management best practices
- Time social media launch to coincide with PR to maximize awareness

Paid Social Budgeting

- Facebook
 - Desktop + mobile: \$1,000 - \$2,500 (per month)
 - Estimated daily results:
 - 6,100 - 47,000 users reached
 - 67 – 457 link clicks
 - Retargeting: \$1,500 - \$3,000 (per month)
- Twitter
 - Desktop + mobile: \$500 - \$750 (per month)
- Fees - \$3,500
 - Campaign development: 2-3 hours per library location
 - This would include time for strategizing, associated creative work, and campaign setup.
 - Reporting: 2-4 hours per library location

EMAIL MARKETING RECOMMENDATIONS

Create an email campaign template and a series of 12 emails total, or each featured electronic resource that cross sells to current library database, tracks open rates, clicks and conversions. Track existing list availability through Sierra ILS that has been collected. Communicate how librarians are available to provide a 'how-to' lesson on use of these services.



Email best practices include:

- **Cadence** - Script emails in three waves for each category – one as an introductory email with Call-to-Action (CTA) to landing page, then a week and half later the second email as a follow-up with CTA to landing page. Then two weeks later, follow up with one additional email promoting sign-up and CTA leading to landing page.
- **Frequency** - Frequency determines A) the amount of news/updates you feel your audience should or would like to know about and B) general capacity in terms of content creation, etc.
- **Template** - A similar template should be used changing only colors, fonts, logos, etc. when necessary based on the look and feel of each property. There are plenty of user-friendly email clients, however MailChimp seems to be the easiest in terms of drag-and-drop functionality, as well as list building and segmentation as well.
- **URL Tracking** - In an effort to properly track email opens and site visitors from email campaign efforts, we suggest establishing URL naming conventions using UTM parameters. These URL's will only be necessary for links that lead back to your website. Link shorteners, such as bit.ly, can be used for links that lead elsewhere (YouTube links, etc.) as those services provide insights on their URL's as well.
- **Content** - Make the content as catered to the user as much as possible. Things like a personalized email greeting, a clear option to opt-out, keeping main messaging and CTA "above the fold", and compelling and concise subject lines. On that same note, A/B test different subject lines and CTA's. Similar to the organic social approach, play with different days and times for email sends.

WEBSITE RECOMMENDATIONS

Recommend updates to emphasize these three resources more impactfully.

- In concert with the campaign resources, ensure all relevant materials and information is available and visible on mcfls.org.
- Dedicate a specific informational page with links to login to the relevant portals; page would be divided into Job Hunting information and resources; Education/Tutoring information and resources; and Foreign Language Learning information and resources.



- Add the link to this page to the top menu navigation and in the informational blocks on the homepage.
- Determine where we are driving clicks for this campaign – just the MCFLS landing page and then we can drive traffic to libraries or other resources from there.
- This page would be the landing page designated in each of the proposed social/email campaigns.
- Given each of the member libraries have their own dedicated websites, provide all copy and assets developed for this page and the campaigns so they can add to their own template should they so wish. Also provide each with instructions to link to the mcfls.org dedicated pag

PAID DIGITAL ADVERTISING RECOMMENDATIONS

Digital advertising can effectively build awareness and drive website traffic in both a mobile and desktop computer environment. Importantly, the campaigns to build awareness are somewhat different than those that drive traffic (clicks) and conversions. Display ads are banners that are inserted into the content you are viewing as you browse the Internet. Native ads appear to be published by another source, like a newspaper or website. They are essentially paid PR placements with links.

Goals of this campaign would be:

1. Viewable targeted impressions (native and display ads)
2. Increase interest and engagement surrounding MCFLS's featured services
3. Retarget users based on site visits and ad engagement
4. Drive site traffic and library use among targeted audiences.

Target Audience Focus:



Demographic: Target the audiences previously identified in this plan.

Geographic: Set geotargeting parameters around library branches. TBD but could be ½ mile radius?

Behavioral targeting: Audiences will be targeted based on their previous behaviors such as searching for jobs online. For instance: Job seekers.

Contextual targeting: Audiences will be targeted based on the type of content they are consuming in real time. For instance, people looking at language education content. For instance: Parents of teenagers. Those seeking tutoring.

Lookalike targeting: Audiences will be targeted based on whether they fit the same criteria as an existing email list. (pulling names from your membership directory and matching those characteristics)

Retargeting: Audiences that have clicked on an ad or visited the website.

Bidding: We recommend that you budget for an \$8 CPM bid on native and a \$5 CPM bid on display, with a CTR or CPC goal. "CPM" = Cost per thousand impressions.

Format: Ad will be produced to 4 commonly used size formats.

Customization: All ads should be customized to the identity and URL of the member library to drive traffic to the correct locations (TBD).

Creative / Production: Creative is essential to engagement. We'd recommend the agency help you create a range of ads for each audience. Fee budget approximately \$6,000 for the initial campaign.

Tracking Reporting: All ads should be pixelated for click-tracking. As with paid social, all campaigns should be closely monitored and optimized based on performance and KPI / conversion goals. We recommend that Google Analytics is evaluated periodically (monthly) for each library to determine the actions taken.



A budget of \$15,000 for hard media will produce roughly 6.5 million targeted ad impressions. This could be run in one month or spread out over a longer period of time. Agency cost for set up and management will be roughly \$5,000 for the initial campaign. Time costs in subsequent months will be reduced after the initial campaign set up.

TRANSIT ADVERTISING RECOMMENDATIONS

Transit advertising is a natural choice for MCFLS. Routes and bus stops overlay closely with library locations. It is an affordable and highly visible medium and it is very effective in reaching the target audiences.

Sample pricing for one-month programs are as follows. This does not include any fees for management or creative development.

We suggest reaching out to MCTS to discuss a cooperative partnership as their marketing objectives are similar to those of MCFLS.



Option 1:

25 Bus Kings (30"h x 144"w) - one per bus, street and curb side (39 weekly GRP)
4 week Media Cost: \$5,000 net (\$200 per King)
Impressions: 700,000 weekly
Production Cost: \$2,750 (25 bus kings, printed/installed)

Option 2:

35 Bus Kings (30"h x 144"w) - one per bus, street and curb side (55 weekly GRP)
4 week Media Cost: \$7,000 net (\$200 per King)
Impressions: 900,000 weekly
Production Cost: \$3,850 (35 bus kings, printed/installed)

Option 3:

45 Bus Kings (30"h x 144"w) - one per bus, street and curb side (70 weekly GRP)
4 week Media Cost: \$9,000 net (\$200 per King)
Impressions: 1,260,000 weekly
Production Cost: \$4,950 (45 bus kings, printed/installed)



OUTREACH/PARTNERSHIP RECOMMENDATIONS

Create an outreach/community partnership strategy that builds on the PR and social strategy for further campaign extension.

- During the year, explore potential partnerships with other local organizations who can help spread the word to your target audience.
 - YMCA Southeastern Wisconsin – team up with Job Center to host the same tutorial session for their members/users of their job center <https://www.ywcasew.org/what-we-do/economic-empowerment/job-centers/>
 - Partner with Milwaukee County Transit System as the vehicle to promote this campaign/resources. Because they are focused on building equity in the community,



we think they may be interested. In addition to some paid advertising (outlined in that section), we see the opportunity for other awareness including:

- Incorporate the theme line or short, clever copy onto the rotating display on front of bus to help raise awareness of the new services.
- Co-brand a few of the bus shelters near local libraries with messaging that promotes both orgs, something like: A new pathway to success is just around the block. We'll help you get there. OR Next Stop: Success/A New Job/Better Grades. We'll help you get there.

METRICS/REPORTING PROCESS

- Campaigns will encourage clicking through to the designated landing page; tracking of source and usage will be monitored through both Google Analytics and each of the platforms utilized (social, email)
- Initial goals for the campaigns will be to increase awareness of and traffic to the site; thereafter the goal will be to increase sign-up to and use of each service. Baseline use data will need to be established before deciding on success metrics but will likely consider site traffic (paid/organic), page traffic (paid/organic), service sign-up, service usage week on week. Organic traffic will hopefully increase both naturally and as a result of non-digital campaign efforts. The expectation is that each service will have its own specific goals due to demographics, size of audience, etc.

CAMPAIGN TIMELINE

We are basing the following timeline on a campaign kick-off in summer 2021 or Fall 2021, based on when MCFLS hires a communication staff member to help execute the plan. We've included the primary activities here including:

- Finalize marketing plan in early to mid-February
- Determine campaign kick-off timing –tentatively Back-to-School 2021
- Develop theme line and brand logo system – April
- Develop campaign materials – April



- Reach out to Mayor's office about designation for the day – 4-6 weeks prior to launch
- MCFLS team organizes free one-hour tutorials for all three resources to launch – month of launch – planning in June/July
- Social Campaign – plan 4 weeks prior to campaign
- Digital advertising – plan 4-6 weeks prior to campaign

Task	Time	Cost	Completion
Logo/Brand System Development/Theme Line Development	February	\$6,500.00	3 weeks from start
Ad Creative/Production	6-8 weeks prior to launch	\$6,000.00	3 weeks from start
Paid Digital Media Management	4 weeks prior to launch	\$5,000.00	4-week campaign
Paid Social Media Management	4 weeks prior to launch	\$3,500.00	4-week campaign
Digital Ads Out-of-Pocket Budget	4-6 weeks prior to launch	\$15,000.00	4-week campaign
Transit Advertising	TBD	\$2,750-\$4,950	TBD

BUDGET SUMMARY: SECTION V

The following are specific tasks we recommend you use an agency and related fee and out-of-pocket costs



STIR Authorization

Date

Client Authorization

Date

DRAFT



Summary of E-rate Language Approved by the House Committee on Energy and Commerce

Robert Bocher, American Library Association
(February 20, 2021 – Version 2)

Below is a summary of the E-rate legislation passed on February 12, 2021, by the House Committee on Energy and Commerce.¹ The language includes \$7.599 billion allocated to the E-rate program to support “emergency educational connections and devices.” The language also allows E-rate funds to be used by libraries and schools to provide off-campus internet connectivity to patrons, students and teachers.² The committee’s language was then sent to the House Budget Committee for inclusion in the larger budget reconciliation bill, a version of which was released February 19.³ Work on the reconciliation bill by various House committees is part of the larger effort to pass the Biden Administration’s *American Rescue Plan Act of 2021*. Final action on this legislation is expected by mid-March.

Regulations required

- No later than 60 days after enactment of this Act the Federal Communications Commission (FCC) shall release regulations providing E-rate support to schools or libraries to purchase, during the COVID–19 emergency period, eligible equipment or advanced telecommunications and information services (or both). This equipment and these services can be used as follows:
 - In the case of a school, by students and staff of the school at locations that include locations other than the school;
 - In the case of a library⁴ or library consortium, by patrons of the library at locations that include locations other than the library.

Support Amount

- The FCC shall reimburse 100 percent of the costs associated with the purchase by schools or libraries of eligible equipment and advanced telecommunications and information services. However, the FCC has the authority to adjust reimbursements for costs deemed unreasonable.

Emergency Connectivity Fund

- There is established in the U.S. Treasury—not the Universal Service Fund—an “Emergency Connectivity Fund.” From this fund there shall be appropriated for fiscal year 2021, \$7.599 billion to remain available until September 30, 2030. Of this funding, \$1 million shall be available to the FCC’s Inspector General to conduct oversight of the funds. And not more than 2% of the funds may be used by USAC for program administration.

Eligible Equipment and services

- Eligible equipment includes: Wi-fi hotspots, modems, routers, devices that combine a modem and router and end user connected devices (e.g., laptops, tablets). Eligible services include advanced telecommunications (i.e., broadband) and information (i.e., internet) services.

This summary can be forwarded to other interested parties. If you have any questions, please contact Bob Bocher (robert.bocher@gmail.com).

¹ This legislation is Subtitle D, Other Provisions. Chapter 2, Distance Learning and Consumer Protection During The Covid-19 Pandemic. Section 3312, *Funding for E-Rate Support for Emergency Educational Connections and Devices*.

² The language allowing E-rate support for off-campus internet access is supported by many school and library organizations.

³ See: <https://budget.house.gov/sites/democrats.budget.house.gov/files/documents/S%20Con%20Res%205%20Bill%20Final.pdf>.

⁴ In some states tribal libraries are not eligible to receive E-rate support. This legislation specifically states that tribal libraries are eligible for support. A tribal library is a facility owned by an Indian tribe or serving Indian tribes.