



# Communications and Community Engagement Strategic Plan

## Years 2018-2020

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### Our Mission

The City of Camas commits to preserving its heritage, sustaining and enhancing a high quality of life for all its citizens and developing the community to meet the challenges of the future

### Our Vision

Home town feel  
Great place to raise a family  
Jobs that support our community  
Integration with outdoors  
Great schools  
Safe

### Our Decision Principles

#### **Are we:**

Providing services in line with community needs & priorities?  
Maintaining or building financial sustainability for our City?  
Preserving our integration with the outdoors?  
Creating an inclusive community that feels like a home town?

### Our Internal Values

Service Oriented  
Vision Driven  
Partnering and Collaboration  
Accountability  
Continuous Improvement

***“City of Camas Strategic Plan—Years 2018-2020”***

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*“The single biggest problem with communications is the illusion that it has taken place”*

*- George Bernard Shaw*

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# Executive Summary

In 2017, the City prepared a Three Year Strategic Plan which identified and prioritized its Goals and Initiatives for years 2018-2020. One of the areas needing improvement was communications across all channels both internal and external. In 2018 a Communications Committee was created to evaluate current communications processes throughout the City, identify specific areas needing improvement, and to work with the management team to strategize and create a plan to introduce and guide formal changes in alignment with the City's mission, vision, decision principals and core values. Some of the driving principles of this plan include:

## Alignment with the City's Strategic Plan

This Community Engagement and Communications Plan was created to promote and support the success of the following:

### **GOAL: Meet community needs with optimal use of community resources**

- **Initiative: Develop Community Engagement and Communications Strategy**
- **Initiative: Enhance tools and processes to improve communications within departments, across departments and with Council.**

## City Surveys and Citizen Feedback

In 2017, the City introduced a citizen survey tool to measure satisfaction with and prioritize service resources through a random sample of citizens. This survey included areas of information services, community outreach and engagement, as well as overall customer service. As these types of detailed surveys take place, the Communications Committee will continue to monitor results, making ongoing recommendations to improve outreach and customer satisfaction.

## Identifying Target Audiences and the appropriate communication tools to use in effective communications

Through this evaluation process, it's become evident that there is no "one size fits all" strategy that can be used to improve all identified areas of concern. This Plan will begin an aggressive process of identifying new strategies and implementing change to reach all intended audiences. The City will need to provide staff training and dedicate time to optimize the use of current resources and tools to reach the largest majority of intended customers, citizens and businesses. Budget recommendations will follow in future years to fund ongoing improvements and provide resources needed.

## Message from the Mayor

"The most significant challenge for our City today is in our communications. My priorities, while embracing the City's Strategic Plan, are to fully engage and inform our community using an updated toolbox of resources starting with re-establishing Ward Meetings. We want to reach every intended audience and have intentional, meaningful two-way conversations to improve our services and preserve the quality of this great community."

**Mayor Shannon Turk**



# Goals

In supporting the strategic priorities of the City, the Communications Committee will work together with Administration and staff throughout the City to achieve three primary goals through years 2018-2020.

## **EXTERNAL COMMUNICATIONS**

Establish a sustainable communications framework to improve community engagement and outreach

## **INTERNAL COMMUNICATIONS**

Develop collaborative internal communications strategies

## **BRANDING & MARKETING**

Identify and develop unified branding and marketing tools

# Objectives & Deliverables

## External Communications

### 1. Identifying intentional, relevant, two-way communication methods connecting with our external customers

- ◆ Ward Meetings - re-establish to promote citizen engagement
- ◆ CRM System - mobile and online service requests
- ◆ New Phone System - customer service and mobility
- ◆ Mobile App - CamasConnect 24/7 news and alerts
- ◆ Social Media - news, events and community activities
- ◆ Public Alerts - emergency and non-emergency notification
- ◆ Department-specific programs and services (Library, Parks & Recreation, Finance, etc.)
- ◆ News - Improving communications and relationships with local news and media



*Keeping our citizens informed on what's happening throughout the City*

### 2. Establish a unified city-wide bi-annual outreach campaign to the community

By restructuring existing communication tools, the City will create more meaningful, informational brochures identifying upcoming events, construction activities, changes in service offerings, financial forecasting, etc. consolidating all forms of communications/distribution channels to reach the largest/broadest audiences.

#### City Annual Report - January

- ◆ Financial Forecast
- ◆ Police & Fire Statistic
- ◆ Capital/Construction Projects
- ◆ Street Improvements
- ◆ New Services
- ◆ Activities & Events
- ◆ Strategic Plan Update

#### Mid-Year Update - June

- ◆ Financial Forecast—Budget Preparation
- ◆ Updates to Projects
- ◆ Fall/Winter Activities and Events
- ◆ Service Highlights
- ◆ Technology Enhancements

### 3. Continue taking community surveys to measure external customer satisfaction in 2020 and beyond in conjunction with recommendations of this plan.

*Using current technologies and resources our citizens expect!*



# Objectives & Deliverables

## 4. Designate departmental social media and communications ambassadors

- ◆ Develop staff roles, responsibilities, and provide training
- ◆ Promote commitments for all departments participation with timely, informative and interesting social media content creation and community outreach. All departments have important messages to share.
- ◆ Use up-to-date tools and analytics (ex: Socrata Performance Measures, website and social media analytics)
- ◆ Create Calendar of Events to schedule departmental weekly social media postings.

## 5. Develop measurable methods to provide timely, relevant information and outreach reaching our intended audience

- ◆ Sandwich boards and banners at entrance of multiple City facilities and parks throughout the year
- ◆ Increase social media reach
- ◆ Re-design and development of the website – service-centric re-organization of service/department pages, mobile friendly and ADA compliant. Examples of work in progress:
  - a) Reviewing cloud-based web services
  - b) Designing new mega menus with a more responsive design
  - c) Continued development of forms within the site
  - d) Creating convenient service-centric launch pages for core services highlighting development projects, utility customer service, community and senior resources, online payments, and other commonly used resources.
- ◆ Engage in consistent and regular use of tools purchased by the City (Ex: Citizen Relationship Management System (CRM), Laserfiche Online, Public Alerts, Mobile App news...) that the community can rely on for timely updates and notifications of City news.
- ◆ Create and update additional Knowledge Base articles for the website and mobile app

## 6. Create and implement the Communications Strategic Plan and evaluate results

- ◆ Yearly updates
- ◆ Communications Committee quarterly meetings working with consultant and department ambassadors
- ◆ Evaluate continuous improvements.



## Community Survey

A survey was completed in June of 2017 to measure the community's pulse on how satisfied our citizens are with City Services, including communications. This plan incorporates elements of the responses and will use future surveys to measure improvements.

## Measuring Results!



# Objectives & Deliverables

## Internal Communications

### 1. Establish and promote an Internal Communications Committee

- ◆ Form a committee with participation from staff, management, council and the public to collaborate and share information, ideas or concerns about what's happening throughout the City.
- ◆ Establish regular meetings and create a plan to get the message out!

### 2. Strengthen inter-departmental communications and relationships

- ◆ Establish ad-hoc committee work to promote employee participation and communications on larger City projects or programs whenever possible
- ◆ Establish measures to gauge:
  - Are employees consistently being heard?
  - Are employees engaging in positive changes in the workplace?

### 3. Create internal communications workflows

- ◆ Promote mobility in the workplace providing appropriate staff communication tools and resources
- ◆ Update policies and procedures promoting engagement



EFFECTIVE COMMUNICATION  
IS 20% WHAT YOU KNOW  
AND 80% HOW YOU FEEL  
ABOUT WHAT YOU KNOW."

— JIM ROHN

*Working  
together  
across  
departments  
to solve  
business  
issues and  
improve  
services to the  
community*

*Camas is a GREAT place to Work!*



# Objectives & Deliverables

## 4. Our City is growing! Identify new roles and procedures — What does the City's future communication plan look like?

- ◆ Continue to assess new staffing and funding needs
- ◆ Identify department staff involvement and training
- ◆ What are the procedures for working with the media
- ◆ Who prepares public announcements and makes news releases
- ◆ Create a press package and procedures for using them - train staff!



## 5. Evaluate internal communications methods and resources —are we effectively reaching all intended recipients?

- ◆ Define the communications culture of the City.
- ◆ Identify our target audiences and the forms of communications used. Are we reaching our intended audiences with timely, useful information?
- ◆ What resources or tools are we using to reach our target audience?
- ◆ Are we providing a consistent message and are these methods/materials still relevant or useful to the recipients?
- ◆ Should the City design an Intranet or employee portal for shared information and staff resources?
- ◆ Is Management, Mayor and Council receiving timely, accurate information and updates from employees? What employee tools and resources are being used to promote organizational communications in the workplace?

*Continue to evaluate what we do and why we do it with an open mind to change.*

*Listening to our citizens and adjusting our business model, using our resources effectively to meet the changing needs of the community.*



# Objectives & Deliverables

## Marketing & Branding

### 1. Identify, coordinate and develop City brand(s) and align unified portrayal of City Services

- ♦ Evaluate existing logos, colors, fonts, design, unity across departments and services
- ♦ Promote the City's identity in activities and events
- ♦ Create templates and guidelines for document creation and formatting

### 2. Identify target audience and constituent groups

- ♦ Who they are and how they want to be communicated
- ♦ Strategize tools and resources to use

### 3. Establish guidelines for consistent, centralized communications and coordination

- ♦ Identify who prepares public announcements and news releases
- ♦ Create a press package and procedures for using them
- ♦ Define general procedures and guidelines
- ♦ Provide training for employees



*Identifying  
WHO we are  
and WHAT  
we do!*

Using our logos at the right time with the right marketing tools to tell our story is critical to defining who we are and communicating our story and the services provided.

Clearly delivering our message to our target audience





# Objectives & Deliverables

## 4. Develop marketing strategies and techniques to communicate city services, events and news to the community—reaching the broadest audiences

- ♦ Digital
- ♦ Content
- ♦ Social media
- ♦ Mobile App
- ♦ Website
- ♦ mobile strategies – marketing mobile app and other online resources
- ♦ Face-to-Face

## 5. Enhance direct communications and partnerships with the community

- ♦ Establish and maintain strong relationships and outreach to all forms of media and news
- ♦ Create a publicity checklist for consistent messaging and communications of City news and business
- ♦ Look for opportunities to partner with businesses, developers, schools and community groups

## 6. Identify resources needed – applications and training



*Camas is  
a GREAT  
place to live,  
work and  
raise a  
family!*

Building  
relationships to  
share communica-  
tion channels and  
resources.

## Evaluation and Results:

We want to hear from the community with regard to the effectiveness of our communications and engagement efforts:

- ◆ Are we communicating as much as we should?
- ◆ Are we communicating the right information?
- ◆ Are we communicating through the most effective tools and using the correct resources to engage the public?
- ◆ Are we communicating timely?

## How Measured:

We will monitor our progress using:

- ◆ Website and social media analytics
- ◆ Citizen survey results
- ◆ Citizen comments or complaints
- ◆ Staff participation and feedback



## Additional Resources:

The Following documents will be appended to this Plan as developed, approved and updated:

- ◆ Social Media Workflow
- ◆ Events Calendar — Social media postings by ambassadors
- ◆ Target audience
- ◆ Digital assets inventory
- ◆ Policies and Guidelines
  - Branding and Marking Guidelines
  - Social Media Policy
  - Media/PIO and Press Release Procedures

## Contact Us

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