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# COMMUNICATIONS STRATEGIC PLAN / 2019

A DIVISION OF THE TOWN MANAGER'S OFFICE

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**INTRODUCTION:** THE MARANA COMMUNICATIONS STRATEGIC PLAN SETS A COURSE OF ACTION TO BE TAKEN BY EMPLOYEES OF THE COMMUNICATIONS DIVISION OF THE TOWN MANAGER'S OFFICE TO ADDRESS COMMUNITY AND ORGANIZATIONAL NEEDS RELATING TO PUBLIC INFORMATION, BRAND MANAGEMENT, AND SPECIAL EVENTS. THIS PLAN IS A FLEXIBLE TOOL TO GUIDE AND PROMOTE INNOVATIVE AND CREATIVE SOLUTIONS.

**VISION:** ESTABLISH TOWN OF MARANA AS AN INNOVATIVE, ACCESSIBLE, AND RESPONSIVE COMMUNITY LEADER.



**PUBLIC INFORMATION**

Provide transparent, timely, and responsible distribution of information with the goal of building a diverse audience of Marana residents, businesses, and visitors through creative use of traditional and innovative platforms.



**BRAND MANAGEMENT**

Maintain and grow the perceived values of the Town of Marana as a quality community in which to live, work, and play through positive brand associations, imagery, and awareness that points to Marana's professionalism, creativity, and innovation.



**SPECIAL EVENTS**

Construct a sense of place and quality of life for Town of Marana residents, businesses, and visitors through the creation of iconic events and experiences that establish placemaking, build trust, and strengthen Town connections with the community.



## PUBLIC INFORMATION

Provide transparent, timely, and responsible distribution of information with the goal of building a diverse audience of Marana residents, businesses, and visitors through creative use of traditional and innovative platforms.



### **PRINCIPLE STATEMENT 1: WE WILL PROVIDE TRANSPARENT, TIMELY, AND RESPONSIBLE DISTRIBUTION OF INFORMATION TO THE COMMUNITY.**

- 1. Update the work flow process for distributing information through traditional and innovative platforms to widen our reach and grow our audience, including podcasts, social media, press releases, press conferences, e-newsletters, events, video, lobby, and more.
- 2. Maintain effective relationships with key organizations, stakeholders, businesses, visitors, and media representatives.
- 3. Attend relevant Town events, programs, and meetings to keep current with Town news.
- 4. Expand forms of communication, including dynamic uses of communication tools and use of voice, including playful tones, gifs, and emoticons to maximize audience engagement and reach while maintaining professionalism.
- 5. Establish strategies for hard-to-reach audiences, including those whose primary language is other than English and those not active on social media and other computer-based communication platforms.
- 6. Research and implement new communication strategies based on best practices in the public and private sector.
- 7. Assist departments to prevent miscommunication with the news media and to protect the health, safety, and welfare of Town constituents and personnel by reducing the chances of inaccurate or misunderstood statements.
- 8. Create brand management assets that further promote the Town's communication strategy for transparency, timeliness, and responsible information sharing.

### **PRINCIPLE STATEMENT 2: WE WILL PROVIDE COMMUNICATION SERVICES ON BEHALF OF TOWN STAFF, ELECTED OFFICIALS, AND PARTNERSHIP AGENCIES.**

- 1. Improve the work flow process to collect information from Town departments and community partners, including recurring meetings, site visits, feedback forms, and more.
- 2. Establish creative uses of department resources to create content- social media take-overs, newsroom guest writers, etc.

- 3. Create dynamic, relevant, and timely content for Manager/Mayor messages in the Marana News.
- 4. Participate in concept development and creation of materials needed in the annual Marana Chamber of Commerce guide.
- 5. Activate the Joint Information Center as part of the Emergency Operation Center, and work with public safety official channels to disseminate accurate and timely information during emergencies.
- 6. Prepare correspondence, columns, speeches, and talking points for Town staff, Town Manager, and elected officials.
- 7. Evaluate the effectiveness of the current MaranaAZ.gov website, and research ways to improve the layout to best fit the modern user's needs.
- 8. Increase internal information sharing opportunities throughout the organization.

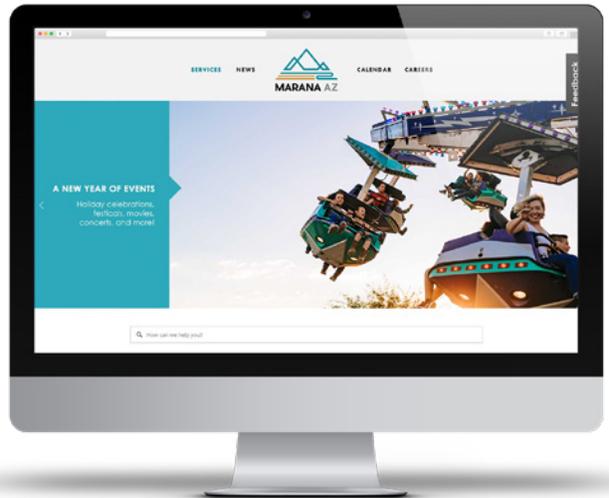
**PRINCIPLE STATEMENT 3: WE WILL PROVIDE PUBLIC RELATION STRATEGIES TO TOWN OF MARANA MANAGEMENT IN THE DEVELOPMENT AND MAINTENANCE OF POLICIES, PLANS, AND PRACTICES IMPACTING PERCEPTION AND PUBLIC RELATIONSHIPS**

- 1. Ensure accurate and timely information flow between the Town Manager's Office, Town staff, and Mayor and Council.
- 2. Keep the Town Manager's Office apprised of issues through consistent contact.
- 3. Act as a strategic partner, consultant, and influencer to Town management to understand audience needs and proactively shape communications while aligning efforts with desired objectives.
- 4. Manage lines of communication to facilitate continuous public feedback and registration of complaints and concerns, and prompt staff response and resolution.
- 5. Collaborate with Technology Services Department to bring innovative technical solutions for public communications.



Brand Management Program

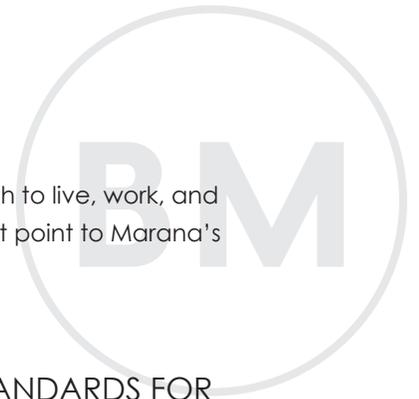
Website Design



Wayfinding Program

## FOCUS AREA: BRAND MANAGEMENT

Maintain and grow the values of the Town of Marana as a quality community in which to live, work, and play through positive brand associations, imagery, engagement, and awareness that point to Marana's professionalism, creativity, and innovation.



### **PRINCIPLE STATEMENT 1: ESTABLISH THE BRAND MANAGEMENT STANDARDS FOR THE TOWN OF MARANA THAT REFLECTS THE ORGANIZATION'S PROFESSIONALISM, CREATIVITY, AND INNOVATION.**

- 1. Evaluate and update the Brand book to accommodate evolving organizational needs, including the implementation of a brand package for capital improvement projects.
- 2. Seek out skill development opportunities, including training, networking, and special projects.
- 3. Identify areas of brand expansion, including the front desk, lobby, and interoffice mailing.
- 4. Identify buy-in opportunities for extending the brand to an internal audience, so all employees become brand ambassadors
- 5. Conduct a brand audit to evaluate the effectiveness of the brand and to identify opportunities for evolution.
- 6. Standardize customer service interactions across the organization, so user experience is consistent with the brand.

### **PRINCIPLE STATEMENT 2: IMPLEMENT DYNAMIC AND CULTURALLY RELEVANT MARKETING MATERIALS THAT WILL ESTABLISH THE TOWN OF MARANA AS THE IDEAL PLACE TO LIVE, WORK, AND PLAY.**

- 1. Identify and leverage the Town of Marana's Unique Selling Proposition, considering the Town's public services and the intrinsic values drawn from the public.
- 2. Cultivate brand loyalty through creative social media interactions and strategically placed digital advertising.
- 3. Incorporate social media influencers to circulate the Town's brand through partnerships to accomplish third-person effect.
- 4. Become the "center of the community" by highlighting other accomplishments from around the community.
- 5. Identify the Town's media portfolio and outfit the studio to best serve the growing needs of content production.

- 6. Evaluate the needs and costs for a Town of Marana online swag store to further promote the Town's brand into the community.
- 7. Serve as responsible stewards of taxpayer dollars when evaluating campaign strategies.

**PRINCIPLE STATEMENT 3: PROVIDE BRAND MANAGEMENT SERVICES FOR TOWN STAFF AND ELECTED OFFICIALS, AND IN COLLABORATION WITH PARTNERSHIP AGENCIES CONSISTENT WITH BRAND MANAGEMENT STANDARDS.**

- 1. Establish a customer service process to educate departments and community partners on how and where to acquire and request design assets and what brand management means for the organization.
- 2. Formalize work flow process with departments, including draft templates, approval processes, and presentations.
- 3. Work with Town management, department heads, and Mayor and council to conceptualize and design key materials, including the annual State of the Town luncheon.
- 4. Establish a feedback process for departments to share their experience and to evaluate customer service quality.
- 5. Establish a tracking system for department customer service metrics to determine highest use departments, project type, end product, etc.



## FOCUS AREA: SPECIAL EVENTS

Construct a sense of place and quality of life for Town of Marana residents, businesses, and visitors through the creation of iconic events and experiences that establish placemaking, build trust, and strengthen Town connections with the community.



### **PRINCIPLE STATEMENT 1: DELIVER QUALITY EVENTS TO THE MARANA PUBLIC THAT EMBODY A SENSE OF PLACE AND COMMUNITY PRIDE.**

- 1. Establish a work flow process for Mayor and Council involvement in Town events.
- 2. Support the natural growth of signature events while addressing issues that result from growing attendance- shuttles, parking, signage, logistics, etc.
- 3. Conceptualize and develop event features that enhance event themes without sacrificing appeal to the general public.
- 4. Seek solutions for event safety concerns, including electrical issues, parking, traffic flow, and security.
- 5. Evaluate community events. Explore additional event features, varied entertainment, locations, and dates. Evaluate program needs and identify possible solutions that can be implemented the following year.
- 6. Work with Town leadership to create an impactful, educational, and diplomatic experience at the annual State of the Town presentation.
- 7. Serve as a resource for Town departments for additional special events, including the management and strategizing of Mayor & Council-affiliated events such as groundbreaking and grand openings.
- 8. Work in collaboration with stakeholder departments to attract third-party events to the community.

### **PRINCIPLE STATEMENT 2: CONTINUE TO STREAMLINE THE EVENT PLANNING PROCESS.**

- 1. Establish a 3- and 5-year plan for the special event program to anticipate attendance and evolving interests. Incorporate tracking metrics into operations.
- 2. Identify sponsorship revenue opportunities. Establish a work flow process for marketing special events to businesses.
- 3. Evaluate effectiveness of current public feedback tools and explore additional ways to solicit event feedback.
- 4. Evaluate the effectiveness of the MaranaEvents.com layout in efficiently conveying information to the public. Identify areas for improvement to address any concerns.

- 5. Evaluate and streamline the marketing strategies for Marana Events to best reach the modern audience.
- 6. Work with Technology Services on the development of the updated Marana Events app.

**PRINCIPLE STATEMENT 3: PROMOTE AN ENGAGING AND PROGRESSIVE WORK CULTURE WITH TOWN-CENTRIC PROGRAMMING AND EVENTS.**

- 1. Collaborate with departments and committees to develop employee-centric programs, including but not limited to food truck lunches, wellness programs, etc.
- 2. Host and promote ongoing employee events and competitions such as the Halloween Costume Contest and the Holiday Christmas Cookie Exchange.
- 3. Identify opportunities for employee support, such as the Marana Town Hall Youth Days.
- 4. Promote inclusiveness and extend opportunities for Department representatives to be at special events.