

State Library of Ohio Marketing Plan Development

January 31, 2011



Project Summary

The State Library of Ohio is a resource for all state agencies as well as local governments and is available to do research, gather and send resources directly to government agencies and individual staff at those agencies. There are several benefits that the SLO can provide to government agencies but many employees do not know of these resources. The team was charged with establishing a marketing plan to assist the SLO in promoting and marketing its services to state employees. By looking at existing materials, touring the main library, reviewing the website, interviewing SLO employees and conducting a patron survey, the team identified underlying concerns that kept the SLO from moving forward and limited the SLO's ability to serve state employees.

Project Goal

The intended end result of the project is to create a marketing plan to assist the SLO in promoting and marketing its services and resources with the goal of increasing awareness and usage of library offerings by state employees. The marketing plan should include ideas and marketing materials to promote SLO resources to government agencies and identify services and resources that could be customized for specific agencies.

Project Methodology

The methodology for conducting research was to gather and review existing marketing materials provided by the SLO, hold regular group meetings, interview staff, conduct a survey of state employees, compare websites from other states and complete a SWOT analysis.

Project Outcome

As a result of this project recommendations were developed to assist the library in their future “print-ready” marketing plan. The plan that the team created includes the following areas:

- **Marketing Goals :** A discussion of the goals of the marketing plan, these goals are broad and should be developed into “S.M.A.R.T.” goals using insight gained during the library’s strategic planning process.
- **Building Awareness:** Summarizes the most common factors identified which may limit state employees’ use of library services. This section discusses basic marketing processes to position and craft messages which create demand.
- **Targeted Audiences/Targeted Messages:** Identifies distinct subgroups within the target audience and recommends specific messages for each.
- **Current Barriers to Overcome:** A summary of issues and problems that should be addressed by the SLO and resolved if possible.
- **3 Steps to Instituting a Marketing Process:** A team-based approach to evaluate existing and plan future marketing efforts. This will help the SLO improve and sustain marketing efforts for the long-term.
- **Opportunities for Strategic Positioning, Innovative/Creative Outreach and Partnership:** Ideas and possibilities that can help the SLO overcome budget and staffing constraints, and use creative approaches to enhance their identity.

Additionally the team made several recommendations about the redesign of the SLO website and provided justification for why the updates were necessary and what people are seeking when they come to a library website for information.



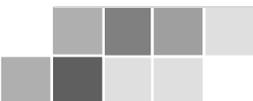
Project Benefits

The benefits of this project are believed to be: increasing website traffic, visitors to the library and usage of services provided by the SLO. Additionally the basic marketing plan that was developed by the team is a guide that the SLO can use to build upon in developing and personalizing a plan to meet their specific mission as an agency and continue to provide valued services to the state employees of Ohio. The team was also able to show the SLO that they need to focus on their identify and develop a strategic plan that will benefit their agency by helping them to determine their target audiences and better develop and align their services to meet the needs of their customers.

Project Team

For more information about this project, contact team members:

- Jeff Coffman — coffmanj@mh.state.oh.us; 330-467-7131 x751166
 - Bobbie Doneghy — bobbie.d.2@bwc.state.oh.us; 614-644-7113
 - Lorraine Winters — lowinters@columbus.gov; 614-645-1748
 - Eric Smith — eric.smith2@dot.state.oh.us; 740-774-9025
 - M. Trent Williams — cityauditor@mail.com; 740-354-7512
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Submitted 1/31/11

Participants:

Jeff Coffman
Department of Mental Health
Northcoast Behavioral Healthcare
1756 Sagamore Rd.
Northfield, Ohio 44067
330-467-7131 x751166

Bobbie Doneghy
State of Ohio Bureau of Workers' Compensation
31 W. Spring St. 24th Floor
Columbus, Ohio 43215
614-644-7113

Lorraine Winters
Columbus Watershed Management
7600 Sunbury Rd.
Westerville, Ohio 43081
614-645-1748

Eric R. Smith
State of Ohio Department of Transportation
7887 St. Rt. 124
Hillsboro, Ohio 45133
740-774-9025

M. Trent Williams
City of Portsmouth
Office of the Auditor
728 Second St.
Portsmouth, Ohio 45662
740-354-7512

Project Advisor:

Missy Lodge
Associate State Librarian for Library Development

Table of Contents

Project Description - Team Charter 2

Action Plan and Execution 5

Information Gathering 6

Information Analysis 10

Project Results 16

Benefits to Agency 19

OCPM Application 22

Appendix 25

Project Description - Team Charter

<p>Project Mission: To Increase the awareness and utilization of the State Library of Ohio by other state agencies and employees.</p>
<p>Guidance Team/Team Sponsor: Missy Lodge</p>
<p>Background: The different state agencies and their staffs are the customers of the State Library of Ohio. The agencies have not been utilizing the SLO to its (and their) full potential and they are often surprised to hear of the library's many services. The SLO does have marketing materials but they may not currently be effectively tailoring the material to target the specific needs and interests of the various state agencies or their staffs. If the current materials are too generic they may be ignored. A particular difficulty is marketing services to state agencies and employees outside of the greater Columbus area.</p>
<p>Boundaries: No budget. All suggestions to be evaluated for value and feasibility by state library officials and may be adopted and used by the SLO. Logistics of getting the team together for meetings.</p>
<p>What the team has authority to do: Conduct surveys, determine customer needs and awareness levels of the SLO, make recommendations to SLO staff and produce marketing materials and reports.</p>
<p>Make Related to which strategic priority or Standard: N/A?</p>
<p>Estimated date for completion: Jan 2011 Meeting frequency and duration: Bi-weekly meeting ½ hour before CPM class, day long meetings will be scheduled as needed.</p>
<p>Team Leader: Trent Williams</p>
<p>Team Members: Eric Smith, 937 403 7541, eric.smith2@dot.state.oh.us Bobbie Doneghy, 614 206 5871, bobbie.d.2@bwc.state.oh.us, bdoneghy@yahoo.com Jeff Coffman, 330 351 9238, coffmanj@mh.state.oh.us Trent Williams, 740 285 3270, cityauditor@mail.com Lorraine Winters , 645-1748, lowinters@columbus.gov</p>
<p>Facilitator : Lorraine</p>
<p>Timekeeper: N/A</p>
<p>Note taker : Eric & Bobbie</p>

Project 3 – State Library of Ohio

Background:

The State Library of Ohio is a resource for all state agencies as well as local governments. The SLO is available to do research and to gather and send resources directly to government agencies and individual staff at those agencies. There are several benefits that the SLO can provide to government agencies but many employees do not know of these resources.

Project Description:

The OCPM project team was charged with establishing a marketing plan to assist the SLO in promoting and marketing its services and resources to state employees. Being unfamiliar with the SLO, the team sought to learn about the offerings and operations of the SLO, paying special attention to services and products that would be of use to state employees. The team looked at existing marketing materials that were provided by SLO staff or available from within the library racks. The team also reviewed the SLO main library facility, website and interviewed appropriate SLO employees.

The assumption was made that there were one or more legitimate reasons why state employees are not using library services and that better marketing would have a positive effect on library patronage. The team initially thought that the library could do more to promote its offerings and find better methods to reach their target audience. The team used patron

surveys (previously-conducted survey responses and one developed specifically for this project) to further diagnose potential reasons for low usage among existing state employees.

As the team interviewed and researched, a deeper layer of issues and problems were revealed within the State Library. Problems such as a lack of strategic direction, technical difficulties with electronic offerings, low ability to effectively track patron use of services and communication issues between staff involved in outreach efforts. These problems currently limit the SLO's ability to reach and serve state employees and need to be addressed as part of an overall marketing effort.

Project Goal:

This OCPM project team should create a marketing plan to assist the SLO in promoting and marketing its services and resources with the goal of increasing awareness and usage of library offerings by state employees. The marketing plan should include ideas and marketing materials to promote SLO resources to government agencies and identify services and resources that could be customized for specific agencies.

Sponsor:

Missy Lodge, Associate State Librarian, State Library of Ohio

Action Plan and Execution

The first step of the action plan was to have the initial group meeting at the State Library of Ohio (SLO) to quickly get basic information about the SLO and to meet the project sponsor, Missy Lodge. During this first meeting we defined group roles, toured the facility, created a team charter and developed further actions and timelines for completion of the project. As part of the plan of action we decided to gather and review existing marketing materials provided by the SLO, hold regular group meetings, interview staff, conduct a survey of state employees, compare websites from other states and complete a SWOT analysis. The action plan started in April, 2010 and was executed over a nine month period. During this time several group meetings were held, research was gathered and analyzed, and decisions were made in order to complete the SLO project.

Information Gathering

Staff Interviews:

On April 20th, 2010 OCPM group members held a meeting after OCPM class and decided that the first plan of action would be to tour the State Library of Ohio (SLO) and gather as much information as possible. We met at the SLO on May 4th and we were introduced to some of the staff by Missy Lodge, the project sponsor. We briefly talked to the desk librarian on duty and we all received State Library Cards. We were also given SLO marketing pamphlets and brochures that were currently in use. We set dates to return to interview SLO staff and get a basic understanding of staff's perception of the SLO's marketable strengths and opportunities. We returned three separate dates, June 14th, September 27th and December 17th 2010. On these dates we interviewed the following SLO staff:

- Missy Lodge – Associate State Librarian for Library Development
- John Bittel – Reference Librarian
- Marsha McDevitt – Stredney – Head of Marketing & Communications
- Jim Buchman – Head of Patron and Catalogue Services
- Katie Sabol – Librarian
- Matthew Dyer – head of Employee Services
- Patrick Fitzer – Systems Analyst
- Cheryl Lubow – Librarian
- Beverly Cain – Agency Director & State Librarian

Surveys:

We requested information from surveys that had been conducted by the library in the past.

There were three surveys conducted by the SLO within the last three years. One survey which focused on a SLO newsletter was conducted by Marsha McDevitt and was sent to the library community. Another survey was done by Katie Sabol using the Listserv subscribers and the State Agency Training Partners Association. The last survey was sent in 2009 to various state agencies and covered a variety of questions aimed at determining awareness, perceived quality and use of library service. We decided to send our survey to the state agencies as well since this was our targeted market group based on the project description.

The purpose of the OCPM survey was to gain more information about library awareness and usage levels among particular state agencies. We were hopeful that survey responses would represent a good cross section of state employees from a variety of agencies and job responsibilities, and that survey answers would reveal more about awareness levels and possible barriers of use. We were especially interested in library awareness and usage among employees involved in research or professional occupations. Survey questions were crafted with the idea of cross-referencing and sorting responses to better analyze results. A large number of responses were anticipated and therefore open ended questions were used minimally and the survey was distributed via the internet. The goal was to send notification of the survey to HR administrators within every state agency via e-mail in hopes that the survey link would be forwarded to as many state agencies and employees as possible.

Problems were encountered with the survey when we attempted to find the appropriate HR contacts within each agency. Not wanting our survey request emails to end up in the "Junk"

folder, we sought specific contacts within each agency. The OCPM coordinator shared her list of agency HR contacts. This list was presented to Missy Lodge who reviewed the list and narrowed it according to the SLO's ability to best serve said agencies.

Survey results were slow to come in and a reminder e-mail was sent along with some personal pleas to garner more responses. Eventually 599 responses were obtained. The team did not determine what percentage of survey recipients actually responded. Roughly 20 state agencies received the survey. One positive associated with the survey was that the survey questions and survey cover letter were written carefully to make survey recipients more aware of library services. In a sense, the survey and the associated email announcing it were designed to communicate the variety and quality of library offerings and included a hyperlink directing recipients to the SLO website. The survey was e-mailed on November 15th and final responses were received on December 15th, 2010.

Website Review:

We compared the websites of other state and local libraries with the SLO website to obtain a baseline for services provided and website layout. The five State Libraries we chose were Michigan, Kentucky, Indiana, Pennsylvania and West Virginia since they bordered Ohio. The Westerville Public Library along with the Cleveland Heights-University Heights Public Library and the sources: "How to Design Library Web Sites to Maximize Usability" and "Library Terms That Users Understand" were also used to evaluate the SLO website.

We looked at other nearby state and local libraries' websites to see if we could compare and contrast what they were providing online as compared to the SLO website. We reviewed the sources "Sinking or Swimming, The State of Websites in Ohio's Public Libraries" - By Laura

Solomon, MCIW, MLS, Webmaster from Cleveland Heights-University Heights Public Library and “How to Design Library Web Sites to Maximize Usability” – from Library Connect, in collaboration with the Elsevier User Centered Design Group.

These resources provided sample criteria to rate the effectiveness of a library website. Some of the criteria and guidelines covering overall website design and areas of competency that we considered included: consistency of design, proper use of navigation bar, proper webpage layout, & proper use of terminology. We reviewed recommended design guidance for library websites and informally checked if the SLO website was correctly following the applicable guidelines. We determined that the SLO website was deficient in the proper use of terminology, repeated links and messy or over-cluttered layout, scoring a passing grade of 80% but far from the ideal.

Strengths, Weaknesses, Opportunities, & Threats (S.W.O.T) Analysis

The final source of information we used came from SLO staff members who gave us their insight and opinions about the SLO’s “Strengths, Weaknesses, Opportunities and Threats”. We compared their responses, and included insight gathered by the OCPM team to develop a SWOT analysis and determine critical success factors. We requested this information on October 20th, 2010 and received the results on October 28th, 2010.

Information Analysis

Group Meetings:

Group meetings were held 30 minutes before and/or after OCPM classes. In addition, group members met at the SLO at least one to two times per month or whenever necessary. Since the members were spread out amongst the state, individual members gathered when their schedules permitted.

Library Materials Review:

We received a tour of the “resource room” on our first visit to the SLO. There were many informative pamphlets and flyers that outlined the services offered by the SLO. It was determined that these were nice, albeit rather ordinary, and would produce results if distributed to potential customers. However, mass producing and distributing these materials would not be cost effective but they would be appropriate to give out during on-site visits to state agencies and for visitors to the SLO and users of the meeting rooms. Three OCPM team members also attended a “State Library 101” training class offered by Katie Sabol as an additional means to both learn about library offerings and experience one of the library’s current methods of outreach. One other state employee was in attendance at this class held in a meeting room of the State Library.

Interviews:

Most of the SLO staff interviewed believed that state employees, as a target audience, were not fully using library resources. Various themes emerged from the interviews included the belief that lack of awareness is the most probable reason why state employees are not using library services. However other ideas emerged which mentioned alternative reasons why usage may be low. These ideas included website design flaws, the need for more web-based social networking opportunities (e-books, Facebook and Twitter) and the need for more convincing outreach messages to state agency leaders (potential cost savings to be realized through better utilization of SLO services). In general, most staff interviewed felt that adding additional resources and services, even if highly desirable, would not increase library patronage if the existence of these resources was not communicated. Interviews with SLO staff also revealed some hesitancy about current marketing efforts, and concern about the way library materials had been marketed in the past. Many staff members had ideas to contribute but were not sure how to overcome perceived barriers including internal communication gaps, and poorly-developed or unavailable communication channels to reach target audiences.

S.W.O.T.:

After completing several interviews with library staff the OCPM team felt that the library did not have a strong strategic direction. One staff member even used the term “identity crisis” in describing the library’s current state in light of changes in administration, rapid technology growth and changing expectations from library patrons. For the purposes of the OCPM team’s project, the library’s lack of a strategic plan made it difficult to know which services were most important to the library and where marketing efforts should be focused in order to promote

the right services, build brand recognition and prioritize target audiences. In all fairness to the SLO, current economic conditions and recent changes in leadership have created difficult times; however the team recognized the importance of establishing a strategic plan as a key first step towards planning future marketing efforts. To assist the OCPM efforts to develop a marketing plan, and as a hopeful kick start to the library's future strategic planning efforts, team members asked several library staff members to list the "Strengths, Weaknesses, Opportunities and Threats" or S.W.O.T. for the library. To maintain confidentiality, all responses to this S.W.O.T request were merged and OCPM members listed ideas as well based on their months of observations and outside perspective. The results of this S.W.O.T are listed in the appendix. The S.W.O.T. was an important tool in developing the suggestions contained in the final marketing plan. The marketing plan was designed to address critical weaknesses (inter-agency communication and lack of strategic plan) by recommending a strategic planning process and more team-based marketing efforts. Other weaknesses are covered in the marketing plan under "Barriers to Overcome". The marketing plan recommends technology improvements and an assessment of current marketing efforts as a means of addressing identified threats (lost funding, loss of recognition as patrons go elsewhere for information). Finally, the marketing plan addresses opportunities for growth, creativity and expanded influence in the section entitled "Positioning, Partnership, and Pizzazz". The OCPM marketing plan does not specify specific messages or means of promoting library strengths. The strengths are acknowledged in the plan, but OCPM members felt that the SLO would need to set a strategic direction before truly knowing which strengths to build and market.

Survey:

The State Library of Ohio Survey was sent out to state employees representing approximately 20 state agencies. The survey had 599 respondents. The largest contributor of responses was the Department of Rehabilitation with 228 respondents which accounted for 39.9% of all respondents. Public Safety had the second most respondents with 155 surveys completed for 27.1% of the total. Approximately 25 departments participated in the survey, as some of the original survey recipients forwarded the survey to other state employees not targeted in the original mailing. The OCPM survey can only be used as a starting point for gathering information as it may be skewed by several factors:

First, not all departments participated equally and some departments may be more inclined to have a use for the SLO simply by the type of work that they perform. For example, the Dept. of Health may be more interested in professional journals than the Dept. of Corrections and the results could be drastically different if they had contributed the majority of the submissions.

Second, there were 219 line staff that submitted responses. Do they all have computer access? It may be that they can't be reached regardless of the amount of promoting and effort put forth by the State of Ohio Library. Therefore, additional efforts would only provide minimal results.

Lastly, it is assumed that not all recipients of the survey submitted a response. The people that did submit responses may have the desire to improve, technical savvy to research and a greater need of library resources. There were 356 (61.2%) respondents that stated that they at least reviewed professional journals "as needed" with 139 of them using them "frequently". This number could have been quite different if the survey was mandatory and it was determined that people who use professional journals are more likely to respond to surveys. There is no

doubt that there are many factors which can affect a survey but most of the results of this survey are pretty straightforward even with all of the potential biases.

The most startling result was revealed in the first question: "I use the State Library services for the following:" There were 389 (65%) responses indicating "I DO NOT USE THE STATE LIBRARY".

This number provides an immense opportunity to increase the patronage of the State Library when you spread it across all state agencies. If you consider that there are 58,000 State employees, there are 32,500 potential new library card holders out there that do not use the State of Ohio Library for any of its many services. Even among the people who do use the Library, most are unaware of the full extent of services the library has to offer. Over three-quarters of the surveys showed that self-improvement services such as GED prep and computer skills training were unbeknownst to the respondents. These particular services may be of interest to those who do not currently have need for services such as professional journals or research librarians. There are library services that appeal to all levels of need which are not being utilized simply because their existence is not known.

Another important resource that was addressed in the survey and in other areas of this project is the State Library of Ohio website. This portal to the library should be the most used resource of the library simply because of its accessibility from work and home. Users are likely to visit the website just to get information on the other library services. According to the survey, almost 75% of respondents have never even used the website. One of the largest barriers of library usage, lack of awareness of services, may be addressed just by increasing use of the website. Additionally, the website should clearly explain library services, because most web visitors are both unaware of what is available, and how to access them. Currently, 65% of survey

respondents are using Google for research and 15% feel that the library is not convenient. The website could easily address the pitfalls of using of unsubstantiated information found on the internet and overcome the misperception that library services are “inconvenient” by promoting the ease of use of various library offerings.

The results of this survey confirmed what had already been surmised: There is limited usage of the library by state agency employees (65% don't use), the SLO website is underutilized (75% never accessed), and most respondents are unaware of key services provided (75% unaware of OhioLINK). The good news is that all of these concerns can be addressed, and even a small percentage of increase in usage by state agencies will translate into exponential growth.

Websites:

The OCPM group's initial impression was that the website was not user-friendly. We then looked at the following sources: past user survey, opinions and experiences of existing users, and our new user survey to confirm that this was a common perception. After reviewing several online publications related to website design the conclusion is that the website suffers from poor design and associated poor function, resulting in low usability. The following key areas were in most need of improvement:

- Content Writing including the inappropriate use of clever language or lingo,
- The use of confusing abbreviations and acronyms
- The use of repeated hyperlinks and cluttered, text heavy content

A more detailed explanation, and suggestions for improvement are provided in our PowerPoint review of the state library website and in the resources available in the appendix of this report.

Project Results

The goal of the project was to develop a marketing plan for the SLO. We met this goal by developing a marketing plan that is meant to:

- Increase the number of library cards issued to state employees
- Increase awareness and use of specific library programs
- Improve and organize the communication activities within State Library staff
- Provide a means to evaluate effectiveness of marketing/outreach activities
- Develop creative and innovative approaches to promote sustainable partnerships

Though the SLO staff was extremely helpful, gracious and generous with their support and assistance, as the project due date loomed, we realized that there were several complicating factors which did not allow us to produce printer-ready marketing materials or strategies for marketing SLO service to specific agencies. In that regard, we did not deliver. However we feel that the information gathered and the marketing plan we developed will help the SLO recognize and address many of the issues that require attention before drawing more patrons to the library. The marketing plan is designed to present our findings and recommendations, and generalized suggestions for ways the library should approach future marketing efforts. The plan is divided into the following categories as summarized below:

Marketing Goals: A discussion of the goals of the marketing plan, these goals are broad and should be developed into “S.M.A.R.T.” goals using insight gained during the library’s strategic planning process.

Building Awareness: Summarizes the most common factor identified which may limit state employees' use of library services. Discusses basic marketing process to position and craft messages which create demand.

Targeted Audiences/Targeted Messages: Identifies distinct subgroups within the target audience and recommends specific messages for each.

Current Barriers to Overcome: A summary of issues and problems that should be addressed and resolved if possible.

3 Steps to Instituting A Marketing Process: A team-based approach to evaluate existing and plan future marketing efforts. This will help the SLO improve and sustain marketing efforts for the long-term.

Opportunities for Strategic Positioning, Innovative/Creative Outreach and Partnership:

Ideas and possibilities that can help the SLO overcome budget and staffing constraints, and use creative approaches to enhance their identity.

One of the overarching recommendations from the OCPM team involved a recommended redesign of the SLO website. As the website reflects not only the visual online identity of the SLO, but also the functionality of how electronic resources are accessed, it is a critical area of the SLO in dire need of improvement. Our team did not investigate the question of "how" the

library should go about updating their online presence as software, budget, policy, and other factors complicate the answer. But we have instead provided some justification for “why” the update is necessary, and “what” people are seeking when they come to a library website for information. We have included applicable references specifically developed for library website design in the appendices of the marketing plan.

Benefits to Agency

We do not know of the success or failure of our project at this point since no recommendations have been implemented. We believe that our efforts will benefit the agency by increasing website traffic, visitors to the library and usage of services provided by the SLO. It is hard to determine the potential cost savings that may be realized since not all benefits will be measureable in dollars. One statistic that sheds some light on the potential dollar savings is seen simply by looking at the meeting space usage at the SLO. It has been determined that the current usage of the meeting rooms is saving the State of Ohio approximately \$146,000 per year. This is based on the current commercial rates charged for similar sized rooms and services as reported in the budget plan for FY 2010.

The OCPM Project Team has developed a Marketing Plan for the SLO. While this is just a basic Marketing Plan, it is a guide that the SLO can use to build upon in developing and personalizing a plan to meet their specific mission as an agency and continue to provide valued services to the state employees of Ohio. In addition, the OCPM Project Team through research and analysis was able to show the SLO that they need to focus on their identity and develop a strategic plan that will benefit their agency by helping them to determine their target audiences and better develop and align their services to meet the needs of their customers.

Team Dynamics

When the State Library Project team first started out, one of our members was on maternity leave. As a result, the group consisted of three males and one female. The four members held their first meeting at the SLO, met with the Project Sponsor and also toured the facilities and received state library cards. During this first meeting team roles were discussed and assigned as follows:

Jeff Coffman, Facilitator
Bobbie Doneghy and Eric Smith, Team Scribes
Lorraine Winters, Time Keeper
Trent Williams, Team Leader

Although the roles above were discussed and assigned, the team dynamics quickly set about a change in team roles. Lorraine and Bobbie were the only two group members that lived in Columbus; Jeff lived in Cleveland, Eric in Hillsboro and Trent in Portsmouth. The living distances amongst group members made it very difficult and challenging to coordinate regular meetings where everyone could attend. Therefore, roles changed again as follows but were maintained for the duration of the project:

Lorraine Winters, Team Leader
Bobbie Doneghy, Facilitator & Asst. Team Leader
Eric Smith, Team Scribe
Jeff Coffman, Timekeeper
M. Trent Williams, Asst. Timekeeper

Almost all team meetings were held at the SLO. Meeting dates were discussed and agreed upon but attended by those whose schedules permitted. The team decided it would focus more on an overall deadline instead of being concerned with task deadlines. By doing this, it allowed members that couldn't always meet the opportunity to still be a part of what was going

on because they were conducting research or analyzing their information on an individual level. Meeting rooms were arranged through the Project Sponsor, Missy Lodge. Project assignments were informal in that individuals just volunteered for areas to work on and researched as required. When the information was completed it was then emailed to all group members for review and feedback. The final information needed for the project was then sent to Bobbie Doneghy and Jeffrey Coffman so they could assemble it for the paper. Lorraine Winters focused on assembly of the Marketing Plan, Eric Smith focused on the SLO's web layout and Trent Williams worked on gathering and analyzing information from the SLO's Library 101 class. As much as possible, information gathering and analysis was done as a group effort. Three of our group members have a Myers-Briggs Type Indicator of ISTJ; the other two members are ESTP. Both of these types tend to focus on the details, which at times made it difficult for the group to move forward and make decisions because we wanted to have more and more details. However, once we all felt comfortable that we had enough information we were able to analyze the information, draw conclusions and then base our recommendations on what we researched. In the end, the SLO Project Group gathered all its resources and was able to make several recommendations that it felt would benefit the State Library of Ohio. Recommendations will be further discussed during the group presentation and in the attached Marketing Plan.

OCPM Application

Throughout our 18 month OCPM program our group learned several theories, models and principles that shed valuable insight as to how to tackle the project we were assigned and complete it in an efficient and effective manner that would deliver beneficial results. Although there are several models and principles that could be discussed and applied, we chose the following: *Building and Leading Teams, Effective Presentations, Project Management Made Easy and Strategic Planning for Managers.*

In the course *Building and Leading Teams*, we learned what it takes to create and maintain a motivated, committed team (Building and Leading Teams Participant Guide). We quickly learned that in order to carry out the tasks of our project it was necessary to assign team roles; this was done to provide clarity and define responsibilities. We used two main decision making models; Committee/Consensus and Data. Mostly all of our decisions were made as a group. This allowed us to have different perspectives, open communication and it allowed us to troubleshoot when we stalled. We also used the Data method because it was factual, deliberate, it allowed for analysis and decisions could be justified. The major disadvantage to both of these methods according to our participant guide was that they could be time consuming, slow methods. We also learned through this class that our group had interesting dynamics to deal with such as physical location of group members and Myers-Briggs Personality Types. Our group members were spread out far distances within the entire state of Ohio so it made it difficult for all members to meet face to face on a regular basis. In addition, our group consisted of three ISTJ personality types and two ESTP personality types. While these two types

have several differences, we all shared a common function of being able to analyze pros and cons and comparing options. So, this was an advantage, however, it caused our group to spend a lot of time on details and gathering more and more information before we could move further with action. By working more closely together over the last nine months as a group, we learned how to trust one another, how to accept each other's differences and what characteristics were necessary to implement the ideal team.

The next class we felt was applicable to our project was *Effective Presentations*. Under the instruction of Mr. Jim White, we learned that in order to give an effective presentation of our group project, we needed to develop an introduction, a body, allow for questions and answers and finish with a good summary. In addition, it is important to have a contingency plan. We learned that our presentation will need to be informative, have a residual theme that is related to the goals of our project, be relevant, contain supporting material and key points and have a consistent format. Through Mr. White's class we learned how to effectively deliver a presentation that is concise and allows us to share the expertise and knowledge we gathered through the project research process.

Since we were given the task of completing a group project, we felt we could apply the skills and information we learned in our OCPM *Project Management Made Easy* course, taught by Nelson Gonzalez. In this course we learned that in order to have a successful project it would be necessary to assign team roles, meet with our Project Sponsor, create and get approved a Project Charter (formally authorized our project and described our project's goals as they pertained to the service/product we were producing) and develop a Project Management Plan. This plan served as our guideline for how we would plan, execute and monitor our work along

the way. During this class we learned of several valuable tools that were available to us such as Meeting Minutes templates and the Project Charter. By utilizing these tools we had an organized, consistent way of keeping our notes and informing our Team Sponsor of our intentions and progress throughout the project life.

The last course we felt that would be useful during our project work was *Strategic Planning for Managers*. This course was very applicable to our project because Strategic Planning is actually one of the recommendations we have for the State Library of Ohio (SLO). During our project, we discovered the SLO could benefit greatly if they were to develop an effective strategic plan. We utilized one of the situation analysis tools we learned about in class known as a SWOT analysis. A SWOT is a gathering of information within an organization of its strengths, weaknesses, opportunities and threats. We asked SLO staff to list what they felt were their internal resources and capabilities along with their external barriers and room for improvements. We then grouped their thoughts by analyzing the SWOT and developed what we learned in class as Critical Success Factors. These Critical Success Factors helped us to prioritize the strategic issues the SLO is facing.

It is our hope as the SLO Project Group that with the material we learned throughout the OCPM program and the information we gathered and analyzed during our project will be presented in an effective manner to the SLO stakeholders so they can make informed decisions and develop a strategic plan that will encompass some of the recommendations we are making to increase awareness and use of services of the State Library of Ohio.

Appendix

State Library of Ohio 2011 Marketing and Communications Plan

February 3, 2011

Prepared by Ohio Certified Public Manager Project Team Members:
Jeff Coffman, Bobbie Doneghy, Eric Smith, Trent Williams, Lorraine Winters

Table of Contents:

Marketing Goals

Building Awareness

Targeted Audiences/Targeted Messages

Current Barriers to Overcome

3 Steps to Instituting A Marketing Process

Opportunities for Strategic Positioning, Innovative/Creative Outreach and Partnership

Successes to Date

Marketing Goals:

The State Library of Ohio is seeking to better serve state employees through more effective marketing of the services and products they offer. State employees represent a major category of customers targeted by the State Library, however less than 25% of state employees currently hold a valid library card. The goals of this marketing plan are to increase the number of library cards issued to state employees, increase awareness and use of specific library programs, improve and organize the communication activities within State Library staff, provide a means to evaluate effectiveness of marketing/outreach activities, and develop creative and innovative approaches to promote sustainable partnerships.

Building Awareness:

Our research leads us to believe the State Library of Ohio provides valuable service to state agencies. The State Library houses professional researchers, unique collections, relevant training opportunities, and services specifically geared towards the needs of state employees. State Library users value the individualized customer service, convenience of obtaining materials, specific and reliable information to assist in research, and access to collections otherwise unavailable through standard means.

The library has thousands of resources, programs, services, and activities however if customers are not aware of those services *and* realize the benefits, they will not seek the service. Based on the research conducted by this team, state employees' limited awareness of products/service was a common barrier to use. Making people aware of a service is a matter of positioning the message in a location or means in which it will be received, and presenting it in a way that the service is understandable. Once a person is aware, in order to build demand, marketing communications should answer the questions – Why do I

need this? Where is the value? Informing potential customers of the value of a service is a message that should be crafted specifically to the targeted audience.

Targeted Audiences/Targeted Messages:

Marketing efforts directed to “state employees” should divide that general category into sub-sectors and use targeted messages. The State Library has several distinct audiences. Here is a sampling of audiences and potential messages:

- I. All state employees – The library offers resources that can help someone find a job, learn a skill, research a problem, and access unique resources. Personalized assistance and access to services exclusively reserved for state employees will help increase efficiency, opportunity and open doors to learning.

- II. State employees involved in research – The library offers quick and easy access to journals, records, and other information sources that can assist researchers looking for answers. Personalized assistance, reliable information sources, and skilled research librarians can assist in identifying and procuring unique and specialized resources, saving time and effort. Research is a science, not a search term - the SLO offers access to specially trained research librarians.

- III. Governor’s Office, directors and department heads* – The State Library has the potential help agencies reduce training and subscription costs through resource sharing. Resources like professional journals are expensive to obtain, need space to store, and specialists to organize. Even as most journals transfer from paper to electronic form, it is smarter for the state to share subscriptions and organize journals so that all state employees can access them. The State Library can increase employee efficiency (time saved when employees are assisted by research librarians instead of conducting research on their own), reduce costs through research sharing (consolidation/reduced duplication of subscriptions, shared access to expensive resources), and provide free training in subjects that are otherwise duplicated within department training staff.

- IV. HR/Training staff within state agencies* – Specific agencies have specific needs. The State Library should build relationships of trust and reliability by identifying a liaison within the training or HR departments of specific agencies. In agencies with their own library, the site

librarian may be able to serve in this role. By establishing relationships with individual agencies, library staff can a.) better assess the resource needs of the individual agency, b.) gain access to employees within that agency through forwarded e-mails., c.) build awareness of library services among staff who can promote the resources of the State Library through department communications and integrate library offerings into their own training program.

*Building relationships with decision-making staff can not only increase awareness about the library's resources, but also work towards eliminating current barriers that exist (technology or policy) which may be limiting certain agencies use of State Library resources.

Current Barriers to Overcome:

A. Perception is Reality

Everything is marketing – the newsletters, the main library building, the staff, the website, every communication, every publication issued by the State Library, all reflect an image about the library. The role of marketing is not something reserved for a single department or single person but rather all staff who produce documents, publish communications, organize and edit the website, answer questions or otherwise interface with customers are all building an image of the library. Customers can draw incorrect conclusions about the library as a whole based on one delayed e-mail response, one poorly organized webpage, or one frustrating experience trying to access a resource.

B. Confusing Jargon

Many of the library services are described in confusing terms (“collections”, “databases”) or hidden within non-descript program jargon (OhioLink, KnowItNow). While this language and programs are understandable to those in the library community, the average end user wants to know “How do I find a book/journal/newspaper article?”

C. Overwhelming Content, Unattractive Layout

Many of the library's current modes of outreach (newsletter, website, existing marketing materials) could benefit from some redesign. From an aesthetic standpoint, text-heavy content dominates, and missing are design elements to draw interest, guide a viewer to important topics or improve readability.

D. Website

Improving the look and functionality of the State Library website is of utmost importance. For most library visitors it is the main portal into the library – the front door by which they will attempt to access the resources and staff. Currently would-be customers are encountering confusion and delay in finding their needed resource, and they are seeking information elsewhere. Various reasons were given for why the website looks and functions like it does but the bottom line is it has to be improved both visually and functionally. “The biggest mistake library Web sites make is not giving enough space to the task 85% of people come to the library Web site for – finding research materials like journal articles.”¹

E. Lack of Strategic Direction

The State Library cannot be all things to all people. Technology has changed the way libraries function and changed how customers want to access resources. The internet now provides instant 24/7 availability of answers (perhaps not the right answers, but answers). Public libraries as a whole are becoming more like community centers offering entertainment (DVDs, music, programs, coffee shops) and other activities designed to attract and keep patrons. Adding in other influencing factors such as the loss of the genealogy resources for which the State Library was once well-known, political and economic changes, staff reductions and changing relationships with OLN, the State Library seems to be caught in an “identity crisis”. The State Library needs to establish a direction and a strategic plan, acknowledge and address the competition, and refine a set of core services in which they can excel.

F. Staffing and Communication

The OCPM team conducted many interviews with State Library staff members asking about staffing roles and responsibilities, thoughts on marketing, and problems and ideas for service improvements. While most people were very knowledgeable about their own areas of expertise, there was some confusion or lack of knowledge about the library’s other, seemingly related services or programs. People associated marketing efforts as the responsibility of a single individual, however that individual was not aware of or involved in other major outreach programs being conducted by research librarian staff. There seemed to be poor communication among staff sections, hesitancy or resistance to question the status quo, and some frustration with current marketing efforts. Most staff acknowledged improvements were needed but felt unable or unsure how to go about making a change.

G. Lack of Benchmarking Current Service Levels and Information on Users/ Use of Services

The library currently does not have enough ability to track important measures of success, nor gather helpful statistics to measure their service levels. This type of data is important when trying to target areas for improvement, track fluctuations in service levels, benchmark activities and measure the success of existing or new programs. The library needs more demographic information about their patrons and the ability to better track their usage statistics. Segments of the customer base for which more information is needed include: card holders, list serve members, newsletter recipients, and any other subgroup receiving mass communications.

References

¹ Chris Jasek (2004), User Centered Design Group Lead, Elsevier Marketing, Miamisburg, Ohio, USA

3 Steps to Instituting a Marketing Process:

1. Develop Strategic Plan & Direction
2. Form Communications/Marketing Team
3. Begin Evaluation/Realignment of Services

I. Develop Strategic Plan & Direction

Leadership within the State Library should set direction on the core services and begin to form the new identity of the State Library. The State Library appears to be at a critical point wherein the establishment of a strategic plan is necessary in order to evaluate current position and plan for the future. Given the tough economic conditions which affect not only the library's funding, but also affect the needs of their customers, the library should undergo a strategic planning process. As part of that process, the library should assess their strengths, weaknesses, opportunities and threats (SWOT), and create a business and staffing plan for the near future. As a start, several library staff members provided their thoughts and opinions on SWOT and that information is available in included in appendix _.

Staff members within the State Library should assist in developing the vision of the new library services. One of the greatest strengths of the State Library is dedicated staff members who are passionate about the library services. Whether new or veteran, specialized or general, staff members should be included in the strategic planning process in order to a.) build competency and awareness by educating staff on the challenges faced by the library, b.) facilitate discussion and difficult decision-making necessary to refine service offerings, c.) foster creative solutions by bringing new thoughts and ideas into a forum in which those ideas can be discussed, d.) build understanding and buy-in as the library sets a new direction for the future.

It is possible that the library will not have enough information to evaluate whether certain services will be maintained or dropped. There will also be the argument that dropping or changing a service will upset some customers. However, it is impossible to continue every service ever offered, especially considering shrinking budgets and staff reductions. Staff should think of the State Library as a whole and avoid the tendency to hold on to services or products just because they are comfortable. The library may be spending too much effort to reach small segments of the potential customer base. When budgets and staffing are tight, this is effort that could be redirected to marketing the most important core services.

II. Form a Communications and Marketing Team

All library staff with the authority to issue mass communications, develop training, create outreach materials, or produce publications (electronic or paper) designed to promote or explain library offerings should receive basic training on the elements of successful library marketing. From within this group, we recommend the formation of a “Communications and Marketing Team”.

Initial Functions of this Team:

1. Evaluate marketing-related skills of current staff members- public speaking, graphics and document design, web design, message crafting, event organizing, video production.
2. Evaluate marketing-related resources- software, access to printers, communication networks and contacts within target audiences.
3. Using the results of the strategic planning process, establish promotional priorities. Decide which core services, events, and messages the library should promote first and foremost. Avoid the tendency to only promote new services or offerings. Many customers are unaware of the core services, or unaware how to access them, even though they have been available for years.
4. Identify the likely or targeted customers of the prioritized services or messages and learn which communication channels will reach them the best.
5. Assess current outreach efforts – leave no brochure, newsletter, or program unturned. It may be difficult to measure the effect of certain marketing efforts until the library has a better system to track usage of services, however it is possible to use surveys and focus groups to get end-user opinions.
6. Educate the marketing & communication team about the differences between marketing and promotion. Include more strategic thinking into the placement of messages, branding, evaluating efforts, and studying the needs and preferences of the customer base.

Meet as needed to:

1. Provide a forum to educate staff on current trends in library marketing. There are many resources available specifically aimed at marketing library services.
2. Continually evaluate the success of marketing efforts.
3. Plan for the marketing needs of new programs and services.

III. Begin Evaluation and Re-alignment of Services

In the opinion of the OCPM marketing team, the State Library should proceed carefully to anticipate the impact that additional marketing efforts may have on an increased demand for library services. We would recommend that improvements be made to the website prior to drawing more people to it, and that library services are promoted gradually to allow staff time to adjust to the additional demand.

Marketing is a circular process in that it is necessary to continuously plan, implement, and evaluate. For every service the library offers there will be a target audience. By incorporating better diagnostic tools to learn more about its customers, and setting SMART goals for the marketing and use of library services, the library can track and trend their service levels and better anticipate customer preferences.

When it comes to attracting and retaining customers, price, quality, and convenience will always be core values of most consumers. Like any business, the library should be knowledgeable about their marketplace and stay aware of the “competition”. Ideally, the State Library can use its strengths and opportunities, to refine their service offerings and position themselves so that they are seen as the agency of choice for the majority of services they offer.

Strategic Positioning, Innovative/Creative Outreach & Partnership (Positioning, Partnership & Pizzazz!)

1. The OCPM team suggests that the State Library should place highest priority on improving the appearance and functionality of the website. Improvements are needed which will not only improve the attractiveness of the website, but also improve the layout and functionality. For much of the customer base, the website *is* the library. Suggestions and additional resources for website improvement are listed in Appx _.
2. The State Library Building offers desirable amenities and services which continually attract new people into the building. However the building itself does not invite people to explore or discover more about the other services offered. Too much blank wall space presents a stark, dated, and unwelcoming feeling. Random posters, some promoting the same thing seem to be haphazardly posted. Racks holding periodicals in the foyer area are empty or contain outdate materials. We recommend that the entire space be evaluated with the goal of creating a more inviting, updated image, and utilizing wall space for strategically placed posters, artwork, or other images. Ceiling banners can be used to visually lower the height of the ceiling and camouflage the odd ceiling structure within the stacks.
3. Building Relationships – Based on the strategic priorities and core services the State Library wishes to promote, there will be need for agency-specific relationship building. Depending on the nature of the past relationship or desired future relationship, the State Library should elect certain representatives to build and foster relationships. This type of message-specific, targeted outreach should be conducted with the hopes of creating partnerships in joint ventures, and removing barriers that may be preventing state employees within certain agencies from accessing library resources (policy or technology constraints). The State Library could also use this opportunity to learn more about the specific research needs of the individual agencies and work on improving their collections (journals and other resources) to meet those needs.
4. Greater Partnering with the Kent State School of Library Science – The State Library could do more in conjunction with the students enrolled in the study of library science. The State Library is the perfect laboratory for conducting pilot projects and student-led research. Students could

assist the library in creating marketing materials, strategically plan outreach efforts, and evaluating programs and services.

5. Use customer input to guide future outreach and service development - The good news is people who know how to access library services and have had positive experiences are *very* supportive of the library staff and services. The key may be building up a pool of these satisfied customers to assist in providing specific feedback on specific services. As with any “test market”, they can offer the valuable outside opinions on the functionality and usefulness of a service, and also assist in promoting library services within their individual agencies. Word-of-mouth sharing has been a historically effective way of promoting the library as one satisfied customer tells another.

6. Take Advantage of the Times – With the economic downturn, the needs of many State Library customers are changing. If the State Library can position themselves as a partner in providing needed services, perhaps they can align their job search/job preparation training with state agencies servicing displaced workers.

7. Consider Partnership with a Non-Profit – If the State Library can create or align with a non-profit group who can receive grants or conduct revenue generating activities this could be a revenue source for future marketing efforts.

State Library of Ohio SWOT

Strengths:

Staff, relevant programs, unique resources

Central Columbus location with ample free parking

Dedicated, committed, experienced staff who are knowledgeable in their field. State Library has highly qualified research librarians to assist state employees by answering research questions, locating and sending resources and documents, teaching how to find resources, and recommending relevant library materials.

Access to a wide range of resources, online databases, gov't documents, and materials through OhioLink

Status as a federal and state depository and historical materials in document collection

Library and state agency staff who use the library are pleased with the results

Three small and two large meeting rooms available to state employees and libraries free of charge as well as a training lab. Meeting rooms attract a regular stream of people visiting the State Library building to attend a meeting. Library has wi-fi available and PCs open to the public.

Meeting room amenities with video conferencing, technical support for meeting

ADA compliant facility with 0% incline

Daily, direct delivery to all state facilities via courier service for free

6000 square feet of space devoted to Kent State University Library Science Program (via MOU).

Contracted up front flat-fee statewide delivery system for public and school libraries to enable resource sharing across the state.

Partnerships with state agencies and library organizations to help pool resources

Loyal customers

Thoughtful, not-reactionary leadership which value their staff and allow them to make decisions without fear of retribution.

Circulation and talking book staff are committed to doing the best job possible.

Partnerships with other state agencies to assist them in reaching all Ohio residents through public libraries.

Weaknesses

Lack of communication between state library department and/or staff as to what they are doing.

Lack of marketing and promotion of the State Library and its service, particularly targeted and or customized marketing

Lack of visibility due to location

Limited and or lack of marketing budget

State library staff has decreased due to budget restrictions, retirement

State government bureaucracy and having to deal with “flavor of the day”

Lack of access to all state employees to be able to send information on St. Library resources.

Certain departments in the State Library lack the leadership and coordination which would enable decision-making.

Website – no oversight group to guide development; no detailed explanation for programs and services, unattractive design and layout which overwhelms readers with text and hyperlinks. No functional structure to promote ease of finding needed information. Stagnant header/visual design, navigation is frustrating and does not use pull down menus or other means of facilitating searches.

Subscription databases are difficult for users to navigate, even with training

Current marketing strategies are geared towards pushing out information without regular diagnosis of market/customer needs or feedback. Various means of communication exist however the lack of a marketing plan or strategy limits effectiveness and responsiveness

Staff members are moved to fill vacant positions to help them keep a job, but they may not be the best qualified.

Some staff members are doing the work of 2-3 people but others with the same job title appear to be doing the work of less than one.

No strategic or business plan for the State Library

Visitors are not drawn into the stacks. Visitors who attend the state library for meetings only experience the value of the meeting room and free parking without seeing the extent of library services available.

Boring interior library décor does not effectively use the wall-space for promoting services.

No training budget for state library, employees are encouraged to use developmental funds.

Opportunities:

Partnerships within state agencies and cross-departmental collaboration within State Library staff.

Better use of staff talent and knowledge by allowing cross training

Targeting marketing to agencies or departments within agencies to sell St. Library services

Having KSU provides opportunities through partnerships and shared programs

Having meeting rooms allows space and opportunity for marketing either with a face to face presentation or static displays (poster) to advertise programs.

As other state agencies cut their staffing, there is the opportunity and need for research staff to do research for other agencies.

Facilitate state-employee access to databases and other services by addressing technology hurdles and training needs.

State library can use existing outreach services to further promote themselves and increase visibility of services offered.

State library can continue to find low cost and innovative ideas through current staff levels to increase outreach programs to increase services and information to state employees.

23% of state employees have library cards. 77% of state employee may be unaware that the state library exists.

Sharing of library resources among all types of libraries. State Library is in a unique position to facilitate sharing between libraries who currently do not share resources.

Maintain a steady, consistent approach to long term program planning

Continue to improve security within facility and network infrastructure.

Provide more opportunities for mobile and remote access to state library service/products.

Assist newly elected and existing policy makers with the information and resources necessary for them to improve Ohio's economic condition.

Expand access to collections through expanded sharing of catalogues.

Recent new hires are highly skilled, ambitious, team-oriented, and customer service oriented.

Use cross training of all library staff, fiscal mentioned specifically, to enable more flexibility and more involvement of various staff members for committee-based work or internal job transfers.

State library is under new leadership, giving the opportunity to repair relationships within the Ohio library community.

Prime location of state library should be promoted even more, to draw people to the facility.

Threats:

Budget cuts have hurt and more are looming, threatening the quality of service and staffing levels.

Many states have the state library incorporated as part of a larger agency (Education, Secretary of State). Loss of autonomy if this happened would be detrimental.

One of the national characteristics of libraries is that they are not good at marketing or incorporating business models.

The misconception that Google and the internet can adequately fulfill research needs.

Non-visibility to other state agencies could result in reduced budget for perceived value would be lower or non-communicated.

New services cannot be considered unless an existing one is scaled back or discontinued.

The misconception that libraries will be irrelevant in the future. If this attitude is not addressed and the library does not change with the times, they will not be competitive.

The state library needs to provide core services, programs and products and continuing to do those things well while discontinuing services that are not funded or resources sufficiently or no longer important to the customer.

Intentional or accidental compromise of networked/electronic resources

State Library has had a significant number of retirements and a large number of relevant retirements coming within the next 4-6 years. Loss of institutional knowledge would be difficult.

Uncertainty about future of library makes it difficult to attract and hire individuals

Ohio shared services will reduce library staff.

The state library has 70 employees. If services are marketed effectively and result in dramatic increases in demand for service, the library may be unable to meet the increased need.

New leadership in government may not value state library services. Mission and goals of the state library should be indentified and fine-tuned to carve a targeted niche and identify services that will be unique among the competition.

State Library of Ohio Group Project Team



Jeff Coffman
Department of Mental Health
Northcoast Behavioral Healthcare
1756 Sagamore Rd.
Northfield, Ohio 44067
330-467-7131 x751166

Bobbie Doneghy
State of Ohio Bureau of Workers' Compensation
31 W. Spring St. 24th Floor
Columbus, Ohio 43215
614-644-7113

Lorraine Krzyzewski
Columbus Watershed Management
7600 Sunbury Rd.
Westerville, Ohio 43081
614-645-1748

Eric R. Smith
State of Ohio Department of Transportation
7887 St. Rt. 124
Hillsboro, Ohio 45133
740-774-9025

M. Trent Williams
City of Portsmouth
Office of the Auditor
728 Second St.
Portsmouth, Ohio 45662
740-354-7512

Team Charge

- Background
 - State Library of Ohio (SLO) is a resource for ALL State agencies as well as other libraries and Ohio residents
- Project Description
 - Research, analyze and determine the best way for the SLO to promote and market its services and resources to state employees
- Project Goal
 - Increase awareness and usage of the SLO and what it has to offer
 - Create a marketing plan

Team Process

- Action Plan
 - Define team roles
 - Toured SLO facility
 - Develop team charter and timelines
 - Gather current marketing materials of SLO
 - Hold regular group meetings
 - Interview SLO staff
 - Conduct a survey
 - Compare other state and local library websites
 - Complete a SWOT analysis

Team Dynamics

- Myers-Briggs Personality Types
 - 3 ISTJ's...Introverts, Sensing, Thinking, Judging
 - 2 ESTP's...Extroverts, Sensing, Thinking, Perceiving
 - Similarities: Analyze pros/cons and compare options. Get caught up in the details; slows down the process
 - Differences: ISTJ's work on a schedule; ESTP's are more flexible
- Location of Team Members
 - 2 in Columbus, 1 in Cleveland, 1 in Hillsboro, 1 in Portsmouth
 - Disparity in distances; team members located throughout State of Ohio
 - More difficult to meet regularly

Benefits to SLO

- Marketing Plan
- Increased website traffic
- Increase in visitors to SLO
- Increase in usage of SLO services and/or resources
- Potential \$146K+ savings to State of Ohio for meeting room usage
- Recommendation to implement a Strategic Plan
- Redirection to focus on the SLO Mission

State Library 101

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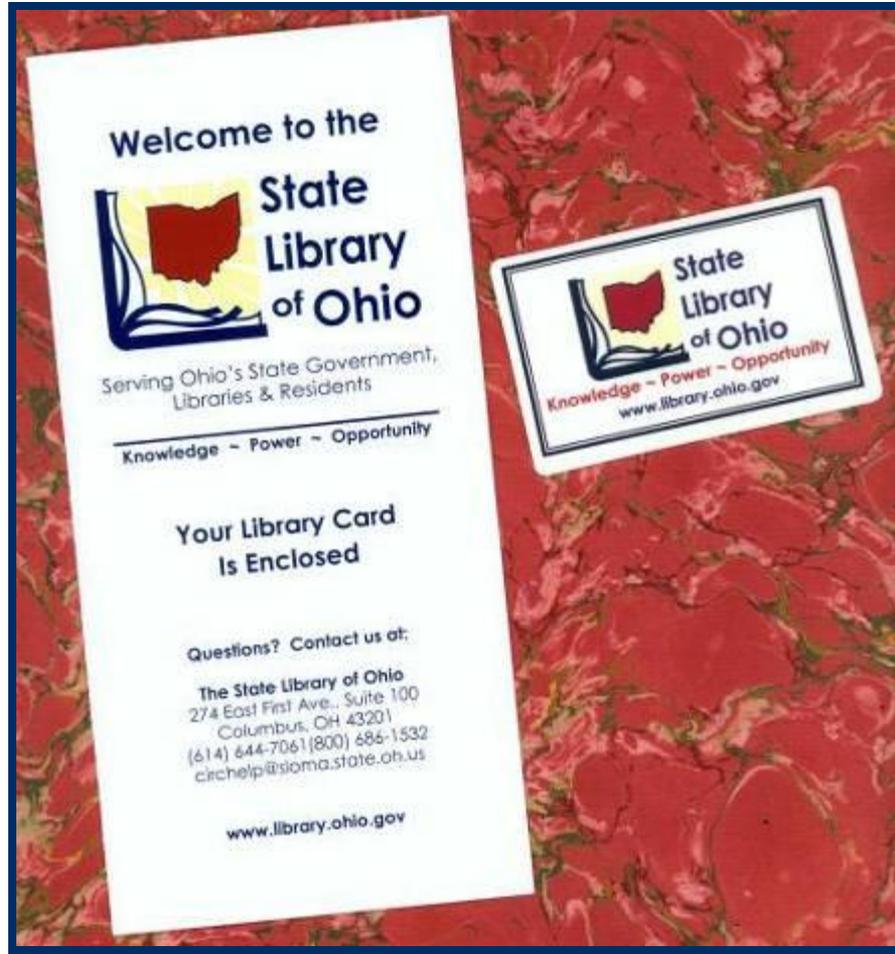
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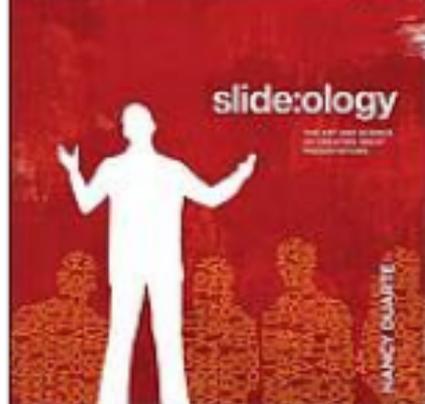
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Bibliography of Native North Americans (BNNA) is a bibliographic database covering all aspects of native North American culture, history, and life. This resource covers a wide range of topics including archaeology, multicultural relations, gaming, governance, legend, and literacy. BNNA contains more than 133,000 citations for books, essays, journal articles, and government documents of the United States and Canada. Dates of coverage for included content range from the sixteenth century to the present.

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Image Quick View

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- Session Laws Library
- Subject Compilations of State Laws (1960-2010)
- Treaties and Agreements Library
- Trends in Law Library Management and Technology
- United States Code
- U.S. Attorney General Opinions
- U.S. Federal Legislative History Library
- U.S. Presidential Library
- U.S. Statutes at Large
- U.S. Supreme Court Library

Title Lookup [Help](#)

This Account

- User Name: State Library of Ohio
- [Log Out](#)
- [Log in as a different user \(which may have different access privileges\)](#)
- [Use section 508 compatibility mode](#)



**Congressional
Search Forms**

Congressional Publications

[Basic Search](#) [Advanced Search](#) [Search By Number](#) ?

Enter search



LexisNexis®

**Search for Other
Information**

> [Statistical](#)

<input type="checkbox"/>  Hearings (1824-present)	<input type="checkbox"/>  Serial Set Maps (1789-1969)
<input type="checkbox"/>  House & Senate Documents (1817-present)	<input checked="" type="checkbox"/>  Serial Set (1789-present)
<input type="checkbox"/>  House & Senate Reports (1817-present)	<input type="checkbox"/> 'Serial Set Only' options

Restrict by

Date:
 1789 to present

Congress:
 1(1789-1791) to 111(2009-2010)

Select a Database to Search

Business Databases

Consumer Databases

U.S. Businesses
[\(More Info\)](#)

14 Million Businesses



QUICK SEARCH

CUSTOM SEARCH

Canadian Businesses
[\(More Info\)](#)

1.5 Million Businesses



SEARCH

U.S. Healthcare
[\(More Info\)](#)

855,000 Physician & Dentists



SEARCH

New Features

New Data Elements

- Map based geography search
- Neighborhood Data
- Business Expenditures
- Corporate and/or Location Employee Size
- Corporate and/or Location Sales Volume

Other New Features

- New Look and Feel
- Faster Results
- Enhanced Phone Number Search in the Quick Search
- Single Custom Search Page

U.S. Businesses

This database of 14 million U.S. Businesses contains verified, accurate data and is updated monthly. Plus this is the only business database enhanced with more than 20 million phone calls per year.

Selection Criteria include:

Job & Career
Accelerator™
Find A Job!

[more info](#)

Learning Centers

Students



Elementary School

[more info](#)



Middle School

[more info](#)



High School

[more info](#)



College Preparation

[more info](#)



College Students

[more info](#)



Computer Skills

[more info](#)



GED Preparation

[more info](#)



Workplace Skills

[more info](#)

Welcome to LearningExpress Library!

Whatever your goal, LearningExpress Library's resources will help you succeed. Each of our Learning Centers offers the practice tests, exercises, skill-building courses, and information you need to achieve the results you want—at school, at work, or in life. Looking to land a job? You'll find an entire Learning Center dedicated to helping you get the one that's right for you.

Get Started Now!



Choose a Learning Center on the left to begin exploring. . .

-or-



. . . [click here](#) to browse the complete list of Learning Centers.

Returning User Login:

Username:

Password:

New Users:

Begin using LearningExpress Library now!

News at LearningExpress Library

- ✔ **New Practice Tests Now Available for Careers in:** [Electrical](#), [Plumbing](#), [Air Traffic Control](#), and [Military Aviation](#)
 - ✔ **24 New eBooks Now Available** including titles to help prepare for careers in Civil Service, Education, Allied Healthcare, and more.
 - ✔ The **Job Search & Workplace Skills Learning Center** will help you:
 - Craft the resume that will get you hired
 - Strengthen your job search, interviewing, and networking skills
 - Achieve career success
- Visit the **Job Search & Workplace Skills Learning Center** now.

What Do I Do Now?

- ❓ **Help Center:** [Visit the Library Help Center.](#)
- ❓ **Guided Tour:** [Take a guided tour of LearningExpress Library.](#)

Search: **Bill Text** | [Ohio Revised Code](#) | [Documents](#) | [Comprehensive Search](#) | [50 State Search](#)

Calendar & Events

- Upcoming Meetings & Events
- All Committee Schedule
- Short Form Agenda
- Journals & Session Calendars
- Events This Week
- The Week in Review

Campaigns & Elections

- 2010 Election
- 2009 Election
- 2008 Election
- 2006 Election
- Secretary of State Directives
- Secretary of State Memoranda
- Secretary of State Advisories

Breaking News & Updates

Unemployment Falls in August

According to the Ohio Department of Job and Family Services, Ohio's unemployment rate was 10.1 percent in August, down slightly from 10.3 percent in July. Read more in Friday's *Hannah Report*.

Quinnipiac: Portman Up 20 Points

According to Quinnipiac, Republican Rob Portman holds a 20-point lead over Democrat Lt. Gov. Lee Fisher in the U.S. Senate race. Read more in Friday's *Hannah Report*.

Strickland Down 17 Points in Quinnipiac Poll

A new likely voter poll from Quinnipiac University shows Gov. Ted Strickland behind Republican challenger John Kasich by 17 points. Peter Brown, assistant director of the Quinnipiac Polling Institute, described a very unhappy and angry electorate and said the best news for the governor is that there are seven weeks until Election Day and the electorate is volatile. Read more in Thursday's *Hannah Report*.

Ohio Legislative Commission on the Education and Preservation of State History Final Report

Local Government Reform Commission Report

[Draft Version of the Final Report, Subject to Final Edits](#)

Budget Planning & Management Commission Documents

[Testimony of J. Pari Sabety, Director - OBM](#)
[Council of State Governments - Ohio Report Card](#)
[NCSL Presentation](#)
[Council of State Governments - Economic Dashboard](#)
[Letter From Representative Vernon Sykes \(7/12/2010\)](#)

Find a Bill:

General Assembly:

Bill No.

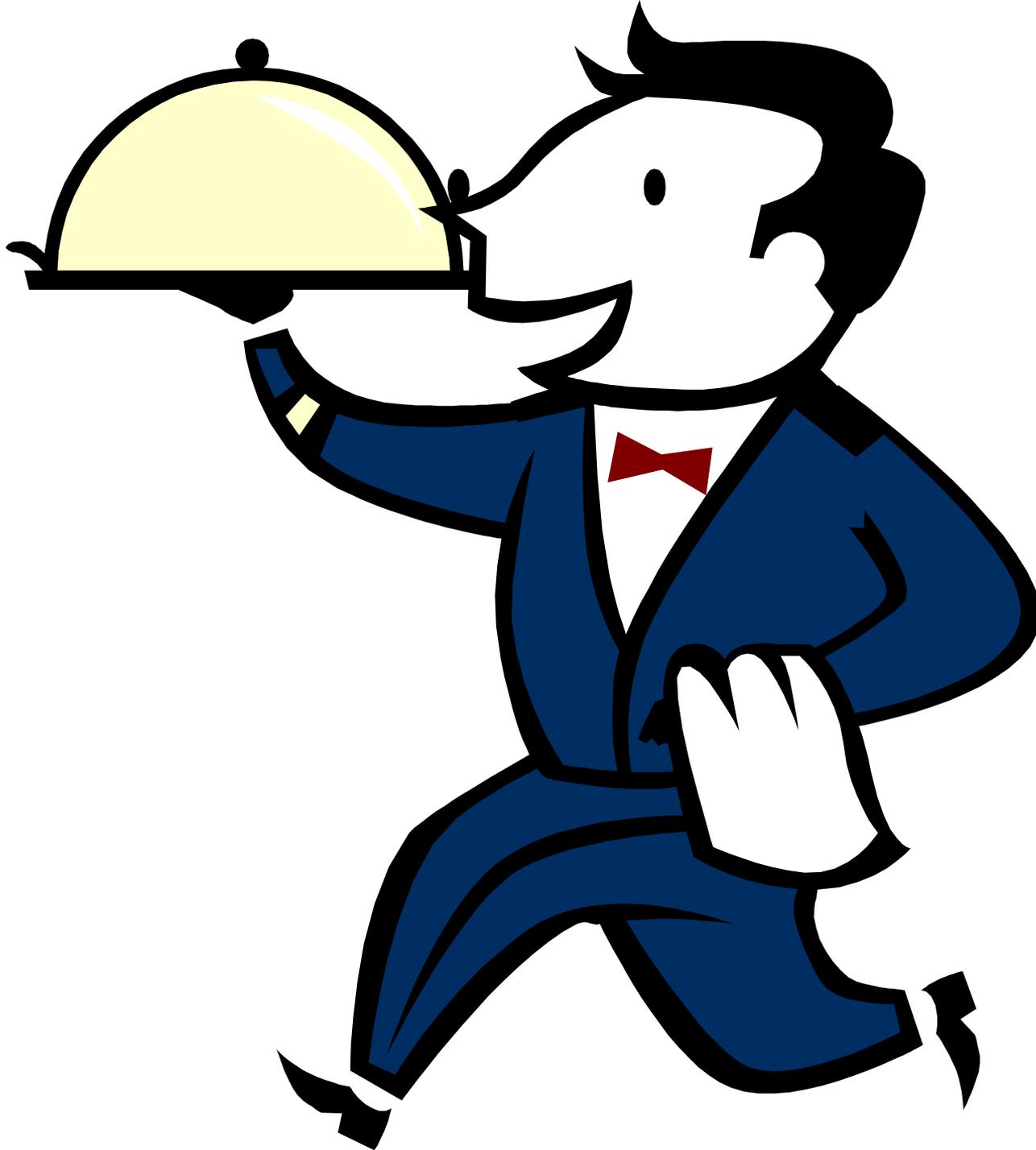
Enter Bill as HB34, SB307

- » [Bills Introduced This Week](#)
- » [Bills Introduced 1 Week Ago](#)
- » [Bills Introduced 2 Weeks Ago](#)
- » [Bills Introduced 3 Weeks Ago](#)
- » [Legislative Status This Week](#)
- » [My Bills](#)

Documents

- » [Executive Orders](#)
- » [State of the State Addresses](#)
- » [Ohio Supreme Court](#)
- » [U.S. Supreme Court](#)





Library Training Sessions:

*Google 102

*eBooks & Audiobooks

*Government 2.0

*LexisNexis

*Agency Specific

*Google 101

*ReferenceUSA

*Quick Information Sources

*eJournals

*Government Documents Online



Stay Current

**with the State
Employee**

Listserv



The wisest mind has something yet to learn. ~ George Santayana

News You Can Use

Volume 4, Issue 9

Government Information You Can Use

From Ohio's Regional Federal Depository Library

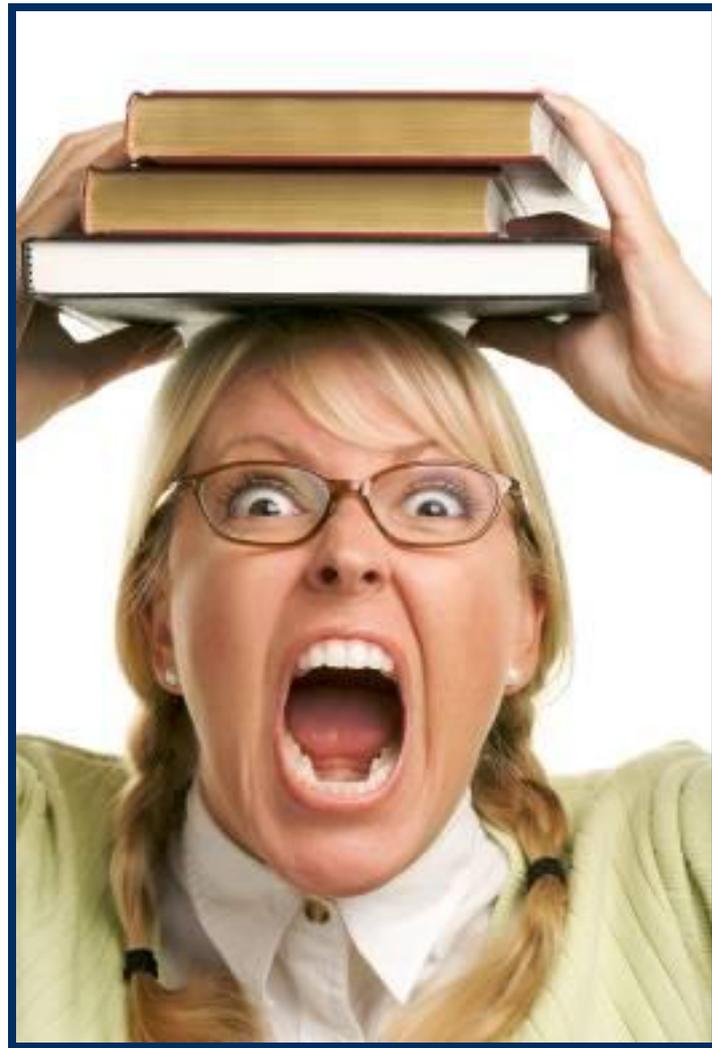
Volume 1, Issue 1

Free Parking!



But Wait- There's More!

Westlaw®





THE BEATLES stereo

HELP!



A close-up photograph of a black car seat. In the center of the seat, there is a blue triangular graphic. Inside the triangle, the text "DON'T ASK ME..." is printed in white, uppercase letters. The seat is surrounded by a person's legs, and the overall lighting is dim, with some highlights on the seat's surface.

DON'T
ASK
ME...



ASK A LIBRARIAN!

refhelp@library.ohio.gov

State Employee - Patron Registration Form

All information provided is for State Library use only and will not be shared with others.

Please complete all asterisked (*) items

Contact information

* First Name

* Last Name

Work Information

For state employees, borrowed materials can be delivered and returned through interdepartmental mail. The following information is needed for this purpose as well as providing contact information in case there are difficulties in processing the registration or with delivery of materials.

* Work Email

* Work Phone

Format: (nnn) nnn-nnnn

* Agency (Select your agency from the pull-down list)

Accountancy Board of Ohio	▲
Ohio Adjutant Generals Dept	
Ohio Dept of Administrative Services	
Ohio Bureau of Acute and Long Term Care	
Ohio Commission on African-American Males	▼

Division/Dept

Room/Floor#

State Library 101

What we can do for you?



Review of SWOT and Survey

S.W.O.T.

- Strengths
- Weaknesses
- Opportunities
- Threats

S.W.O.T. Assessment

- State Library of Ohio
- Project Team

Strengths

- Staff
- Meeting Rooms
- Daily Delivery
- Library Services

Weaknesses

- Budget Restrictions
- Awareness/Visibility
- Staff
- Access to State Employees

Opportunities

- Develop Partnerships
- Resource Sharing

Threats

- Budget Cuts
- Low utilization by other agencies
- Staff Loss
- Internet

Survey

- Sent to HR Directors for all Agencies
- Results from many agencies
- 13 Questions
- 599 Responses

Question 1

I use the State Library services for the following (select all that apply):

Answer Options	Response Percent	Response Count
Meeting space	10.2%	61
Training/educational opportunities	8.8%	53
Reference	15.9%	95
Borrowing materials	18.9%	113
I do not use the State Library	64.9%	389
	<i>answered question</i>	599
	<i>skipped question</i>	0

Question 4

I currently have a State Library card:

Answer Options	Response Percent	Response Count
Yes	32.8%	195
No	56.6%	337
Maybe, I know had one at one time	10.6%	63
	<i>answered question</i>	595
	<i>skipped question</i>	4

Question 5

I am aware that the State Library offers free help with the following (select all that apply):

Answer Options	Response Percent	Response Count
Preparations for college	13.7%	81
Preparing for the GED	13.9%	82
Computer skills	20.1%	119
Occupational practice tests	11.8%	70
Workplace skill improvement	14.7%	87
I was not aware of these services before now	75.3%	445
	<i>answered question</i>	591
	<i>skipped question</i>	8

Question 7

The percentage of work time you spend on research:

Answer Options	Response Percent	Response Count
Zero - research is not part of my job	20.4%	120
1-10%	35.6%	209
11-25%	23.7%	139
26-50%	13.8%	81
More than 50%	6.5%	38
	<i>answered question</i>	587
	<i>skipped question</i>	12

Question 8

What is your preferred resource for work-related research or information gathering?

Answer Options	Response Percent	Response Count
Google or other internet search engines	64.6%	379
The State Library/State Library Website	3.2%	19
Public Library	1.7%	10
Professional journals or publications to which I or my	13.8%	81
My state agency library	2.6%	15
N/A - research is not part of my job	14.1%	83
	<i>answered question</i>	587
	<i>skipped question</i>	12

Question 9

Which of the following has prevented or limited your use of the State Library services? (select all that apply)

Answer Options	Response Percent	Response Count
I was unaware of the services they offered	57.4%	334
It is not convenient - I can do it faster on my own	15.1%	88
I do not know how to access their services	24.1%	140
I can find better quality information elsewhere	2.1%	12
Nothing - I am satisfied with the services provided by	17.7%	103
Other (please specify)	11.3%	66
	<i>answered question</i>	582
	<i>skipped question</i>	17

Question 11

Did you know that state employees can access full-text journal articles online through “OhioLINK”?

Answer Options	Response Percent	Response Count
Yes, I have used “OhioLINK” to access journals or	12.5%	73
I was aware of “OhioLINK” but have not used it	16.5%	96
No, I was not aware of OhioLINK	71.0%	413
	<i>answered question</i>	582
	<i>skipped question</i>	17

Question 12

The State Library offers many services, some exclusively for state employees. Listed below are some of those services. Please check the services you are aware of:

Answer Options	Response Percent	Response Count
Access to an online library catalog of approximately 2	54.8%	190
The State Library can scan certain materials and send	19.0%	66
On-line patron registration, book requesting, and	46.4%	161
No charge use of conference and meeting rooms	35.2%	122
Provide online access to audio e-books	22.2%	77
Wi-fi access throughout the state library facility	18.2%	63
Free classes on searching the internet and using State	20.7%	72
Access to work-related books or journal articles from	39.2%	136
Access from work or home to full-text magazine &	25.9%	90
Requested books from any library can be delivered to	48.7%	169
Ability to request popular books from other libraries	39.5%	137
Provide on-site internet training at your state agency	12.7%	44
Get your questions answered after your normal	15.9%	55
<i>answered question</i>		347
<i>skipped question</i>		252

Question 3

I visit the State Library website:		
Answer Options	Response Percent	Response Count
Monthly	21.2%	126
Weekly	3.7%	22
Daily	0.3%	2
Never	74.8%	445
<i>answered question</i>		595
<i>skipped question</i>		4

A Review of the State Library of Ohio Website

CPM Cohort #42

Bobbie, Lorraine, Jeff, Eric, & Trent

Topics to Discuss

- Website & Usability Importance
- Summary of SLO website rated per “Sinking or Swimming” Ref 1
- Specific areas for improvement

Why is the Website Important?

- ***“Homepages are the most valuable real estate in the world. Millions of dollars are funneled through a space that’s not even a square foot in size. The homepage’s impact is far greater than simple measures of e-commerce revenues; the homepage is also your company’s face to the world. Increasingly, potential customers will look at your company’s online presence before doing any business with you...”***

--From Homepage Usability: 50 Websites Deconstructed by Jakob Nielsen and Marie Tahir

What is Usability?

*“On the Web, usability is a necessary condition for survival. If a website is difficult to use, people **leave**. If the homepage fails to clearly state what a company offers and what users can do on the site, people **leave**. If users get lost on a website, they **leave**. If a website's information is hard to read or doesn't answer users' key questions, they **leave**.”*

-From Jakob Nielsen's Alertbox

Ratings - Sinking or Swimming?

Laura Soloman used 61 criteria to rate a website.
The criteria are arranged into 13 categories.

Our unofficial review & score of the
State Library of Ohio Website is:

46 of 61 criteria passing

12 failing

3 N/A

- SLO Website Score is 80% - at the minimum passing score but 95% is ideal.

Content Writing: Do We Know How to Write for the Web?

- **Score 3/7 - Fail**
- **Don't use clever phrases or marketing lingo.**
- **Spell out abbreviations & acronyms.**
- **Use patron-focused language.**
- **Avoid repeating links on the homepage.**

Screenshot Repeated Links

The screenshot shows a web browser window displaying the State Library of Ohio website. The browser's address bar shows "State Employee Resour...". The website header includes the State Library of Ohio logo and a search bar. The navigation menu contains links for Home, State Employees, Libraries, Residents, SEO Library Center, and Media Center. A left sidebar titled "Primary links" lists various services, with several items highlighted by black boxes and connected to the main content area by a black line. The main content area is titled "State Employee Resources" and includes a list of services, desk hours, a "Links" section, and a "What's New for State Employees" section with a newsletter sign-up and a blog feed.

State Library of Ohio

Home State Employees Libraries Residents SEO Library Center Media Center

Primary links

- Home
- State Employees
 - Ask A Librarian
 - Current Awareness Services
 - Continuing Education Calendar
 - Federal & State Documents
 - Journal Table of Contents Alerts
 - Listservs
 - Publications
 - Research Services
 - Schedule a Meeting Room
 - StateLib Listserv
 - Topical Selection Alerts
 - Training
 - Training Resources
- Libraries
- Residents
- SEO Library Center
- Media Center

Home » State Employees

State Employee Resources

State Library of Ohio Services to State Government

- Provides work-related research and reference services to state legislators and state employees
- Serves as Ohio's only full regional depository for federal documents and the depository for Ohio state agency documents
- Provides interlibrary loan services
- Provides meeting space and a computer training lab at no cost
- Provides instruction on use of library resources

Desk Hours: 8am-5pm Monday - Friday

Links

- Get a State Employee Library Card
- Search for Books and Other Items
- Recently Added to the Collection
- Reserve a Meeting Room
- Research Services (Reference Help)
 - OhioLINK Resources
 - EJC
 - eBooks
 - Learning Express Library
 - Current Awareness Services
 - Ohio eBook Project
 - Ohio Libraries Share: MORE
 - Library Training Resources & Events
 - Digital and Special Collections
 - Government Documents
 - Electronic Reference Resources (State employees only -- Access FAQ)
 - ReferenceUSA
 - Gale databases
 - HeinOnline
 - Ohio Newspapers

What's New for State Employees

Newsletter: News You Can Use

Recently posted on our Blog ...

- Technical Reports Alerts on the Topics of Your Choosing
Technical Reports Alerts on the Topics of Your Choosing The National Technical Information Service (NTIS) of the U.S. Department of Commerce gathers a...
- State Employees... did you know HeinOnline has long journal runs?
HeinOnline Has Long Journal Runs Have you found the journal you need online, but coverage doesn't go back far enough? HeinOnline is a terrific sou...
- This Day in History... Pearl Harbor Attacked
On December 7, 1941 Japan attacked United States Navy's battleship force at Pearl Harbor. Examples from our federal government documents collect...

Screenshot – Lingo, abbreviations, Acronyms & Patron Focused Language

The screenshot displays the State Library of Ohio website. At the top, there is a navigation bar with links for Home, State Employees, Libraries, Residents, SEO Library Center, and Media Center. Below this is a 'Primary links' sidebar with a tree view. The main content area is titled 'State Employee Resources' and includes a list of services, desk hours, and a 'Links' section. A 'What's New for State Employees' section features a newsletter link and a blog feed with several entries.

State Library of Ohio

Home State Employees Libraries Residents SEO Library Center Media Center

Primary links

- ▶ Home
- ▼ State Employees
 - Ask A Librarian
 - **Current Awareness Services**
 - ▶ Continuing Education Calendar
 - ▶ Federal & State Documents
 - **Journal Table of Contents Alerts**
 - Listservs
 - Publications
 - ▶ Research Services
 - Schedule a Meeting Room
 - StateLib Listserv
 - **Topical Selection Alerts**
 - ▶ **Training**
 - Training Resources
- ▶ Libraries
- ▶ Residents
- SEO Library Center
- ▶ Media Center

Home > State Employees

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- **This Day in History... Pearl Harbor Attacked**
On December 7, 1941 Japan attacked United States Navy's battleship force at Pearl Harbor. Examples from our federal government documents collect...

Lingo, abbreviations, Acronyms & Patron Focused Language

- Content must be organized.
- New user friendly link words should be used.
- If library terminology must be used then a “mouse-over” should be provided.

The screenshot displays a library catalog interface with a list of movies and a detailed tooltip for 'The Swindle (1997)'. The main table has columns for List Order, Movie Title, Instant, Star Rating, Genre, Expected Availability, and Remc. The tooltip for 'The Swindle (1997)' provides a synopsis, cast, director, genre, and rating information.

List Order	Movie Title	Instant	Star Rating	Genre	Expected Availability	Remc
1	Madagascar		☆☆☆☆	Children & Family	Long Wait	<input type="checkbox"/>
2	The Swindle		☆☆☆☆	Foreign	Now	<input type="checkbox"/>
3	Brothers		☆☆☆☆	Foreign	Now	<input type="checkbox"/>
4	Murderball		☆☆☆☆	Documentary	Now	<input type="checkbox"/>
5	Capote		☆☆☆☆	Drama	Now	<input type="checkbox"/>
6	Riding the Rails: Am		☆☆☆☆	Documentary	Now	<input type="checkbox"/>
7	The Flight of the Pho		☆☆☆☆	Action & Adventure	Now	<input type="checkbox"/>
8	Sophie Scholl: The F		☆☆☆☆	Foreign	Now	<input type="checkbox"/>
9	Blood Diamond		☆☆☆☆	Action & Adventure	Now	<input type="checkbox"/>
10	My Summer of Love		☆☆☆☆	Drama	Now	<input type="checkbox"/>
11	Bewitched		☆☆☆☆	Comedy	Now	<input type="checkbox"/>
12	88 Minutes		☆☆☆☆	Thrillers	Now	<input type="checkbox"/>
13	Roman Holiday		☆☆☆☆	Classics	Now	<input type="checkbox"/>

The Swindle (1997)
Betty (Isabelle Huppert) and her lover Victor (Michel Serrault) make an excellent team when it comes to ripping people off. She seduces and drugs their victims so they can make off with their money in the dark. But when the small-time criminals cross paths with a big-time scheme that involves a Swiss bank account and 5 million francs, they wonder if it's beyond their abilities. This French-language caper marks Claude Chabrol's 50th feature film.
Starring: Michel Serrault, Jean-François Balmer
Director: Claude Chabrol
Genre: Foreign
Rating: NR
☆☆☆☆ 3.2 Our best guess for Robin
☆☆☆☆ 3.0 Member Average

The Website Looks “Busy”

The screenshot shows a web browser window displaying the State Library of Ohio website. The browser's address bar shows the URL www.library.ohio.gov. The website features a navigation menu with links for Home, State Employees, Libraries, Residents, SEO Library Center, and Media Center. A search bar is located in the top right corner. Below the navigation menu, there is a section titled "Find Books and Other Resources" with a search input field, a dropdown menu for "Libraries Worldwide", and a "Search" button. To the right of this section is a logo for "find help in Tough Times".

The main content area is divided into three columns:

- I'd like to...**
 - [Access My Account](#)
 - [Access OhioLINK Resources](#)
 - [Contact Someone at the State Library](#)
 - [Find a Library](#)
 - [Find Books and Other Resources](#)
 - [Get a Library Card](#)
 - [Get directions to the State Library](#)
 - [Search Digital & Special Collections](#)
 - [Sign up for a State Library Listserv](#)
 - [Reserve a Meeting Room](#)
- What's New**
 - [State Library of Ohio Board Meeting - January 27, 2011 Tentative Agenda](#)
 - [Katrina Miday and Joe Atzberger join the State Library of Ohio Staff](#)
 - [The News - 2010 Year In Review](#)
 - [News You Can Use for State Employees – State Library to Host Lincoln Exhibit](#)
 - [Government Information You Can Use - First Quarter](#)
 - This Day in History...*
 - [This Day in History...](#)
January 7, 1953: Truman announces that the US has ...
 - [This Day in History...](#)
January 3, 1959, Alaska admitted to the union as...
- Statewide Resources & Services**
 - [Forever Free: Abraham Lincoln's Journey to Emancipation Exhibit](#)
 - [Calendar of Events](#)
 - [Government Documents](#)
 - [KnowItNow24x7](#)
 - [LearningExpress Library](#)
 - [LSTA Grant Information](#)
 - [Alcohol & Drug Addiction Services Clearing House](#)
 - [Ohio Libraries Share: MORE](#)
 - [Ohio Ready to Read](#)
 - [Ohio Web Library](#)
 - [Sources for Genealogists](#)
 - [Statewide Delivery Service](#)
 - [Talking Book Services](#)
 - [WebJunction Ohio for Librarians](#)

At the bottom right, there is a "Job & Career Accelerator" logo and a link for "Need help finding a Job?". Below this, it says "Follow us on the Web:". The Windows taskbar at the bottom shows several open applications, including Microsoft PowerPoint, Notepad, Adobe Reader, and the State Library of Ohio website.

Westerville's Library Website

Westerville Public Library
RATED ★★★★★ by LIBRARY JOURNAL

126 South State St. Westerville, Ohio 43081 | 614.882.7277
Mon - Thur: 9 am - 9 pm | Friday: 9 am - 6 pm | Saturday: 9 am - 6 pm | Sunday: closed

About Us | Ask a Question | Contact Us | Director's Blog | Help | Library Card Policies

Home | Books | Movies | Music | Explore | Online Collections | eMedia

Search All Collections [Find It!](#) [Classic Catalog](#)

diabetic LIVING slow cooker recipes
SLOW COOKER MAGIC A Seasonal Selection of Family Favorite Recipes LINDA REHBERG AND LOIS CONWAY
Not Your Mother's Slow Cooker Recipes for Entertaining
idiot's guide Slow Cooker Cooking
slow-cooker recipes 120 Satisfying Recipes

more > Slow Cooker Cookbooks

January 2011
Sun Mon Tue Wed Thu Fri Sat
1
2 3 4 5 6 7 8
9 10 11 12 13 14 15
16 17 18 19 20 21 22
23 24 25 26 27 28 29
30 31

My Account
Renew, Pay Fines & more!
[Login](#)

Tax Forms & Information
I ♥ BOOKS
Winter Reading Program for Adults
Jan. 10 - Feb. 19
Click here to sign up!
Computer Classes
Register Now!

Online Services | Features | Library Updates

start | OCPM final presenta... | Microsoft PowerPoin... | Untitled - Notepad | study.pdf - Adobe R... | Westerville Public Li... | untitled - Paint | 7:57 PM

Westerville's Library Website

The screenshot shows the Westerville Public Library website in a browser window. The address bar displays www.westervillelibrary.org. The page is organized into several main sections:

- My Account:** Includes a link to "Renew, Pay Fines & more!" and a prominent "Login" button.
- Top Banner:** Three promotional tiles: "Tax Forms & Information", "BOOKS Reading for Adults Jan. 10 - Feb. 19 Click here to sign up!", and "Computer Classes Register Now!".
- Online Services:** A sidebar menu with "Reservations" (Meeting Rooms, Study Rooms, Cancel a Reservation), "Events" (This Month, Next Month, View Your Registered Events, Cancel an Event Registration), and "Follow Us Online" (social media icons for del.icio.us, Facebook, Flickr, Goodreads, MySpace, RSS, SlideShare, Twitter, WordPress, and YouTube).
- Features:** Three featured items: "GUITAR HERO SHRED OFF" (SATURDAY, JANUARY 22, 1PM TO 3PM), "HOW TO DOWNLOAD eBOOKS & eAUDIOBOOKS" (THURSDAY, JANUARY 27, 7PM TO 8PM), and "BOOK CLUBS 101" (LOOKING TO HOST A BOOK CLUB? WANT TO JOIN ONE OF OURS? JUST CLICK HERE!).
- Library Updates:** A list of recent news items with links: "And the winners are...Newbery & Caldecott medal winners announced!" (<http://tinyurl.com/4wcxzn7>), "Fight cabin fever with homemade science experiments with one of these kid-friendly websites:" (<http://tinyurl.com/487q3gx>), "Just in case...tips for severe weather emergencies & more!" (<http://tinyurl.com/6cd2wfg>), "Do you ♥ books? Do you ♥ prizes? Sign up for our Winter Reading Program!" (<http://tinyurl.com/6b5nqv>), and "Need a laugh? Check out these winners of the Thurber Prize for American Humor:" (<http://tinyurl.com/6dw7uua>). It also includes a "Follow Us on Twitter" link.
- Get Involved:** A footer navigation bar with links: Adopt a Book | Board of Trustees | Donate | Friends of the Library | Library Foundation | Jobs | Volunteer.

The browser's taskbar at the bottom shows the Windows Start button and several open applications: OCPM final presenta..., Microsoft PowerPoin..., Untitled - Notepad, study.pdf - Adobe R..., Westerville Public Li..., and untitled - Paint. The system clock indicates 7:58 PM.

Summary

- Usability would be increased by removing confusing language or providing mouse-overs.
- Website is “busy” repeated links and extra information should be removed.
- The website meets the minimum, but could still be much improved.



State Library of Ohio OCPM Marketing Plan



Overview:



Marketing 101

- Setting Goals
- Creating Awareness
- Target Audiences/Target Messages

BIG PICTURE GOAL:

The State Library of Ohio
will better meet the needs
of state employees of Ohio.

BIG PICTURE PROBLEM:

Of 58,000 state employees,

Only **23%** have library cards.

Goals Refined:

- Increase number of library cards issued to state employees
- Increase awareness and use of specific library programs/services
- Improve and organize communication activities within library staff
- Provide a means to evaluate effectiveness of marketing efforts
- Use innovative approaches to promote sustainable partnerships

GOALS NEED TO BE **SMART**

Goals Refined:

- Increase number of library cards issued to state employees
- Increase awareness and use of specific library programs/services
- Improve and organize communication activities within library staff
- Provide a means to evaluate effectiveness of marketing efforts
- Use innovative approaches to promote sustainable partnerships

GOALS ARE A **START**

- Message:**
- Simple, Easy to Understand
 - Answers the Questions: **What is this?**
Why do I need it?

Positioning:

- Where is the target audience likely to encounter the message?
- Identifying a market niche for product or service using traditional marketing placement strategies - i.e. price, promotion, distribution, packaging, and competition. (wikipedia)
- A strategy involving timing, specific location, the impression created in a viewers mind.

Targeted Audiences.....Targeted Messages

STATE of OHIO EMPLOYEES

```
graph TD; A[STATE of OHIO EMPLOYEES] --- B[All State of Ohio Employees]; A --- C[State Employees Involved in Research]; A --- D[HR Professionals, Training Administrators]; A --- E[Governor's Office, Department Heads]
```

All State of Ohio
Employees

State Employees
Involved in Research

HR Professionals,
Training Administrators

Governor's Office,
Department Heads

Refining The Audience & Message:

All State Employees

Personalized assistance and access to services *exclusively* reserved for state employees will help increase efficiency, opportunity and open doors to learning.

Researchers

The library offers reliable information sources, and skilled research librarians *to assist in identifying and procuring unique and specialized resources*, saving time and effort.

Agency Leadership

The State Library can increase employee *efficiency*, reduce individual agency *costs* through resource sharing, and provide *free training* to employees.

HR/Training Professionals

Library staff can assess agency-specific resource needs and offer library services that can be integrated into their own training programs.

Barriers to Overcome



- Improved curb appeal
- No more “leaky faucets”
- Ready for market



Get the house in order – then put out the WELCOME mat!

Barriers to Overcome

- “Perception is Reality”
- Confusing Jargon
- Overwhelming Content, Uninspiring Presentation
- Website Woes
- Lack of Strategic Direction
- Staffing & Internal Communication Issues
- Insufficient Data for Benchmarking, Tracking Usage

Instituting a Marketing Process

....In 3 easy steps!



Strategic Planning

- Leadership should set direction on core services and priorities for the future.
 - Review and Further Analyze S.W.O.T.
 - Establish core priorities for services/offerings
- Empower library staff in planning & marketing efforts.
 - Build competency & awareness of challenges
 - Facilitate discussion and difficult decision making
 - Foster creative solutions, new thoughts, fresh ideas

Communications & Marketing Team

Initial Tasks:

- Evaluate marketing related skills of current staff members - (public speaking, graphics, document design, web design, event organizing, video production.)
- Evaluate marketing related resources – software, printer access, communication networks
- Using the results of the strategic planning process, establish promotional priorities. Avoid the tendency to promote only new services.
- Identify specific target customers and learn which communication channels they prefer.
- Assess current outreach efforts – leave no brochure unturned!
- Educate the communication & marketing team on the fundamentals of marketing
Employ strategic marketing, not just “promotion”.
- Review available resources through Ohio Library Council, Marketing Library Services, etc.

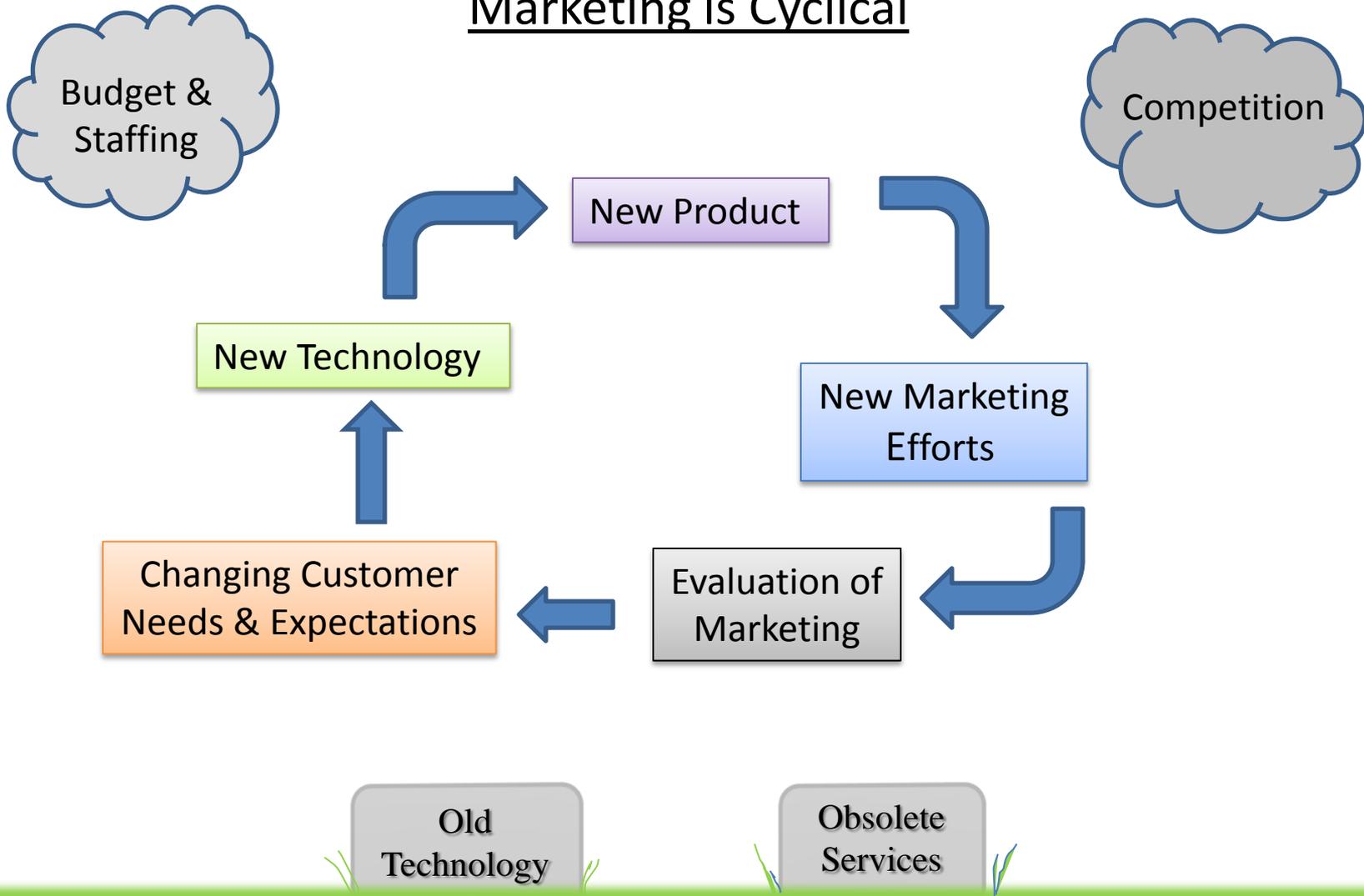
Communications & Marketing Team

Meet as Needed To:

- Provide a forum to educate staff on current trends in library marketing.
- Continue to evaluate the success of marketing efforts.
- Plan for the marketing needs of new programs and services.

Evaluate and Realign Services

Marketing is Cyclical



Evaluate and Realign Services

Cyclical Marketing for Libraries



“OPPPORTUNITY” Awaits!

POSITIONING

PARTNERSHIP

PIZZAZZ!

“OPPPORTUNITY” Awaits!

POSITIONING

- #1 Priority: Use online presence to the fullest.
 Improve layout and function of website.

- #2 Priority: Assess and update the interior of the state library building.
 Add color and interest, and keep it fresh!
 Position eye catching marketing materials in strategic spots.

- #3 Priority: Work to build more identity for the State Library of Ohio through
 logo placement, strategically placed messages, required recognition
 of funding for pass-through grants, event sponsorship.

“OPPPORTUNITY” Awaits!

PARTNERSHIP

1. Build relationships within specific state agencies in order to meet specific needs.
2. Expand the symbiotic relationship with Kent State! Consider the value of student work!
3. Use regular customers as a test market for new products or services, build support and encourage feedback.
4. Take advantage of the economic climate and changing needs of your customer base. Partner with other state agencies to offer job training assistance, resume skills.
5. Consider creating or aligning with a non-profit group who can receive grants, conduct revenue-generating activities, and other benefits of non-profit status.

“OPPPORTUNITY” Awaits!

PIZZAZZ

1. Add visual interest to marketing materials. Avoid text-heavy content.
2. Celebrate your achievements! Recognize your stars!
3. Offer an in-library display area for local artists and library-related school projects.
4. Invite more people into the stacks with visual-draws.

Thank you to all State Library of Ohio staff
who provided generous support
during the course of this study.

Questions?

