QUEENS LIBRARY
EXECUTIVE COMMITTEE
THURSDAY, FEBRUARY 22, 2018

Central Library

89-11 Merrick Blvd., Jamaica, NY 11432

AGENDA

6:30 PM   EXECUTIVE COMMITTEE REGULAR MEETING

I.   Call to Order

II.   Agenda Action Items

1. Authorization with Google for Digital Advertising (ID # 1667)
2. Hours of Service – Holiday Hours Monday, December 24, 2018 & Monday, December 31, 2018 (ID # 1666)

III.   Agenda Report Items

1. Personnel Report (ID # 1664)

IV.   Adjournment

1. Motion to Adjourn (ID # 1672)

Queens Library Board/Committee Item

BOARD/COMMITTEE: Executive Committee

DATE OF MEETING: February 22, 2018

ITEM ID #:   1667

AGENDA: Authorization with Google for Digital Advertising

Background:

This is an action item seeking approval from the Queens Borough Public Library's Board of Trustees to spend $48,000 in FY2018 for digital advertising with Google, Inc. This approval is required pursuant to the Library's Purchasing Policy. The Policy states, in pertinent part, that "[p]rofessional service contracts with an annual cost in excess of $35,000 must be approved by the Board of Trustees."

Google is currently the largest digital advertising platform and reaches nearly the entire population of the greater New York City area. Google's AdWords is an online advertising service, where advertisers pay to display ads on Google's search engine, product listings, websites within their network and video ads on YouTube.

Queens Library's Marketing department has built a robust integrated marketing program to promote the Library's resources, programs and services. The core of the marketing program is digital and consists of email marketing that is tightly coordinated with Queens Library website promotions, digital ads (Google, Facebook, Snapchat and Daily News website), organic social media posts (Facebook, Instagram and Twitter), and printed materials (QL Magazine, flyers, posters and brochures).

The Marketing department utilizes Google advertising for the following scenarios: (1) To promote current programs and services that are challenging to recruit for from our current customer base; (2) To promote new programs and services where we need to recruit specific customers based on their need, interest or demographic; (3) To attract new customers who are not familiar with many of the programs and services provided by Queens Library and acquire their email addresses (lead generation) so that we may promote Queens Library through our email program.

Google is a very effective digital platform that enables Queens Library to launch effective marketing programs. The benefits of Google are: a) large reach; 2) targeting capabilities; 3) cost effectiveness; and 4) immediacy and speed.

The most common payment method for Google and most other digital ad platforms such as Facebook relies on a credit card or a purchase card. Google's advertising platform is a self-service model that is highly automated so that advertisers can manage their own advertising campaigns by creating their own ads, choosing their audience and deciding how much money they want to budget. Many of their advertisers are small- and medium-sized businesses, so Google requires that most businesses pay for their advertising using a credit card or a purchase card. Google will make an exception for organizations that exceed a $10,000 per month spend for three consecutive months. If an advertiser meets this requirement, it can then be switched to an invoice pay method.

Current Status:

In FY2018, the year-to-date spend for Google as of January 2018 is estimated at $21,000. We have planned a budget of $27,000 for the remainder of the fiscal year (February-June) for an estimated total of $48,000 for FY2018.

Programs and services that have been advertised through Google include Battle of the Bands, Lincoln Center programs, Teen Podcast, Teen Leadership Council, Immigration Assistance Program, Young Adult Learners Program, 31-Hour Rockaway event, JBA CWE Job Readiness program, Langston Hughes Literary Arts Festival, Jamaica FEASTS, and Hispanic Heritage Month programs.

For the remainder of FY2018, the plan is to spend approximately $27,000 on the following programs and services.

PROGRAM	ESTIMATED BUDGET
Lead generation (emails)	$13,300
Battle of the Bands	$3,200
HSE	$2,000
Jamaica FEASTS	$1,700
National Library Lovers Month	$1,300
Broken Heart Week	$300
Women's History's Month	$1,200

Black History Month	$1,000
Lunar New Year	$1,000
Immigration Assistance	$800
Tax Help	$700
UPK Ravenswood	$250

We believe that Google and other similar digital advertising platforms are the most effective medium to promote Queens Library. The performance data from FY2018 demonstrates the effectiveness.

Performance of digital advertising is calculated by measuring the results in relation to the overall cost. There are several metrics that are used to measure various aspects of performance to ensure that we are effectively using the limited marketing budget to deliver the most results.

Cost-per-thousand (CPM) is one of the metrics used to measure the efficiency of advertising purchases. This cost is expressed as the cost to purchase 1,000 ad impressions and is calculated by dividing the total cost by total number of impressions dividing by 1,000 (CPM=Cost/(Impressions/1000).

Cost-per-click (CPC) is another metric that is used to measure the efficiency of advertising purchases. This metric is calculated by dividing the <u>total cost by the number of clicks</u> an ad receives (CPC=Cost/Clicks).

Cost-per-lead (CPL) is the metric that is used to measure how efficient we are in converting a click to a lead or registration. This is calculated by <u>dividing total cost by the total leads or registrations</u> (CPL=Cost/Leads).

Impressions are the instances when an ad is displayed.

Clicks are when a user clicks on an ad to take an action after viewing the ad.

Click rate is used to measure the effectiveness of the ad. (Click % = Clicks/impressions).

Leads/registrations are the action when an individual registers for a program, gets a ticket for an event or subscribes to receive emails from Queens Library.

Conversion rate is used to measure the effectiveness of the "offer" of an advertising campaign (Conversion % = Leaders/Clicks)

Google Year-to-Date Performance (July 2017 – January 2018)	
Impressions	6,057,042
Clicks	49,510
Click Rate (%)	0.82%
Leads/Registrations	534
Conversion Rate (%)	1.08%
Cost-per-Click (CPC)($)	**$ 0.41**
Cost-per-Thousand (CPM)($)	**$ 3.39**
Cost-per-Lead (CPL)($)	**$38.47**
Total Cost ($)	**$20,544.80**

Performance Highlights

● Click rate in the digital medium is generally low because users are usually bombarded with ads. Although there is no published industry average, there is an unofficial benchmark of 0.1%. Current click rate for our Google advertising exceeds 0.1% by 8X.

● Conversion rates have stayed relatively consistent and the unofficial benchmark is 1.0%. Above conversion rate exceeds 1.0% by 8%.

● CPM is very cost effective. The average cost is $3.39 for every 1,000 impressions. Print ads in local community papers can cost $750-$1,000 based on a self-declared distribution of 30,000-50,000 which is about $20-$30 CPM.

● CPC of $0.41 is cost effective. Typically, CPC's under $1.00 are considered extremely cost effective.

● CPL of $38.47 is moderately effective. Conversion rates are impacted by several factors besides the advertising. Factors can include the offer, schedule, location, and competition.

Recommended Motion for Consideration by the Executive Committee:

I move that the Executive Committee recommend to the Board of Trustees that the Library be authorized to spend up to the amount of $48,000 for digital advertising with Google, Inc. to promote Queens Library and its various programs and services.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Executive Committee

DATE OF MEETING: February 22, 2018

ITEM ID #:   1666

AGENDA: Hours of Service – Holiday Hours Monday, December 24, 2018 & Monday, December 31, 2018

Background: The following is the present holiday schedule for December 2018.

DAY	DATE	LIBRARY OPEN/CLOSE
Christmas Eve	Monday, Dec. 24	Open
Christmas Day	Tuesday, Dec. 25	Closed
New Year's Eve	Monday. Dec. 31	Open
New Year's Day	Tuesday, Jan. 1	Closed

On Mondays, the Central Library and Flushing Library generally close at 9:00 p.m. and some Branches at 8:00 p.m. Customer activity during these days is typically extremely slow because of the holidays.

Current Status: The President & CEO recommends that the Board of Trustees approve that the library system close early on December 24, 2018, and December 31, 2018.

Recommended Motion for Consideration by the Executive Committee:

I move that the Executive Committee recommend to the Board of Trustees that the library system close on December 24, 2018 at 1:00 p.m. and on December 31, 2018 at 5:00 p.m.

Queens Library Board/Committee Item

BOARD/COMMITTEE: Executive Committee

DATE OF MEETING: February 22, 2018

ITEM ID #:   1664

AGENDA: Personnel Report

Agenda Item: **PERSONNEL REPORT**
                        12/16/17 -1/15/18

The attached Personnel Report is provided for your information as certified by the Director of Human Resources, for the period of December 16, 2017 to January 15, 2018:

- *Appointments*
- *Promotions*
- *Transfers*
- *Leaves Without Pay*
- *Returns from Leave*
- *Separations: Terminations/Resignations*

Attachments:

Accela Bd Report -Dec 16 2017 to Jan 15 2018   (XLS)

APPOINTMENTS:			
Employee Name	**Job Title**	**Position Title**	**Hire Date**
Buechel, Kathleen	Staff Analyst 1	Pre-Kindergarten Teacher's Assistant	1/7/2018
Depeaza, Tiffany	Office Aide 1	Customer Service Representative	1/7/2018
Garland, Jennifer	Senior Librarian 1	General Librarian	1/7/2018
Gluck, Sarah	Senior Librarian 2	Assistant Community Library Manager	1/7/2018
James, Victoria	Librarian 1	General Librarian	1/7/2018
Ruff, Shatiqua	Technical Support Aide 2	Transition Specialist	1/7/2018
Employee Count:	**6**		

PROMOTIONS:					
Employee Name	**Old Job Title**	**Old Position Title**	**New Job Title**	**New Position Title**	**Promotion Date**
Cesar, Marie	Librarian 1	Children's Librarian	Senior Librarian 1	Children's Librarian	1/1/2018
Gaines, Chante	Senior Librarian 1	Children's Librarian	Senior Librarian 2	Assistant Community Library Manager	12/31/2017
Hellmann, Kristin	Senior Librarian 2	General Librarian	Senior Librarian 2	Assistant Community Library Manager	12/31/2017
Employee Count:	**3**				

TRANSFERS:			
Employee Name	**Job Title**	**Position Title**	**Effective Date**
Brooks, Janice	Office Associate 3	Customer Service Supervisor	12/26/2017
Brown, Toni	Office Aide 3	Customer Service Representative	12/17/2017
Coffield, Patricia	Office Aide 3	Customer Service Representative	12/17/2017
Ebron, Jahquana	Office Aide 1	Customer Service Representative	12/17/2017
Grace-Howard, Valerie	Office Aide 3	Customer Service Representative	12/17/2017
Heye, Sayinga	Senior Librarian 2	Assistant Community Library Manager	9/3/2017
Morell, Brian	Principal Librarian 2	Community Library Manager	12/31/2017
Employee Count:	**7**		

LEAVE WITHOUT PAY:			
Employee Name	**Job Title**	**Position Title**	**Last Day Paid**
Chen, Jia-Li	Office Aide 1	Program Assistant, Older Adult Services	1/5/2018
Jenkins-Moore, Zeena	Technical Support Aide 2	Customer Service Specialist	10/31/2017
Long, Carol	Senior Librarian 2	General Librarian	12/16/2017
Employee Count:	**3**		

RETURN FROM LEAVE OF ABSENCE:			
Employee Name	**Job Title**	**Position Title**	**Change Date**
Kelly, Lianna	Senior Librarian 2	General Librarian	1/12/2018
Employee Count:	**1**		

SEPARATIONS:				
Employee Name	**Job Title**	**Position Title**	**Date of Hire**	**Years**
Adesso, Barbara	Senior Librarian 2	General Librarian	12/28/2003	13.91
Barnes, Brian	Library Maintainer	Security Technician	10/16/2016	1.17
Bogdan, Cheryl	Staff Analyst 1	Case Manager, Regional	9/29/2013	3.88
Burrell, Mary	Office Aide 3	Customer Service Representative	6/30/1977	40.50
Coley, Gerald	Library Attendant Guard	Uniformed Security Guard	9/17/2017	0.25
Crawford, Tracy	Senior Librarian 2	Curator	3/19/2001	16.76
Cushnie, Kaseem	Technical Support Aide 2	Customer Service Specialist	10/7/2007	10.25
Delmy, Angela	Technical Support Aide 2	Customer Service Specialist	7/29/2007	9.46
Ennett, Shelley	Staff Analyst 1	Adult Education Volunteer Advisor	9/22/2013	4.31
Mora, Angelica	Senior Librarian 1	Children's Librarian	1/22/2017	0.89
Russo, Joanne	Staff Analyst 1	Lead Pre-K Teacher	8/27/2015	2.28
Singh, Kristen	Office Aide 3	Customer Service Representative	4/17/2005	12.72
Smith, Joy	Library Attendant Guard	Uniformed Security Guard	7/24/2016	1.33
Employee Count:	**13**			

Queens Library Board/Committee Item

BOARD/COMMITTEE: Executive Committee

DATE OF MEETING: February 22, 2018

ITEM ID #:   1672

AGENDA: Motion to Adjourn

Recommended Motion for Consideration:

I move that the meeting be adjourned.