

2017
2019

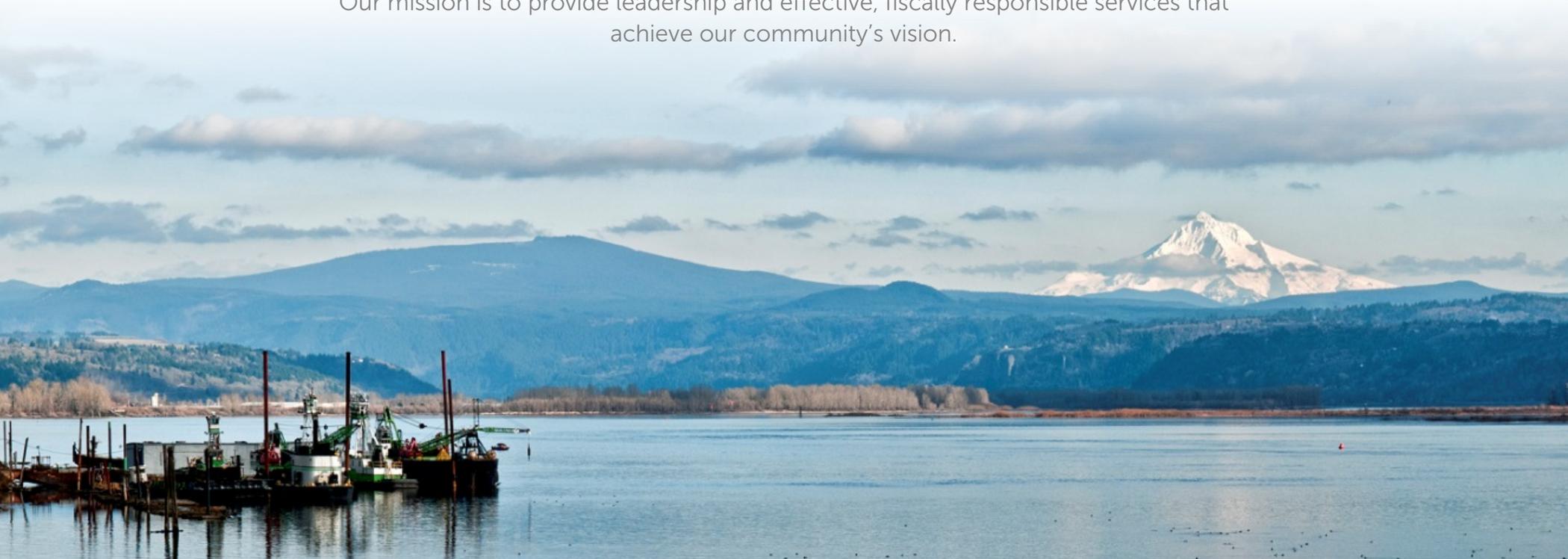


Communications Plan

WE ARE WASHOUGAL.

Washougal is a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

Our mission is to provide leadership and effective, fiscally responsible services that achieve our community's vision.



EXECUTIVE SUMMARY

Introduction

In 2013, the City of Washougal crafted a “road map” to help guide us into the future. The Strategic Plan Roadmap identified four priority goal pillars to focus on in the coming years. In guiding the collective efforts of the City, this Communication Plan will be mindful of two of those pillars, communication and citizen engagement. Through effective application of communications strategies and delivery of a measurable return on the City’s investment in communications, this plan will ensure that all personnel promote excellent services that reflect the strength of the City’s outreach initiatives while supporting the implementation of the City’s strategic plans.

Mission Statement

The City is committed to providing an open and accountable city government through effective communication in order to foster citizen participation.

Principles

To successfully execute the strategies and tasks outlined in this plan, the Communications Team will ensure that our communication activities match the quality of the City in both message and execution.

We will ensure that the effectiveness of our communications will not be measured by output or distribution alone, but by the productive responses we elicit.

Coordination, consistency, and repetition will ensure our messages build equity in the City brand.

We will work with partners throughout the City to build understanding that, although this diverse agency is made up of departments, divisions and public safety, "It's all the City of Washougal."

We will operate in the knowledge that every member of the community can affect our reputation and that effective communication is everyone's responsibility.

We will, in an environment of scarce resources, focus our efforts on strategic audiences who can help the City achieve its goals.

Our communications will be grounded in research that helps us meet our audiences on their own terms.

Goals

In supporting the priorities of the City, the Communications Team will work together with staff throughout the City to achieve three primary goals for 2017-2019.

Community Engagement

Increase public awareness and encourage participation in local government

Branding

Define and implement visual standards that ensure cohesive branding through each department.

Reinforce Credibility

Develop measurable methods for connecting with our core constituencies.

OBJECTIVES & DELIVERABLES

Community Engagement: Expand the City's Reach		
Continue to bolster/increase social media strategy (Appendix A)	Continue website revision and develop strategy	Enhance e-communications
<ol style="list-style-type: none"> 1. Continuing to build our audience using Likes on Facebook and retweets on Twitter to measure our efforts. 2. Getting to know our audience and determine what information is important to our constituents by posting a variety of timely and relevant content, paying close attention to subjects they are most responsive to. 3. Finding ways to engage our constituents through conversations. 4. Monitoring the performance of all channels with metrics and quality to ensure conformance to brand. 	<ol style="list-style-type: none"> 1. Maintain current strategy of posting timely and relevant content throughout each department. 2. Implement website design refresh. 3. Create mobile application that will function alongside the existing website for constituents to be able to report problems within the city (e.g. potholes, down electric lines). 	<ol style="list-style-type: none"> 1. Send out a variety of news items via e-mail to specific lists that constituents have subscribed to via CityofWashougal.us (City Council Agendas, Job Openings, Latest News, Bids & RFPs, Upcoming Events, Utility Billing and City-wide Alerts) 2. Send external communications survey to constituents in order to gather data concerning how residents receive information, how often they use the various tools available and what other means should be investigated to improve communication. (Appendix B) 3. In cooperation with CRESA, begin using Everbridge Mass Notification System to send emergency communications to individuals or groups using lists, locations and visual intelligence.

OBJECTIVES & DELIVERABLES (continued)

Branding: Build a Sustainable Communications Framework		
Centralize communications coordination and develop policies	Coordinate City brand and use for unified portrayal of City Government	Promote ongoing communication training
<ol style="list-style-type: none"> 1. Communications Plan <ol style="list-style-type: none"> a. Reviewed yearly before budget expectations for following year b. Request funding c. Add/remove topics if necessary 2. Create policies as needed <ol style="list-style-type: none"> a. Social media policy for staff b. Social media policy for council 	<ol style="list-style-type: none"> 1. Develop and distribute brand guidelines to all employees <ol style="list-style-type: none"> a. Guidelines define the look and feel of the city and describe how the city brand works b. Includes history, vision, personality and key values c. Extend to everything from using the City logo correctly to a uniform e-mail signature and phone messages to templates for presentations 	<ol style="list-style-type: none"> 1. Train all city employees and council on communication policy and workflow by trigger (Appendix C)

OBJECTIVES & DELIVERABLES (continued)

Reinforce Credibility: Develop Proactive Communications		
Add additional staff	Create internal communications workflow management plan (Appendix C)	Develop measurable methods for connecting with our core constituencies
<ol style="list-style-type: none"> 1. In the spring of 2017, the City hired a Communications Specialist dedicated to developing and preparing a variety of public information material, including social media, web pages, press releases, video features, newsletters, speeches, promotional materials, presentations, informational brochures, video productions and publications. 	<ol style="list-style-type: none"> 1. Define content triggers for how, what, where, when and who will share different types of information 	<ol style="list-style-type: none"> 1. Quarterly analytics for all channels 2. Yearly summary of trends, successes and challenges 3. Identify constituent groups and define whether relationship is strong, existing or weak, then sort groups into three strategies based on these needs: Sustain, Develop, and Explore

CONCLUSION

The City will achieve these goals by consistently providing current, accurate and concise information to the community regarding City of Washougal initiatives, city services, and local issues and events. We will foster an engaging environment with our community by soliciting and proactively implementing feedback we receive from constituents. The City will create external awareness of these goals to the public in a number of ways including our signature special events like the Pumpkin Harvest Festival, Lighted Christmas Parade and Tree Lighting and Easter Eggstravaganza. Additional staff resources and budgetary commitments will need to be made available to see these efforts through.

Implementation of the Communications Plan will fall under the following timeline:

Action	Duration	Budget Year	Funding
Hire Communications Specialist	Completed	2017	General/ Tourism
Present Communications Plan to Council	Immediate	April 2018	n/a
Assess budget needs and modify plan accordingly	Continuous	2017-2019	n/a
Continue to bolster/increase social media strategy (Facebook ads, video series)	Continuous	2017-2019	TBD
Continue website revision and develop strategy (website refresh, replacement, mobile app creation, infrastructure app)	Continuous	2017-2019	TBD
Create internal communications workflow management plan	Mid-Range	2017	TBD
Develop measurable methods for connecting with our core constituencies.	Continuous	2017-2019	TBD
Enhance e-communications (Everbridge, Survey Monkey, e-newsletters)	Long Term	2017-2019	TBD
Coordinate City brand and use for unified portrayal of City government	Long Term	2017-2019	TBD
Train city staff	Long Term	2018	TBD
Create communications policies	Long Term	2018-2019	TBD

APPENDIX

- A. Social Media Strategy
- B. External Communications Survey
- C. Workflow by Trigger
- D. Target Audiences/Constituent Groups
- E. Digital Asset Overview
- F. Calendar of Events

Appendix A: Social Media Strategy

The chart below outlines each of our channels' target audience and specific strategies and metrics for reaching them.

Strategy	City Channel	Target Audience	Action	Metric
	Facebook and Twitter  	All constituents	<ul style="list-style-type: none"> - Posting marketing materials for different events or campaigns - Posting relevant city news such as street improvements, construction updates, community achievements, city awards and weather alerts 	<ul style="list-style-type: none"> - Increase in followers - Post/tweet likes - Engagement (comments, conversations, shares, retweets)
	Core social media and YouTube, Instagram and LinkedIn   	<ul style="list-style-type: none"> - Businesses - Media - Generation X, millennials and Generation Z 	Requires more active engagement: <ul style="list-style-type: none"> - Producing content that serves as real-time interaction - Live posting at events - Conversation engagement - Cultivating partnerships with local organizations to expand reach and cross promotion 	<ul style="list-style-type: none"> - Increase in followers - Mentions by other pages/ organizations
	Washougal Memorial Cemetery Facebook 	All constituents	<ul style="list-style-type: none"> - Explore decommissioning page and changing to a Facebook Place 	n/a

Appendix B: External Communications Survey

CITY OF WASHOUGAL
COMMUNICATIONS
SURVEY

The City of Washougal has a number of communication tools to let you know about what's happening in and around town. These include:

- City of Washougal website
- Our online newsletter
- Our social media pages (Facebook, Twitter, Instagram, Youtube and LinkedIn)
- Public Meetings
- Utility bills

The purpose of the survey was to assess the current level of communication between you and the City of Washougal. The survey will gather data concerning how you receive information, how often you use the various tools available, and what other means should be investigated to improve communications from the City of Washougal and keep you up-to-date on important news such as major policy developments, achievements and issues.

With the above communication tools in mind, please take five minutes to complete the following survey and you will be in the running to win

Appendix C: Workflow by Trigger

Trigger	Methods	Who to Notify	Action
Ground breakings, grand openings and dedications	Social media, website, media	Communications Specialist	Post online, send press release to media
Public safety	Flash Alert	Police Commander and/or Detective	Send out alert
	Social media	Communications Specialist	Post online
City-wide alert	Everbridge	Communications Specialist	Send out via Everbridge
City-wide newsletter	Everbridge/website	Communications Specialist	Semi-annually
Public works updates (street closures, water information, etc)	Website, social media, e-blast	Communications Specialist	Post online, blast out
Bids/RFPs	Website	Public Works Program/Procurement Specialist	Post online and blast out to Bid/RFP email list
	E-blast	Communications Specialist	Blast out
Upcoming meetings and work sessions	Post online, email blast Social media	Assistant to the Mayor and City Administrator Communications Specialist	Upload agendas to website, email blast to City Council Agenda list Post to social media
Special event	Social media, website, media	Communications Specialist	Post online, send press release to media
City awards and recognition	Social media, website, media	Communications Specialist	Post online, send press release to media
Internal announcements (awards and recognition)	Internal employee newsletter, email	Communications Specialist	Include in monthly internal employee newsletter
Internal alerts (emergency)	Email, TBD	TBD	TBD

Appendix C: Workflow by Trigger (continued)

Current City Contacts

Michele Loftus, Communications Specialist: Michele.loftus@cityofwashougal.us; 360-835-8501 x510

Rose Jewel, Assistant to the Mayor and City Administrator: rose.jewell@cityofwashougal.us; 360-835-8501 x602

Jessica Honl, Program and Procurement Specialist: Jessica.honl@cityofwashougal.us; 360-835-2662 x203

Allen Cook, Police Commander: allen.cook@cityofwashougal.us; 360-835-8701 x407

Kate Tierney, Dectective: kate.tierney@cityofwashougal.us; 360-835-8701 x407

Appendix D: Target Audiences/Constituent Groups

This chart illustrates who the City's constituent groups are and the current relationship with them.

Strategy	Group	Definition
	<ul style="list-style-type: none"> - City Council - Schools - Law enforcement 	<p>We have a strong relationship with these constituent groups and should continue to support our efforts with them.</p>
	<ul style="list-style-type: none"> - Business owners - Employees - Media - Disadvantaged groups - Neighboring cities - Faith-based groups - Non-profits 	<p>We have an existing relationship with these constituent groups and should increase efforts to engage with them.</p>
	<ul style="list-style-type: none"> - Citizens/residents - Business leaders - City boards, commissions and committees - Neighborhood organizations - Visitors 	<p>We have a little in-depth specific outreach efforts with these constituent groups and should spend this year researching and exploring engagement efforts for the future.</p>

Appendix E: Digital Asset Overview

CityofWashougal.us

The City of Washougal completed a website redesign in 2015. In our 2016 Community Survey, 40% of residents reported being satisfied with the overall quality of CityofWashougal.us versus 36% in 2014. In the same study, 27% of respondents reported that they receive news and information about city programs, services and events via the website. According to our analytics, typical behavior for users of our site is to land on the CityofWashougal.us homepage then select one of these pages and drill down (listed in order of popularity):

1. Pay Your Bill (Utility Billing)
2. Job
3. Community Crime Map

Social Media

Subscribers (*as of June 2018*):

- City of Washougal Facebook
2,100 likes/2,200 followers
- City of Washougal Twitter
830 followers
- City of Washougal LinkedIn
50 followers
- Washougal Parks and Trails Facebook
1,300 likes/1,300 followers
- Washougal Memorial Cemetery Facebook
60 likes/60 followers
- YouTube
35 subscribers

E-Communications

Notifications that are currently sent out include: City Council Agendas, Job Openings, Latest News, Bids & RFPs, Upcoming Events, Utility Billing and City-wide Alerts

Subscribers (*as of June 2018*):

- City Council Agendas – 300
- Job Openings – 2,300
- Latest News – 2,500
- Bids & RFPs – 2,300
- Upcoming Events – 2,300
- Utility Billing – 2,400
- City-wide Alerts – 2,600

Appendix F: Calendar of Events

January	February	March
<p>Holidays & Special Days New Years Day MLK Day Chinese New Years</p> <p>National Days Jan. 9: National Law Enforcement Appreciation Day</p> <p>Week Observances</p> <p>Month Observances National Blood Donor Month</p> <p>City Events</p> <p>Community Events</p>	<p>Holidays & Special Days Groundhog’s Day Super Bowl Sunday Valentine’s Day President’s Day Mardi Gras (Fat Tuesday)</p> <p>National Days</p> <p>Week Observances National Crime Prevention Week– Second Week of February</p> <p>Month Observances American Heart Month Black History Month</p> <p>City Events</p> <p>Community Events</p>	<p>Holidays & Special Days Ides of March St. Patrick’s Day First Day of Spring Daylight Savings Time</p> <p>National Days National Employee Appreciation Day–First Friday in March National K9 Veterans Day</p> <p>Week Observances National PTA Drug & Alcohol Awareness Week–March 5-11, 2017</p> <p>Month Observances National Women’s History Month</p> <p>City Events</p> <p>Community Events Spring Book Sale</p>

April	May	June
<p>Holidays & Special Days April Fools' Day Easter Earth Day Arbor Day</p> <p>National Days National Walking Day–First Wednesday in April National Beer Day–April 7 National Pet Day–April 11 Admin Pro Day–April 25 National Pet Parents Day–April 29 National Adopt a Shelter Pet Day–April 30</p> <p>Week Observances National PTA Drug & Alcohol Awareness Week – March 5-11, 2017</p> <p>Month Observances Distracted Driving Awareness Month</p> <p>City Events EGGstravaganza Earth Day Drug Take Back</p> <p>Community Events</p>	<p>Holidays & Special Days Memorial Day Cinco de Mayo Mother's Day</p> <p>National Days National Star Wars Day–May 4 Teacher Appreciation Day</p> <p>Week Observances Small Business Week–First full week National Wildflower Week National Pet Week Public Service Recognition Week Public Works Week–May 15 Police Week–May 15</p> <p>Month Observances Mental Health Awareness Month National Water Safety Month</p> <p>City Events Debris Day Memorial Day Ceremony</p> <p>Community Events Pick Up the Burn Whiskey, Wine and Swine Run to Remember Student Stride for Edu.</p>	<p>Holidays & Special Days Father's Day Summer Solstice First day of summer</p> <p>National Days National Doughnut Day–First Friday National Running Day–First Wednesday Nature Photography Day–June 15 National Dump the Pump Day Social Media Day–June 30</p> <p>Week Observances National Gardening Week – First full week National Fishing and Boating Week – First full weekend</p> <p>Month Observances National Great Outdoors Month</p> <p>City Events</p> <p>Community Events Pickleball Tournaments Relay for Life</p>

July	August	September
<p>Holidays & Special Days 4th of July</p>	<p>Holidays & Special Days National Night Out – First Tuesday</p>	<p>Holidays & Special Days Labor Day First day of school</p>
<p>National Days 7/11</p>	<p>National Days National Dog Day-August 26</p>	<p>9/11</p>
<p>Week Observances</p>	<p>Week Observances Drive Sober or Get Pulled Over–</p>	<p>National Days National Read a Book Day–Sept. 6</p>
<p>Month Observances National Picnic Month</p>	<p>August 19–September 5</p>	<p>Week Observances</p>
<p>City Events 4th of July Celebration</p>	<p>National Safe at Home Week– August 22-26</p>	<p>Month Observances</p>
<p>Community Events Weird Beer Festival Motocross</p>	<p>Month Observances National Water Quality Month National Coffee Month</p>	<p>City Events</p>
	<p>City Events Pirates in the Plaza</p>	<p>Community Events Dinner in White Pickle Barrel Classic Heritage Days Oktoberfest</p>
	<p>Community Events Washougal Arts Festival Spartan Run Port Concerts</p>	

October	November	December
<p>Holidays & Special Days Halloween Columbus Day</p> <p>National Days</p> <p>Week Observances National School Bus Safety Week – October 17-21</p> <p>Month Observances National Crime Prevention Month</p> <p>City Events Pumpkin Harvest Festival</p> <p>Community Events WCGHS Dinner and Auction Scary Run 5K & 10K Church Harvest Festival Apple Festival</p>	<p>Holidays & Special Days Thanksgiving End of Daylight Savings Black Friday</p> <p>National Days National Take a Hike Day – Nov 18</p> <p>Week Observances</p> <p>Month Observances</p> <p>City Events</p> <p>Community Events Dessert and Auction Holiday Bazaar Run for the Hungry Bike the Night's Light</p>	<p>Holidays & Special Days Christmas, Christmas Eve New Years Eve Winter solstice</p> <p>National Days</p> <p>Week Observances</p> <p>Month Observances National Crime Prevention Month</p> <p>City Events Lighted Christmas Parade and Tree Lighting</p> <p>Community Events Festival of Trees Winter Craft Series at Library Watercolor Annual Show</p>