

## **Purpose**

This communication plan is a strategic guide to promote and increase awareness about the Berkeley Public Library Branch Renovation Program, providing staff, program stakeholders, and branch neighbors with timely information and progress updates. The plan identifies communication opportunities, methods, timeframes and audiences as well as serves as a public relations guide for promotion materials.

## **Desired Outcome**

The proactive dissemination of information about the Branch Renovation Program will keep Library staff, program stakeholders, and the community informed and involved at every stage in the implementation. Communication will be a two-way process with the Library eliciting and responding to stakeholder concerns. Effective communication will support effective change management, providing for fewer misunderstandings and stronger stakeholder support

## **Goals**

The plan's goal is to provide a working tool that assists in providing the right information in the right format at the right time – effective and efficient communication -- that satisfies stakeholder needs and promotes and increases public awareness about, enthusiasm for and support of the Branch Renovation Program.

## **Objectives**

- Provide program stakeholders with the information and tools they need to successfully understand, support and promote the Branch Renovation Program by producing monthly, quarterly, and/or annual updates and/or reports;
- Provide patrons and community members with attractive, easy-to-read, easy-to-understand printed and digital materials that let them know about the process and the progress of the Branch Renovation Program that will encourage participation in and enthusiasm for the Branch Renovation Program; and,
- Provide Branch Renovation Program stakeholders with timely project information through various means of communication including but not limited to printed matter, online postings, electronic mailings, community bulletin boards, and webcams.

## **Background**

Berkeley Public Library (BPL) branch libraries have been serving their neighborhood communities for over 100 years and are more used now than ever by enthusiastic patrons of all ages.

In 2008 a feasibility study was completed and the final report provides an assessment of the physical ability of the four branch libraries and the Tool Lending Library to serve the needs of the community and the potential of existing facilities to meet future community needs. The final report documented serious physical defects including those related to seismic safety, structural deficiencies, accessibility / disabled access, overcrowding, and infrastructure / code compliance deficiencies. On November 4, 2008, Berkeley voters approved Measure FF, a Library Bond measure not to exceed \$26M to renovate, expand, and make seismic and access improvements at the four branch libraries, including the restoration and refurbishment of historic features.

Since that time, the local (and world) economy has deteriorated to the point that the Branch Renovation Program can have a significant effect on jobs and building projects. Because of these same economic conditions, BPL will take losses to its operating budget and be forced to both freeze positions and curtail some library services and programs. The balancing of these two realities will be quite complex and absolutely necessary in order to continue our excellent library services and programs and assure a successful Branch Renovation Program. In this difficult economic period we want to be certain to keep our community informed about how we spend the monies they voted to pay.



### **Strategies**

- Create timely information pieces that are easy to read and understand
- Create dynamic graphics and attractive publicity pieces
- Provide adequate quantities of publicity materials
- Make the information pieces and publicity materials available in a variety of accessible formats

### **Key Messages**

- Safe and accessible modern branches will be the result of the Branch Renovation Program
- Berkeley Public Library welcomes community input and participation
- Berkeley Public Library branch programs & services are valuable, and relevant to patrons' lives

### **Internal Communication**

Effective internal communications will create an environment where staff members are engaged in the Branch Renovation Program by being fully informed of project progress, messages and milestones and by opportunities to provide input and/or feedback about the branch projects. A more informed and participative staff will result in their ability to better influence, impact and engage other Library employees and stakeholders.

Internal stakeholders are identified as any staff member employed at the Berkeley Public Library. Specific internal groups are identified generally as Library Management, Library Branch Heads, and specifically by branch and/or department IT (information technology), TS (technical services), Fiscal, GS (circulation, courier), Maintenance, Outreach Services, Volunteer Services, Community Relations, Reference, Children's, Teens, and Art & Music.

Modes of communication include online through the Library's Branch Renovation Program webpage, staff intranet, email, and Library News (weekly online/email staff newsletter); in-person through various meetings: quarterly All Staff, monthly Library Council, monthly Branch Heads meetings, monthly branch and departmental meetings, weekly Library Management and as needed individual communications; and print resources, such as monthly updates, occasional press releases, occasional reports, and as-needed flyers. *See Communication Tools chart.*

### **External Communication**

External communications strategies for on-going engagement will keep stakeholders informed about and involved in the Branch Renovation Program. Stakeholders will be consulted and involved in two-way communication with the Library; moreover, consistent and easily understood information will keep stakeholders abreast of Program achievements and problems as well as to allow them to know whether and how their concerns are being addressed.

External stakeholders are identified as BPL Foundation board members; BPL Friends of the Library board members; City boards, commissions, committees, elected officials; patrons of all age-levels; branch neighbors; community and non-profit organizations; educational institutions; and Berkeley residents in general.

Modes of communication include online through the Library's Branch Renovation Program webpage and email lists; and, in-person through various meetings: monthly Board of Library Trustees, outreach, occasional branch meetings, and as-needed City Council; and print resources, such as monthly updates, occasional press releases, occasional reports, and as-needed flyers. *See Communication Tools chart.*

### **Community Input and Outreach**

A proactive community involvement process will provide the public with a greater understanding of the branch renovation program process as well as opportunities for the public to express themselves. Opportunities for community input include an online comment form, which is accessible 24/7 via the project's webpage; public meetings, during which public comments will be captured by note takers; public comment during board meetings, which directly will be addressed to the Library Board of Trustees and Director of Library Services; and public surveys, which solicit public opinion and provide a means to express reactions to the program processes. Outreach efforts will include presentations to, answering questions from, and visiting with local neighborhood and community groups regarding the status of the Branch Renovation Program. All of these opportunities will provide a means for the public to bring their opinions and ideas into the planning process.

### **Grievance Mechanism**

Open access communication to the Library Director, Neighborhood Services Manager and the Project Manager will be established in order to receive and address the affected stakeholders' concerns or grievances about the renovation program. Open access constitutes in-person meetings, telephone, e-mail, and written modes of communication.

**Branch Closure Plan** (see chart)

**Branch Opening Plan** (see chart)

### **Plan Elements**

<u>Information Styles:</u>	Mandatory:	Information that is required / <i>pushed</i> to recipients <ul style="list-style-type: none"><li>• BOLT / COB reports, schedules, timelines, meetings, fiscal reports</li></ul>
	Informational:	Information that people want to know / need to know / made available to read <ul style="list-style-type: none"><li>• project updates, special events, meetings, FAQ sheets</li></ul>
	Promotional:	Information that requires buy-in and project enthusiasm which is <i>pushed</i> to readers <ul style="list-style-type: none"><li>• public meetings / presentations, surveys, timeline countdowns, special branch events, celebrations, project accomplishments, memorabilia</li></ul>
	Formal:	Writing style that is straightforward, fastidious and official in tone, generally conforming to a prescribed document format or structure expressing elaborate and complex ideas
	Informal:	Writing style that is less restrictive more relaxed conversational tone; language that is concise and understandable
	Templates:	Pre-formatted documents: half-sheet, full sheet, brochures, reports; from one – two paragraphs to multiple pages <ul style="list-style-type: none"><li>• Updates, Meetings, Events, Press Release, FAQ Sheet, BOLT Director's Report, website</li></ul>
	Frequency:	How often project information is communicated <ul style="list-style-type: none"><li>• Monthly, weekly, quarterly, annually, infrequently, as-needed</li></ul>
<u>Information Authors:</u>	Who writes:	Library Director, Finance Manager, Neighborhood Services Manager, Community Relations Librarian, Project Manager
	Who posts:	Neighborhood Services Manager, Information Technology Librarian, Community Relations Librarian, Administrative Assistant
	Locations:	Internally at the branches for library staff access

Berkeley Public Library \* Branch Renovation Program - **Communication Plan**

- Intranet; *Library News*; branch / dept. bulletin boards; email; branch / dept, all staff, library council meetings

External locations accessible to all project stakeholders

- Website, library email lists, BOLT meetings, BPL Foundation, BPL FOL bookstores, COB mail lists, branch / dept community boards, other outreach locations

**Stakeholders:**  
 Internal: Branch / dept staff, branch / dept supervisors, managers  
 External: BPL Foundation, BPL FOL, City Council / staff, patrons, community neighbors, COB, professional community

**Project Keynotes:** design firm selections, project management firm selection, community meetings, staff project meetings, branch closures, closure service options, construction project stages (significant events: ground breaking, framework, walls, interior layout, restoration work), branch re-openings, celebration events, project wrap-up / significant features

**Information Delivery:** see chart

In Person	Printed	Media	Advertising	Online	Events
One-on-one meetings	Fact sheets	One-on-one visits with reporters	Newspaper display ads	E-mail messages	Ground breaking
Door-to-door	Flyers	Media kits	Radio ads	-Library News	Kick-off parties
Public meetings	Postcards	News conferences	Local public access programming	-Library Everyone	On-site progress tours
Public workshops	Brochures	News media site visits		-Community lists	
Community outreach	Posters	Public access TV		Program website	Dedications, ribbon cuttings, closings, openings, etc.
Focus groups	Banners	Program Video		-Calendar	
Information gathering	Newsletters			-Fact sheets	
Decision making	Maps			-FAQs	
Library Meetings	Bookmarks			-History (BLFMP)	
-Branch Heads	Displays			-Video	
-Management	Calendars			-Webcam	
-Library Council	Surveys			-Maps	
-All Staff	Door Hangers			-Photos	
-Branch/Dept	Pencils			Intranet	
	Magnets			Hours & Location	
	Utility Bill insert			-Changes	
	Updates			Link to City website	
	Weekly			E-mail lists	
	Monthly			-City residents lists	
	Quarterly			-Neighborhood lists	
	As needed			-Library lists	
	COB mail lists			Surveys	
				-Surveymonkey.com	
				Schedules	

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Distribution: see chart

<b>Printed</b>	<b># Copies</b>	<b>Location</b>	<b>c/o</b>	<b>Template</b>	<b>Delivery</b>
	50	South		Half-sheet	interoffice
	50	North		Half-sheet	interoffice
	50	West		Half-sheet	interoffice
	50	Claremont		Half-sheet	interoffice
	50	Central		Half-sheet	interoffice
	5	City Mgr Office		Half-sheet	interoffice
	10	City PIO		Half-sheet	interoffice
	25 each	City Senior Centers			
		North	North Berkeley Senior Center 1901 Hearst Avenue Berkeley, CA 94709	Half-sheet Full Sheet	US Mail
		South	South Berkeley Senior Center 2939 Ellis St Berkeley, CA 94703	Half-sheet Full Sheet	US Mail
		West	West Berkeley Sr. Center 1900 6th St Berkeley, CA 94710-2005	Half-sheet Full Sheet	US Mail
	200	City Parks & Rec Dept		Half-sheet Xerox	interoffice
	25 each	City Council Offices			
		North		Half-sheet	interoffice
		South		Half-sheet	interoffice
		West		Half-sheet	interoffice
		Claremont		Half-sheet	interoffice
	25	Mayor's Office		Half-sheet	interoffice
	50	BUSD	Berkeley Unified School District Board of Directors 2134 Martin Luther King Jr. Way Berkeley, CA 94704-1180	Half-sheet	US Mail
	25	BPL Foundation		Half-sheet	Admin mail box
	25	BPL FOL	Sather Gate	Half-sheet	US Mail
	1 each	Neighboring Libraries			
		North	Kensington Library 61 Arlington Avenue, Kensington, CA 94707	Half-sheet  (Please add courtesy note –please post)	US Mail
		North / West	Albany Library 1247 Marin Ave Albany, CA 94706		
		Claremont	Rockridge Library		

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			Patricia Lichter 5366 College Ave Oakland, CA 94618		
		South	Golden Gate Library 5606 San Pablo Ave Oakland, CA 94608		
	20	YMCA	Berkeley-Albany YMCA 2070 Allston Way, Suite 101 Berkeley, CA 94704	Full sheet	
	35	YMCA-South	Berkeley-Albany YMCA - South 2901 California Street Berkeley, CA 94703	Half-sheet	
	1 / color	South		Poster-size	interoffice
	1 / color	North		Poster-size	interoffice
	1 / color	West		Poster-size	interoffice
	1 / color	Claremont		Poster-size	interoffice
	1 / color	Central		Poster-size	interoffice
	1 / b&w	Community	COB mail lists	Poster-size	US Mail
1 / b&w	Community	Community Relations lists	Poster-size	Email	
<b>Online</b>	<b>Location</b>		<b>Who Posts</b>		
	Library News				
	BPL Project Website				
	Email lists				
	Surveys				
<b>In-Person</b>	<b>Method</b>		<b>Who</b>		
	Phone calls				
	Outreach				

Berkeley Public Library \* Branch Renovation Program - **Communication Plan**

<b>Communication Plan</b>						
<b>Event</b>	<b>Stakeholder</b>	<b>Style</b>	<b>Author</b>	<b>Template</b>	<b>Delivery</b>	<b>Location</b>
RFP announcement	External	Informational Informal	CRL	Update	Printed Online	External internal
Design team selections	External internal	Informational Informal	CRL	Update	In person Printed Online	External internal
Project Manager selection	External internal	Informational Informal	CRL	Update	In person Printed Online	External internal
Surveys - community input	External	Promotional	NSM	Survey	Printed Online	External internal
Staff meetings – project kick-off / input	Internal	Informational Informal	NSM	Meeting	In person Printed Online	Internal
Community meetings – project kick-off / input	External internal	Informational Informal	CRL	Meeting	Printed Online	External internal
Staff meetings – conceptual design	Internal	Informational Informal	NSM	Meeting	In person Printed Online	Internal
Community meetings – conceptual design	External internal	Informational Informal	CRL	Meeting	Printed Online	External internal
Staff meetings – schematic design	Internal	Informational Informal	NSM	Meeting	In person Printed Online	Internal
Community meetings – schematic design	External internal	Informational Informal	CRL	Meeting	Printed Online	External internal
Staff meetings – design development	Internal	Informational Informal	NSM	Meeting	In person Printed Online	Internal
Community meetings – design development	External	Informational	CRL	Meeting	Printed	External

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	internal	Informal			Online	internal
Branch closure – announcement	External internal	Informational Informal	CRL	Event	In person Printed Advertising Online	External internal
Branch closure – Service options	External internal	Informational Informal	NSM	Brochure	In person Printed Online	External internal
Branch FAQ	External internal	Informational	NSM	FAQ	Printed Online	External
Branch closure – event	External internal	Informational Informal	CRL	Event	In person Printed Media Advertising Online	External internal
Branch tours – construction	External internal	Promotional Informal	CRL	Event	In person Printed	External internal
Branch tours – post construction	External internal	Promotional Informal	CRL	Event	In person Printed	External internal
Construction milestones	External internal	Informational Informal	CRL	Update	In person Printed Media Online Events	External internal
Project update – BOLT report	External internal	Mandatory Formal	LD	Report	Printed Online	External
Project update – financial report	External	Mandatory Formal	FM	Report	Printed	External
Project update – annual report	External internal	Mandatory Formal	CRL	Report	Printed Online	External
Project update - COB	External	Mandatory	LD / PM	Report	Printed	External

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		Formal				
Branch re-opening - dates	External internal	Informational Informal	CRL	Update	In person Printed Advertising Online	External internal
Branch re-opening events	External internal	Promotional Informal	CRL	Event	In person Printed Advertising Online	External internal
Project wrap-up – significant features	External internal	Informational Informal	CRL	Brochure	In person Printed Online Events	External internal
Project wrap-up - Thank you/s	External internal	Promotional Informal	LD / NSM		In person Printed Advertising Online Events	External internal

