Strategic Communication Plan

COMMUNICATION

2017

City of Fayetteville North Carolina

Prepared by the City of Fayetteville
Corporate Communications Department

City of Fayetteville's

2017 Strategic Communication Plan

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Executive Summary

Coordinating our communications efforts is a top priority for the City of Fayetteville and a critical part of strengthening our relationship with residents. To communicate most effectively, we will do so consistently in a transparent, truthful, timely and proactive manner. Approaching communications in a strategic manner will help increase awareness of City policies, programs and services, and will strengthen and expand resident engagement across the community. By strengthening our ability to communicate with residents and the media alike, we are helping to increase pride in the community and encouraging others to become proactive members of the community. This leads to helping increase our residents' quality of life. While what we share with our community is critical, what we get from listening to the community is equally important. Establishing a dialogue is important, whether it is on a social media site, in a community meeting or in our day-to-day interaction with residents. What we say and how we say it makes a difference.

Our communications goals and key messages are directly tied to the City's strategic goals and City Council's top policy objectives, which are reviewed and revised annually by City Council. By taking a planned and proactive approach to how and what we communicate with our residents and the media, we are directly supporting one of City Council's goals, and specifically, Goal # 6 (Resident Engagement and Partnerships).

To successfully support the goal of Resident Engagement and Partnerships, we will focus on strengthening communications with residents and the media. We will achieve this by promoting the City's services and programs carried out by our more than 1,600 employees and proactively identifying and promoting key issues, actions and decisions taken by City Council. We will do this by engaging residents and the media using all our communications assets to ensure what we do supports those whom we serve – our residents. Transparency, truthfulness, timeliness and proactive engagement are the keys to our success.

Our department is continually seeking new ways to improve engagement with residents and media, whether it is leveraging a new social media platform, refining our newly-redesigned website (www.FayettevilleNC.gov) or teaching residents about the City through our expanded and significantly reorganized annual Citizens' Academy program.

This communications plan, which provides the framework from which we operate and is updated annually as we re-evaluate our goals and priorities, ensures we are focusing our efforts on the right areas to meet City Council's expectations and the needs of our residents. Where appropriate, and consistent with municipal corporate communications best practices, we will develop detailed communications plans for City departmental initiatives, including crisis communication, throughout the year.

Overview

The Corporate Communications Department is comprised of a director, a chief branding officer, three public information specialists, a television production specialist and an office assistant. The Print Shop and Mail Room also fall under the Corporate Communications Department, but their duties and responsibilities are not included within the scope of this Strategic Communications Plan.

The synchronization of the City's communications efforts is carried out by focusing on a combination of efforts across the key areas of media relations, social media, community relations, citizen outreach, advertising, internal communications, the City of Fayetteville's website, the City's Government Access Channel, FayTV, and communications support to the City Manager, Mayor and Council. All of these efforts are further supported by purposefully designed graphics and branding support that visually ties our efforts across all platforms and venues, further reinforcing our messages to residents in the most effective manner.

The Corporate Communications Department provides advice and counsel to City departments on how to best promote their department's services to residents and how to work effectively with the media. The Corporate Communications staff is available to promote initiatives and services within City departments that may require extensive communications planning and coordination, assist in coordinating and preparing for interviews, and discussing communications-related issues that may affect each department.

Corporate Communications Vision:

Provide transparent, timely and accurate information to the public.

Corporate Communications Mission:

To inform and engage residents, strengthen and expand the City's reputation, and foster community pride and cooperation.

Standard Operating Procedures (SOP)

Corporate Communications SOPs are available for the following areas:

- Website Management
- Government Access Channel (FayTV)
- Email Signature Block

Policies for the following areas are being written and/or reviewed for signature:

- Social Media
- Media Relations
- Graphics and Branding

Guiding Principles of Professional Communication Efforts

Everything that is communicated, whether to residents or the media, must be truthful, transparent, and timely, and promoted in a proactive manner. To do anything less undermines our credibility as public servants and detracts from service to our residents.

Truthful. Our credibility is built upon truthfulness. We serve our residents and the public and in serving them, we must be honest in all that we do and say.

Transparent. Everything we do in City government is completely open and accessible to residents. With the exception of certain personnel matters which are privileged communication, and those matters restricted by North Carolina law, all else is available to the public.

Timely. Whether media representatives or residents are asking for information, or the City is promoting a particular event, service or program, it all must be done in a timely manner and further support the transparency of government to its residents. We must strive to provide all that we can in a most expeditious manner.

Proactive. We owe it to our residents to actively promote City programs, services and events. Rather than residents having to ask questions of our organizations, we should be proactive in informing residents of what we are doing to meet their needs, always keeping them up to date so they are aware of what their taxpayer dollars are doing to support and grow our community. In addition, proactive messaging reinforces the City's brand.

Messaging

Key Messages:

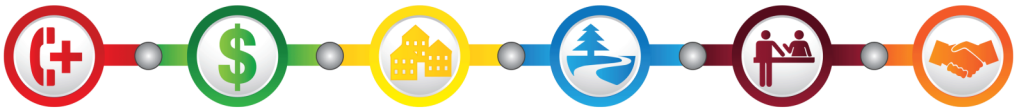
The key messages promoted across the community are based upon our core values, City strategic goals and City Council top policy priorities, and nested within the City's vision and mission.

City Core Values:

Responsibility
Ethics
Stewardship
Professionalism
Entrepreneurial Spirit
Commitment
Teamwork

City Strategic Goals:

Goal 1: Safe and Secure Community
Goal 2: Diverse and Viable Economy
Goal 3: High Quality Built Environment
Goal 4: Desirable Place to Live, Work and Recreate
Goal 5: Sustainable Organizational Capacity
Goal 6: Resident Engagement and Partnerships



City Council's FY2017 Top Policy Priorities:

- Economic Development
- Public Safety
- Beautification/Maintenance
- Infrastructure Investment/Maintenance
- Increase Intergovernmental and Stakeholder Collaboration
- Parks and Recreation Investment/Maintenance

City Vision:

An attractive, culturally diverse city with a rich heritage that is peaceful, prosperous, and connected.

City Mission:

To provide resilient and sustainable municipal services in a cost-effective manner to create a business friendly environment where citizens thrive and prosper.

Communications Goals

The communications goals listed below will be used to focus our communications efforts:

- Build and promote a solid understanding of City responsibilities, services, programs and events and the associated benefits we provide to our residents
- Build and maintain trust with media outlets, ensuring they understand we can be counted on to provide them with accurate and truthful information in a timely manner
- Listen to the responses and requests of residents obtained from public meetings, social media platforms, letters to the editor and other outlets where residents provide such feedback, providing responses where appropriate
- Find new, innovative and more effective ways to increase resident engagement across the city

Communications Coordination Process

The Corporate Communications Department is committed to aligning the messages of the annually-updated strategic plan across all City departments and within the context of the City Council's strategic goals. This will ensure all departments are communicating in a consistent and unified voice and that each of the department's communication efforts supports this plan's overall goals and objectives. To achieve this goal, Corporate Communications must maintain regular communication with and have access to department directors and decision makers to stay abreast of each department's communication priorities and emerging issues.

Coordination of Corporate Communications Efforts

Overall, Corporate Communications efforts are coordinated at multiple levels: through internal Corporate Communications meetings; monthly meetings with PIO liaisons from City departments; monthly meetings with Community Information Officers from the City, County and Fort Bragg; feedback and guidance obtained from the City Manager during the Corporate Communications Director's weekly meetings; and from information gathered at Senior Management Team's twice-monthly meetings. Guidance is also obtained from the Mayor and Council, Deputy City Managers, Assistant City Manager, and other department directors on an as-needed basis through formal and informal channels.

Corporate Communications Synchronization Matrix

The basis for which we task and organize our daily and long-term communications efforts and requirements is centered on the use of a synchronization matrix, which is an internal tool used by the Corporate Communications Department to assist in managing its workload. It is reviewed and populated during our Monday meetings, where we review and refresh the coming week's activities in detail, and our Friday meetings, where we review and plan activities for the next six weeks.

An example of a weekly synchronization matrix is provided below :

			December 12 - 18, 2016				
	Mon. (12/12/16)	**Tues. (12/13/16)**	**Wed. (12/14/16)**	**Thurs. (12/15/16)**	**Fri. (12/16/16)**	**Sat. (12/17/16)**	**Sun. (12/18/16)**
Press Releases	Real Solutions, Greater Fayetteville United; Baseball signing?; mannequin Challenge, Citizens' Academy	Holiday Schedule; FrontLine Survey;					
Social Media	Citizens' Academy videos; Mannequin Challenge NC3C;		FireAntz Video; check on Archive Social;				
FAYTV	Regular Councl Meeting			Fay in 5; FayPay Inst Video; Comm Devl Video			
Media/Community Relations/Up & Coming	Astros Run through, City Hall chronicles	Baseball Signing; Real Solutions 5-9 (collect B Roll); City Hall Chronicle (baseball)	Managers Messenger		NCLM Interivew w/ Mayor and Directors		
Graphics/Web/Around The City	EBD Website; Astros	City Hall Chronicle; baseball page updates	Christmas & Astros pic for webpage	Happy Holidays			
Digital Billboards	Christmas in the Park	Happy Holidays from the City	Baseball				
Other	Hats Delivery	Cake delivery	Budget meeting	PIO Meeting	Christmas Pot Luck & Movie		

Information obtained from monthly Public Information Officer Liaison meetings and Community Information Officer meetings, as well as feedback and guidance obtained from City leadership and the Mayor and City Council, are also used to provide input into our synchronization matrix and communications efforts. The use of the weekly synchronization matrix (see above) provides the structure for our internal meetings. Meetings are held at the beginning of the week to address the upcoming week's focus areas and needs at the tactical level and at the end of the week to address more strategic needs for outlying weeks and months. During the remainder of the week, daily huddles are conducted to ensure the Corporate Communications team remains on track to complete previously planned requirements, balanced and prioritized against any new requirements that might arise during the week.

Public Information Officer Liaison meetings

The intent of the PIO liaison meetings, held on the third Thursday of each month, is for the Corporate Communications director to provide communications-related information to departmental liaisons and for those liaisons to share with Corporate Communications relevant information regarding their departments that may warrant communications efforts and support from the Corporate Communications Department. The other benefit gained from this established meeting is to maintain an open line of communications with PIO liaisons.

Attendees include representatives from the following departments:

Operations Portfolio

- Environmental Services
- Parks and Recreation
- Transit
- Planning and Code Enforcement
- Engineering and Infrastructure
- Fayetteville Regional Airport
- Permitting and Inspections

Administration Portfolio

- Police Department (including Crime Prevention Specialist)
- Fire/Emergency Management
- Economic and Business Development
- Community Development

Support Services

- Call Center
- Human Resource Development
- Human Relations
- Strategic Performance Analytics

Community Information Officer (CIO) meeting

CIO meetings, held on the last Thursday of each month, are co-hosted by the City, County and Fort Bragg communications directors. The task is to meet monthly to bring together government communicators in an informal setting. The purpose is to develop relationships and network with invited communicators to ensure we have a solid relationship with key communications professionals in the community. This is helpful on several fronts; first, we routinely share current issues and topics that may be of concern to or affect all communications professionals, second, it helps build a wider community brand across all organizations that demonstrates the cohesive nature and relationship of our surrounding communities and finally, when a crisis occurs, we have the ability to react accordingly and appropriately with our communications counterparts because we have previously established a solid working relationship.

Attendees include the following:

- City of Fayetteville Corporate Communications Director
- County Public Information Director
- Fort Bragg Garrison Public Affairs Director
- 440th Air Wing Public Affairs Officer
- XVIII Airborne Corps Public Affairs Director
- Sheriff Department Public Information Officer
- Police Department Public Information Officer
- Fire Department Public Information Officer
- Cumberland County Schools Public Information Officer
- Cape Fear Valley Health System Public Affairs Director
- Veterans Hospital Public Affairs Director
- Womack Army Medical Center Public Affairs Director
- Fayetteville State University Public Information Director
- Methodist University Public Information Director
- Fayetteville Technical Community College Public Information Director

City Manager Weekly Meeting

The Corporate Communications Director meets weekly with the City Manager to keep the manager apprised of Corporate Communications Department projects, issues and concerns, and to seek guidance and feedback when needed. The director uses a tracking matrix (see example below) that is updated each week to share with the manager for seeking further guidance regarding communications efforts.

City of Fayetteville North Carolina

Monthly Project Tracker

Corporate Communications **Date: As of Oct 24th, 2016**

Activity Legend	Status Legend
= Projects Completed	= At or Above Target
= Projects in Progress	= Slightly Below Target
= Projects Not Started	= Below Target

Project Name	Staff Assigned to Project	Activity	Status	Due By	Budget Implication	Project Details
Website Redesign	Kevin/Kenneth/ Gavin			August	Yes	Pix for 106 parks in works to flesh out site. 1/2 there on Pix for parks, reviewing now, behind due to Hurricane (time/floods make for poor shots). Still planning to launch in next 30 days. Migration happening now.
Strategic Communications Plan	CC Team			No date	No	Waiting on your remaining feedback / back 12+ pages
Citizens' Academy	Nathan			Oct/Nov	Yes	55 enrolled, 49 showed for first meeting, next session is EBD, HR, Planning and Code Enforcement, Comm. Devel.
Fay In Focus—Hurricane Special this week.	Sherri / Gavin			This week	No	Will do 15 minute segment focusing solely on Hurricane rather than standard program. Coming out today.
Mark Weaver	CC Team			July—Sep	Yes	Rollover not approved for that amount so on hold for now, will see if we have additional funds remaining at end of year from other areas. Focusing on advertising (Screen Vision / Relocation Guide
Fayetteville OutFront mtg	Kevin / Nathan / Kenneth			Every other month	No	Way-ahead— have not rescheduled yet as we were overcome by events due to Hurricane. If we don't make it up, will be Dec. Not overly attended—change focus / Real Talk / Café Conv? Streamline?
County Commissioner Meeting	Sherri/Kevin			Wed / 6 pm	No	Filmed— up on YouTube/FayTV
Anne Laurie / OAII to Sr. Admin Assst.	Kevin					Submitted!
SOPs	CC Team			ongoing	No	Website / FayTV / Email. Complete Social Media. Sent to Karen, waiting on final review. Media Relations / Graphics and Branding. Working Crisis Communications. Need to do, have developed framework.

Corporate Communications Methods of Engagement

Media Relations

The Media Relations arm of the Corporate Communications Department covers a wide range of responsibilities. Some of the responsibilities include arranging interviews with media, writing and distributing press releases and advisories, and coordinating and answering responses to media queries. In addition, the Corporate Communications Department supports and conducts press conferences, provides a daily news summary to City Council and City Senior Leaders, and facilitates public information requests from the media and residents. The Police and Fire/Emergency Services Departments are exempt from the requirements listed below regarding interviews, press releases and advisories and media queries because their PIOs perform these duties on a full-time basis and have been trained specifically to the needs of their departments. It is requested, however, that when an incident of a nature that involves other City departments or may garner national or international news, the respective PIO notify the Corporate Communications Director for situational awareness.

Interviews. The City of Fayetteville is a large organization and as such, it is challenging at best to maintain a direct hands-on approach to all interview requests across City departments. Department directors are asked to use their judgement as to whether or not the Corporate Communications Department needs to be directly involved in facilitating any interviews requested directly from the media to their departments. Authority is delegated to directors for responding personally to interview requests. Directors, should they be asked for an interview directly from the media, are asked to inform the Corporate Communications Director for informational purposes. Below the level of director, all others who are asked by media for interviews are asked to inform their respective director and for directors to in turn, inform the Corporate Communications Department. The Police and Fire/Emergency Management Departments are exempt from this requirement. The Corporate Communications Department will then determine the next steps needed to fulfill the reporter's request. The Corporate Communications Department is always available to assist as needed with interview preparation and facilitation. The intent behind notification of interview requests that do not filter through the Corporate Communications Department is to first, keep situational awareness of the myriad media queries that are being asked across the organization, and second, to identify potential patterns or areas of interest from the media for which senior management needs to be aware of or involved.

Press Releases and Advisories. The Media Relations arm of the Corporate Communications Department writes and distributes press releases for all departments across the City. The Police and Fire/Emergency Management Departments are exempt from this requirement. All other departments will inform Media Relations of their need for a press release and provide a suggested draft release for review and editing at the Corporate Communications level. Media Relations will coordinate the final press release with the relevant department and disseminate to the media. On an as-needed basis, the press releases will be repurposed to provide information to residents via the City's website, primarily in the Around the City and Hot Topics section. The press releases will also be simultaneously posted on our website, as well as under the Corporate Communications' webpage for media to access on an archival basis, and disseminated on City social media platforms on an as-needed basis where appropriate .

Media Queries. Many media queries originate with the Media Relations arm of Corporate Communications, which then coordinates the responses with appropriate subject matter expert(s) and subsequently provides responses to the media. This maintains consistency in our messaging and allows Media Relations to be aware of the possibility of multiple queries on the same topic that may need input from other departments or areas of expertise besides the initial department queried. As such, it is important that when seemingly benign queries come directly into our City departments and avoid using Media Relations as a conduit, that the departments provide a courtesy copy of their response to the media for Media Relations' awareness and possible involvement. Media queries should not be answered directly by anyone below director level. If appropriate to respond directly to the media, the director shall courtesy copy Media Relations on

its final answer to the media so we are aware of the exchange and possible article resulting from the query. The Police and Fire/Emergency Management Departments are exempt from this requirement. However, all departments, including the Police and Fire/Emergency Management Departments are expected to inform the Corporate Communications Director of any queries that involve multiple City departments or that may attract national and international media coverage.

Press Conferences. Press conferences are arranged on an as-needed basis for special events and circumstances that warrant hosting such an event. They are typically held in the Council Chamber, but locations can vary according to the topic and situation at hand. The Corporate Communications Department will provide an audio distribution device for media to obtain audio feeds from the main audio feed. A press release will be sent out to announce the event, typically 24-48 hours in advance when possible. The event will normally be recorded by FayTV for b-roll footage. Topically-driven recordings may be broadcast at a later date on FayTV or promoted on social media platforms. The Police Department routinely hosts their own press events, and Corporate Communications will assist as needed and when such assistance is requested. The Fire / Emergency Services Department routinely does not host press events, but Corporate Communications can and will assist as needed and requested .

Daily News Clips. Newsworthy items that affect City of Fayetteville departments and their employees are highlighted in a PDF version of the *Fayetteville Observer* and provided to Council and the Senior Management Team on a daily basis during the work week, with weekend reviews provided on Mondays. Only those pages with articles relevant to the city are provided to the limited City-email distribution list. The intent is to distribute the highlighted PDF each day by or as close as possible to 9 am. The weekend edition is normally distributed by noon on the day following the weekend. Content related to the City of Fayetteville and City departments within the weekly edition of *Up and Coming Weekly* will be distributed to the same media coverage distribution list on Wednesdays. News clips of local television stations are not provided, nor are audio clippings from the local radio stations. The intent is to provide a synopsis of the news that is low-impact from a resource perspective, recognizing that most of the television and radio stations have much the same news as the *Fayetteville Observer*, but in a slightly different package. Typically, the *Fayetteville Observer* is the most comprehensive of all news sources and therefore a solid reflection of what is being said regarding the City of Fayetteville and its environs.

Public Information Requests. All public information requests that are routed through the Corporate Communications Department will be processed by the appropriate City departments in coordination with the Corporate Communications Department.

Goal. Maintain transparency with media and public by being responsive to their needs in the most efficient and effective manner possible.

Initiatives.

Highest priority initiatives

- Improve Corporate Communications' awareness of media queries that are sent directly to departments and not filtered through Corporate Communications
- More proactive follow-up with media after a release has been sent, to encourage more media coverage
- Increase planned and coordinated radio interviews
- Increase posting of City services and people doing their jobs on social media / show "progress"

Lower priority initiatives

- Increase interaction between the Corporate Communications Director and the media routine meetings, not necessarily tied to an agenda
- Begin a routine "meet and greet" with media and the City Manager's Office

- Maximize attendance of media at programmed events and activities that warrant coverage

Social Media

The Public Information Specialist responsible for social media is responsible for engaging the public and media using the City's social media platforms, which currently consist of Facebook, Twitter, YouTube, Periscope, Pinterest, Instagram, LinkedIn, and conducting Facebook town halls for those topics and issues deemed appropriate. The coordinated effort across these platforms, in concert with media relations efforts, community outreach, and website content and advertising, will be fully integrated and coordinated, ensuring message consistency, and that those items most relevant and applicable to social media are used appropriately on our platforms.

Additionally, the Corporate Communications Department is constantly working to stay abreast of current social media trends to ensure we are effectively connecting with our residents, which means the possible addition of other social media platforms as they arise.

Finally, we will provide training on an as-needed basis on these platforms to other departments that maintain an official presence on these sites, and will work to coordinate efforts across platforms where and as needed.

Goal. Maintain transparency by responding to residents in a timely manner, provide worthwhile information to residents that makes them want to be on our sites and learn about the City.

Initiatives.

Highest priority initiatives

- Reach 25,000 Facebook fans by December of 2016, and continue to increase by 20% annually.
- Continue to develop and expand use of Facebook Live for key City events
- Explore options for expanding Hispanic followership on Facebook and Twitter

Lower priority initiatives

- Increase coordination and dialogue across amongst departmental social media managers and platforms
- Creation of "events" on Facebook page that mimics calendar information on City website
- Increase YouTube viewership
- Continue to develop Instagram platform
- Utilize Google+ account to boost online visibility

Community Relations and Outreach

Community relations and outreach is conducted through the venues of our annual Citizens' Academy, every-other-month Fayetteville OutFront community meetings, conducting school tours, and outreach efforts at select City-sponsored events.

Citizens' Academy. The Citizens' Academy is a premier resident education program, offered in the October-November timeframe, to City residents on seven consecutive Thursday evenings from 6 to 9 pm, with the objective of educating residents about how the City operates to best serve its residents. The event is heavily promoted beginning in late August to seek maximum attendance, with a target of 40 to 50 participants for each yearly class.

The program begins with an introduction from the Mayor and an overview of the Council-Manager form of government by the City Manager. Residents are then educated about each of the major City departments. They receive an extensive tour of the Police and Fire/Emergency Management Departments, the Fayetteville Regional Airport and Traffic Services. Briefings are provided by members of the senior management team for the Public Works Commission, Transit, Environmental Services, Strategic Performance Analytics, Economic and Business Development, Planning and Code Enforcement Department, Permitting and Inspections Department, Budget, Community Development, Engineering and Infrastructure and Parks and Recreation. The session culminates with an overview of Boards and Commissions, presented by a Council Member, and a

graduation ceremony with certificates presented by a Council Member to each graduate.

The graduates of this program typically remark about how little they knew of the inner workings of a City government and this class serves to convert residents into City ambassadors with a higher level of community engagement. It is also promoted throughout the Academy sessions that with the knowledge gained from the Academy, graduates are superb candidates to apply for service on a City board or commission, which serves as the link between residents and the City Council.

Fayetteville OutFront meetings. These meetings are hosted by the Corporate Communications Department and held every other month at a local church, school or recreation center. The intent is to reach out to and improve our transparency with residents and provide them the opportunity to ask senior City leadership questions about our support and services to the community. The event is promoted approximately one month in advance and promotional efforts are coordinated with the Crime Prevention Specialists in the Police Department. Communications efforts to advertise the venue include the following: press release, promotion on Facebook and Twitter, advertisement on FayTV and digital billboards, use of Council members to promote during their frequent interviews on local radio, announcements at Council meetings, emails to church members, school parents, and the use of small roadside placards. We also conduct each event virtually, using Facebook as a platform to receive questions from the public.

Regular participants in Fayetteville OutFront meetings include the following personnel:

- City Manager
- Deputy City Manager(s)
- Assistant City Manager
- Police Chief
- Fire Chief
- Environmental Services Director
- Parks & Recreation Director
- Community Development Director
- Planning and Code Enforcement Director
- Permitting & Inspections Director
- Engineering & Infrastructure Director
- Transit Director
- Airport Director
- Corporate Communications Director

Chairmen's Coffee. The Chairmen's Coffee is a monthly event hosted by the Chamber of Commerce and held on the third Thursday of each month from 7:30 to 9 am. The event is attended by between 50 and 200 local business owners. We have maintained a City presence monthly at these events since May of 2015. The guest speaker for the City at the monthly venue is one of approximately five speakers who present on various topics that affect the City and/or local businesses. Previous City speaker topics include the red light camera program, community policing, the launch of the City's website and FayFixIt, overall City policies and programs and the Parks & Recreation bond. This event is a must-do on a monthly basis and an excellent opportunity to connect with local businesses and residents. The monthly speaker is coordinated directly by the Public Information Specialist in consultation with the Corporate Communications Director for the appropriate subject matter expert and decided within a month of each event.

Greater Fayetteville United. Greater Fayetteville United meetings are held on the first Wednesday of each month from 7:30-9 am at the Kiwanis Recreation Center on Devers Street. This event is attended by anywhere from 15-25 local small business leaders. City of Fayetteville representatives include the Corporate Communications director, representatives from the Police and Fire/Emergency Management Departments, Human Relations staff, and the Strategic Performance Analytics staff. When appropriate, the Corporate Communications Department's Public Information Specialist, who also attends this meeting, will also arrange for guest speakers

from the City to speak with the audience about topics that might be of interest to the group at large.

City Hall Tours/Special Groups. On an as-requested basis, the Public Information Specialist will coordinate tours of City Hall, the Transportation Museum and other City departments. Tour groups in the past have ranged from elementary to high school classes, primarily focused on social studies classes. Additionally, there is a yearly requirement for Corporate Communications to arrange youth and adult Leadership Fayetteville "government day" events at City Hall, working directly with the Greater Fayetteville Chamber to accommodate their specific needs.

Support at City-Sponsored Events. The Corporate Communications Department will coordinate a display area to showcase City services to residents at the spring Dogwood Festival. Typically participants include Environmental Services, Stormwater, the Fayetteville Regional Airport, Transit, the Police and Fire/Emergency Services Departments, and other departments as might be applicable. Corporate Communications will coordinate for the appropriate tent spaces needed, provide tents for participating departments, coordinate a schedule of times for those participating in the event and supervise the overall event for City departments that participate.

Leadership Bragg. Leadership Bragg is a quarterly event hosted by the XVIII Airborne Corps and Fort Bragg commander. Attendees participate in a day-long program that introduces them to XVIII Airborne Corps and Fort Bragg's mission, and allows them to see what our Soldiers do to serve their nation. The City has three slots reserved for these events and participants are selected from across the City by the Corporate Communications Director.

Participation in Fort Bragg's monthly Community Information Meetings. This event, hosted by the Fort Bragg Garrison Commander, is held every third Wednesday of the month at the Iron Mike Conference Center on Fort Bragg. A representative from Corporate Communications will attend these meetings, inviting members of the City Manager's office to attend when available. The intent is to show support to the Fort Bragg community and Garrison Commander and to garner information that may be valuable for the City of Fayetteville. It is also helpful to learn about how Fort Bragg conducts its meetings, the issues raised, and use those lessons learned for hosting its Fayetteville OutFront meetings.

Goal. To build and strengthen relationships with residents and community organizations.

Initiatives.

Highest priority initiatives

- Continue to advance the Citizens' Academy program, expand its reach and refine its content
- Closely monitor Leadership Bragg to ensure we have the appropriate attendees at each session
- Look for ways to expand City Hall tours / school group tours and work with the City's Historian to do so.
- Consider doing during a two-week period each year so as to maximize exposure for schools and minimize disruption to staff

Lower priority initiatives

- Continue to find other appropriate venues to engage residents and showcase the City of Fayetteville
- Ensure marketing materials are available for events in which we participate, as listed above
- Coordinate with other departments to ensure they have appropriate marketing materials developed for sharing with residents at event

Internal Communications

Internal communications coordinated by the Corporate Communications Department is accomplished primarily through the electronic publication of *Frontline* and the *Manager's Messenger*.

Frontline. *Frontline* is an every-other-month newsletter, whose content is centered around the recognition and accomplishments of our employees and their families, as well as select topics from the City Manager's Office that might be of interest to employees at-large. Distribution of Frontline is accomplished via email in a PDF document, limited printed distruibuton (250 copies) across city offices, and it is designed in publication-ready format using Microsoft Publisher, with attention being paid to its content and design, including photographs, cut lines and paragraph-formatted content.

Manager's Messenger. The *Manager's Messenger,* produced every other Wednesday, is an executive-level summary for the Mayor and City Council that contains the top three accomplishments and/or issues for each department (see list below for those departments that regularly contribute). It is distributed to the Mayor, City Council, senior leaders, and local media, and published our website for public consumption. The maximum length of the product is four pages, and it contains no photographs or other extraneous materials.

Contributors to *Manager's Messenger*:

Operations Portfolio

- Parks and Recreation
- Transit
- Permitting & Inspections
- Planning and Code Enforcement
- Engineering and Infrastructure
- Fayetteville Regional Airport

Administration Portfolio

- Corporate Communications
- Police Department
- Fire/Emergency Management
- Economic & Business Development
- Community Development
- Internal Audit
- Finance

Support Services

- Budget & Evaluation
- Information Technology
- Human Resource Development
- Strategic Performance Analytics
- Human Relations

Goal. The core of any successful organization is to have effective internal communications that keeps staff informed and sustain employee engagement and morale.

Initiatives.

Highest priority initiatives

- Work closely with Assistant City Manager and Deputy City Manager to ensure departments are

providing meaningful information to *Manager's Messenger*.
- Increase coordination with departments with a goal of obtaining more information, in a timely manner, to share with employees via *Frontline*.

Lower priority initiatives

- Training videos. Provide video production expertise to departments
- Produce Departmental overview videos on website for each department.
- Sustain twice-monthly new employee training to highlight Corporate Communications roles, responsibilities and policies

Advertising

Corporate Communications conducts advertising to promote City-wide events and services to the community. Advertising is conducted using several channels and methods, both at no cost, and using paid advertising. The City of Fayetteville has a wide range of departments who advertise independent of the Corporate Communications Department.

No-cost advertising. The Corporate Communications Department has several outlets for reaching out to the community. FayTV, the City's Government Access Channel is a resource to promote events and City services. On the internet, this is done primarily via the website using the Around the City portion of the website and on occasion and mostly for emergency situations, using a website headline banner that can be activated across all City website pages. Another venue for no-cost advertising is via press releases, which are done on an as-needed basis to our local and regional media contacts. A third venue is using our social media platforms, including: Facebook, Twitter, Periscope, Instagram and FayFixIt buttons.

Low-cost advertising.

- Paid social media advertising
- Print-shop generated materials (posters, engagement cards)
- Banners
- Roadside signs

Paid advertising. This is done using Corporate Communications' limited budget to promote City services and events. These outlets currently include the use of:

- Fayetteville Observer
- Relocation Guide
- Screenvision (movie theater videos)
- Lamar digital billboards
- Up and Coming Weekly
- City View magazine
- Up and Coming Weekly's Pocket Guide
- Local and regional radio stations as needed (WUNC, WIDU, WFNC)
- Television
- Indigo Film Festival sponsorship
- Sports Teams sponsorships (FireAntz/SwampDogs)

Coordinated advertising with City departments. Many departments have funds earmarked for advertising, which Corporate Communications will assist with on an as-needed basis to provide for graphics support and contracting assistance. The intent is to centralize advertising across the City to help provide consistency in branding and help realize any potential cost savings that may be obtained by ordering a larger number of advertisements City-wide.

Goal. Support the City's brand and provide residents with visibility of the City and its services.

Initiatives.

Highest priority initiatives

- Submit TIP for Tight Rope installation in Fayetteville Regional Airport, Transit Center and Parks and Recreation facilities to do centrally control free advertising of City services and events
- Research and consider future funding for Fleet vehicle wraps across Fayetteville for City advertising and submit as new initiative next fiscal year
- Continue to expand planned advertising presence across City departments
- Track advertising across departments in order to provide consistent branding oversight and to ensure cost-effective advertising

Lower priority initiatives

- Examine other options for advertising, to include researching the possibility of advertising in Cross Creek Mall and other public venues

- Sustain Screen Vision advertising in movie theater and look to expand and improve upon next year

City of Fayetteville Website

The City's new website was launched on October 1, 2015 and includes robust features that allow Corporate Communications to highlight City services and events using several sections of the website, including: Around the City, Emergency Banner, social media center and live streaming of FayTV. The splash page photograph can be used to visually showcase City events and services and will be reviewed on a regular basis to ensure the appropriate photograph represents our City. The website is mobile friendly, with close to half of website visits coming from mobile devices. It also has a comprehensive search engine and simple menus that makes it easy for residents to find information.

Goal. To increase visibility of specific departments to our residents, cohesive look and feel to website, promote City services and ensure information is easy to find for our residents.

Initiatives.

Highest priority initiatives

- Complete redesign of Transit website and place it under current Content Management System
- Fully integrate and populate the Parks and Recreation website, which will allow for the potential to reduce the printed Parks and Recreation guide by 90%, savings a substantial amount of printing costs annually.
- Develop comprehensive plan to promote staff utilization of the website's calendar feature
- Develop a comprehensive plan to ensure web content meets the needs of the residents and to ensure that web content is easily accessible, informative and engaging

Lower priority initiatives

- Redesign Crimestoppers and CeaseFire websites
- Ensure content managers are constantly reviewing their pages for relevant, timely and accurate information
- Create focus groups for review of website content to ensure we are meeting our residents' needs
- Continue to track and assess website statistics to determine areas of improvement
- Continue to increase advertising / driving residents to our website
- Use of social media to increase awareness of site by promoting specific departments, services or events on the site

Support to City Manager's Office, Mayor and Council

Corporate Communications will provide communications advisory support to senior staff and Council as needed with regard to media queries, crises, interviews and any other communications-related needs. The Director or staff will create and distribute talking points for those topics deemed of a sufficient nature to warrant such creation that helps keep Council on message to best represent the City. Corporate Communications will provide speech-writing support to the Mayor and Council, as needed and requested, for official City-related activities in which they are participating.

Goal. Support the City Manager's Office and the City Council by providing communication support services to ensure effective and consistent messaging.

Initiatives.

Highest priority initiatives

- Improve proactive planned responses, when appropriate, to editorials, letters to editor, television news stories that affect the city.
- Continue to meet weekly with City Manager to discuss communications objectives and focus
- Continue to improve upon providing talking points to Council in a timely manner on topics relevant to newsworthy items and constituent interest
- Continue to keep Council apprised of major events, topics or services being announced to media, in advance of those releases, when necessary
- Continue to promote Fayetteville Beautiful

Lower priority initiatives

- Coordinate with City Clerk's Office and IT to keep Council Chamber properly maintained and outfitted with the latest technology
- Coordinate with City Clerk's office and OD&T to educate departments/staff on how to use equipment in Council Chamber

FayTV/City Government Access Channel

Corporate Communications maintains a Government Access Channel on Time Warner Cable to help keep residents informed of City events and services. *Fayetteville in Focus,* which includes a calendar of events segment, *Fayetteville in 5* and the Focus Feature segment, is generally produced every other week and broadcast on the channel. Other programs are produced periodically with department specific content such as Cooking with Fire hosted by the Fayetteville Fire/Emergency Management Department and *Connect, Play, Discover,* which highlights the Parks & Recreation department's public offerings. Most videos produced as content for the Government Access Channel are also uploaded to YouTube as an additional tool to disseminate information. Informational slides are posted on the channel as well, based upon input from City departments. Slides will also be displayed for events that are City-related and benefit the overall Fayetteville community. As an example, support for major events at Fort Bragg and within the County are within acceptable parameters for advertising select events and services offered by these and similar organizations. FayTV staff is also responsible for the live broadcast of City Council Meetings. They assist with ensuring the City Clerk's office is able to properly record the audio for Council work sessions. In addition, there are a plethora of videos produced on an as-needed/requested basis for departments to highlight their services to the City of Fayetteville. Corporate Communications will not document events with video assets unless in the course of that documentation, the b-roll obtained will serve to support one of the products listed below. Those situations will be handled on a case-by-case basis, balanced across the workload of the Corporate Communications Department.

Fayetteville in Focus. This program is produced twice each month and includes three distinct segments.

Focus Feature. This segment focuses on one in-depth issue, program or service within the City.

***Fayetteville in Five*.** Is a news-style segment that highlights multiple issues, programs or services within the City that warrant less in-depth coverage to keep residents informed of up-to-date happenings.

Calendar of Events. This segment covers upcoming City-related events, or events in which the City is a sponsor of, or partnering with an outside organization.

Department Specific Shows. Shows such as *Cooking with Fire*, *Behind the Badge* and *Connect, Play, Discover* are produced on a periodic basis, which highlights departmental services and issues for residents.

***Day in the Life*.** This program highlights various employees in their day-to-day functions. This program builds employee morale and exemplifies the City's core values.

Public Service Announcements. These are produced on an as-needed basis by topic to help explain, highlight or promote a specific event or activity within the city which does not fit the parameters of a *Fayetteville in Focus* segment.

Screen Vision Public Service Announcements. These are produced every other month as 30 -second video advertisements for Screen Vision contract, which plays videos advertising city services in local movie theaters. Videos are produced for City-level advertisements, as well as department-specific advertisements.

Departmental Video Productions. These are produced on an as-needed basis for each department on a first-come, first-served basis, but prioritized by need.

Live Broadcast of City Council Meetings. Each City Council meeting is broadcast in its entirety from Council Chamber live on FayTV and recorded and played live on a regularly scheduled basis until the airing of next Council meeting. The recorded meetings will also be uploaded to YouTube.

Coverage of Press Conferences and Special Meetings: As needed, staff will cover and film press conferences with City Departments to be broadcast on FayTV and distributed via social media.

Line-up of daily programming on TV station. An extensive line-up of programs, ranging from City Council meetings to individual segments and public service announcements will be broadcast on FayTV to educate the public about City programs, services and events. Informational slides are also broadcast on this station, with updates received from the departments to showcase their offerings.

Creation and review of Promotional Slides. Submissions for informational slides are created by Corporate Communications Staff and also received from City Departments.

Goal. To provide interesting, informative and engaging video content in order to educate residents, promote City Departments and their services, and build upon community relations.

Initiatives.

Highest priority initiatives

- To produce programming that is informative, engaging and educational
- Work with other government or educational organizations in producing or sharing content (graphics or video) that impact or would be of interest to our community. For example, share content from local universities/colleges, Army services, etc.
- Improve upon the look of graphics/bulletin boards that air on FayTV in order to make them more attractive and appealing to viewers

Lower priority initiatives

- Work with City departments in creating informational slides that promote the programs and services of their specific departments
- Obtain and share PSAs from other government or non-profit organizations which are already produced (Fire, Safety, Weather, etc.)
- Create or Production of material that can be shared with other organizations and outlets.

Graphic Design, Brand Management and Corporate Identity

Corporate Communications provides graphic design and brand management for the City. The City's official corporate identity, the City script logo, must be used when creating materials and resources for the City of Fayetteville. Using increased consistency in the use of the City brand will assist in demonstrating the full breadth of services provided by the City of Fayetteville. Brand management and corporate identity is intended to communicate the City's core values with a unified identity, which strengthens our community brand. This makes all municipal services more visible and identifiable while maintaining a professional and aesthetically appropriate standard for City publications and materials. This includes the design of logos and other graphics to support all facets of Corporate Communications efforts, from the website to FayTV to social media and all other facets of our interface with residents and media.

Graphics support is also provided to key events and programs across the City within the departments, on an as-requested basis. Graphic design and brand management ties in across all elements in which Corporate Communications is involved, ensuring that the resident sees a consistent look and feel to all that is related to City communications. The consistency of branding will help ensure the messages are more easily remembered while promoting positive perceptions of the City of Fayetteville, City staff and services provided by the City.

Goal. To ensure City brand consistency is maintained across Corporate Communications and all City departments.

Initiatives.

Highest priority initiatives

- Complete and release *Branding and Corporate Identity Standard Operating Procedure*

Lower priority initiatives

- Ensure enforcement of *Branding and Corporate Identity Standard Operation Procedure* across City departments

Summary

This strategic communications plan, updated yearly, is designed to highlight the priority areas of focus within each of the functional areas across the Corporate Communications department, broken down into high and low priority initiatives. Additionally, the plan outlines how the department conducts its daily functions to showcase City services, informs and engages residents, strengthens and expands the City's reputation and fosters community pride and cooperation.