

2017 - 2020

City of Allen Communication Plan



Public and Media Relations Office

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CityOfAllen.org

2017 – 2020

City of Allen Communication Plan

Public and Media Relations Office

City of Allen Mission Statement:

To achieve excellence in managing development of the community and in providing city services so that conditions of living and public confidence are continually enhanced.

Public and Media Relations Mission Statement:

Be the best source of information about Allen city government by creating and sharing effective messages and compelling stories that foster positive community engagement and connection with our stakeholders.

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Executive Summary

The 2017-2020 Communication Plan is a living document intended to be adapted and enhanced as the City continues to evolve. As communications technology and platforms for citizen engagement continue to advance, this Plan is expected to change to meet the emerging needs. The Plan as it is adopted today is a snapshot of the City's current communication goals and objectives providing a unified method to achieve those goals and best serve Allen's constituents.

The Plan outlines an overall communications philosophy, structure, audience and platforms.

Why We Have a Plan

In addition to communication being a basic obligation of government and an essential component of a democratic process¹, communicating with the residents, business leaders and visitors to our community is vital to the continued success of Allen. Through consistent and engaged communication, Allen has the ability to grow informed participation, enhance community pride and improve overall livability. The City recognizes that having a public communication plan in place that effectively outlines this structure will foster that engaged, informed community as well as attract quality employees thereby making these efforts more efficient and comprehensive.

This Plan encompasses general and crisis communication regarding the City of Allen and its various departments, services and programs. For disaster or emergency situations, please refer to the Emergency Management Plan for the City of Allen.

¹ ICMA (International City/County Management Association), *Practical Promotion: Strategies for Improving Services and Image*, 1992, 5.

Organizational Values

The City's Communication Plan is based on the following values which guide its overall development and implementation:

- We believe in an open city government for citizens and employees.
- We believe in being the best source of information about Allen city government.
- We believe in a proactive, coordinated and timely approach to disseminating information.
- We believe in the development of a unified message that effectively supports and reflects the goals of the city government as established by the City Council.
- We believe in a unified communication system that supports open, inclusive government and provides all City employees with the training necessary to effectively and accurately communicate each department's programs and services.
- We believe in promoting positive relationships and partnerships between the city government, residents, businesses, community organizations and schools.
- We believe in the successful future of Allen for its citizens, customers and partners.

Communications Team

Everyone who represents the City government in any official capacity can be considered a communicator for the City. It is important to create a unified structure defining the message and process for all communicators to ensure reliable communication with and for the City's stakeholders. The success of a communications program depends on everyone's understanding and participation.

For the purposes of this Plan, the City defines its core communications team as follows:

- Mayor and City Council
- City Manager
- Assistant City Manager(s)
- City Secretary
- Public & Media Relations Office (PAMRO)
- Department Directors and Designated Representatives
- City Boards, Commissions and Committees
- Other Council-Appointed Officials

Target Audience

A key component of any communication plan is to identify partners in the conversation.

External Stakeholders:

- Residents / Citizens
- Visitors
- Business leaders
- Community organizations
- Schools
- Regional influencers
- Media

Internal Stakeholders:

- Employees
- City Council
- City Boards, Commissions and Committees

Background

This three-year City of Allen Communication Plan is an update of the 2014-2017 City of Allen Communication Plan. Establishing and updating the City-wide communication plan is part of Allen City Council's Strategic Goals and commitment to keeping its constituents and partners informed. This Plan incorporates an open communications philosophy within the organization through listening and responding that guides daily operations, decisions and interactions with the public by City staff.

With the continuing advancement of digital media, this document has been developed to be dynamic and updated as needed.

Revisions:

Original Communications and Marketing Plan – established in 1998, based on a citizen survey and interviews with City, Allen Independent School District and Allen Chamber of Commerce officials and contained communication goals and strategies for a two-year time period.

2001 – 2006 Communications Plan – adopted in 2001, research included a review of the 1998 citizen survey and the study of municipal communications plans from the cities of Tallahassee, Florida; Portsmouth, Virginia; Spokane, Washington; Colorado Springs, Colorado; and Charlotte, North Carolina. This plan was revised in October 2003 to reflect the ongoing development of the overall communications plan for the City of Allen.

2014 – 2017 City of Allen Communication Plan – adopted October 1, 2014, developed through Texas Association of Municipal Information Officers and Texas Christian University Certified Public Communicator coursework. It received the following updates:

- The Plan was updated to reflect a new “responsive” mission for Public and Media Relations Office (August 2016).
- The Plan was updated with “red-line” to reflect changes/additions. (June 2017)
- Appendix B: Updates and Completions table added (June 2017).
- The Plan was adjusted and modified as of September 30, 2017 to reflect the new plan effective October 1, 2017 through September 30, 2020.

Communication Structure

- **Public and Internal Communication**

Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.

- Objective 1: Regularly communicate Allen City Council decisions and actions.
- Objective 2: Make information regarding City programs and services readily available and easy to comprehend.
- Objective 3: Increase awareness, interest, participation and engagement of residents, business and community leaders in City government programs and activities.
- Objective 4: Produce quality communication that adheres to industry best practices and standards.
- Objective 5: Unify City communication outreach efforts under a shared philosophy.
- Objective 6: Increase employee awareness and build organizational confidence with City core service values.

- **Crisis Communication**

Goal: Inform our residents and protect our organization's stability and reputation in times of crisis.

- Objective 1: Assess our readiness for crisis communication scenarios.
- Objective 2: Identify protocols, tools and training to improve our communication during crisis situations.
- Objective 3: Develop Crisis Communication Plan as addendum to Communication Plan.

- **Media Relations**

Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.

- Objective 1: Provide consistent, proactive news releases and public service announcements to achieve accurate coverage.
- Objective 2: Provide timely response to media inquiries and requests.
- Objective 3: Align Media Relations Policy with current communication industry trends.

Current Communication Tactics

Advertising

An advertising policy was developed in February 2000. Except for legal requirements for public notices, the City does not, as a rule, advertise for the sole purpose of promoting itself. Revenue generating departments and facilities may purchase advertising for promotional purposes. These include but are not limited to Allen Parks and Recreation, Allen Convention & Visitors Bureau, Allen Event Center, and The Courses at Watters Creek.

Communications Training and Assistance

All City employees receive basic communications training at new employee orientation. Comprehensive social media training was conducted in 2010 and incorporated into new employee orientation. Ongoing training is provided through PAMRO and Human Resources on an annual and as-needed basis.

Digital Communications

The predominant form of providing information to public constituents is through various forms of digital communications and media. Below is a listing of communication methods currently employed:

CityOfAllen.org – the official City of Allen website

AllenNews.org – subsite of City of Allen website that collects news, events, video, photos and social feed to provide citywide news coverage for residents

AllenEventCenter.com – the official Allen Event Center website

VisitAllenTexas.com – the official Allen Convention & Visitors Bureau website

Allen public subscriptions:

- City of Allen Community Calendar – event calendar for all types of community events sponsored by local or county organizations.
- City of Allen Public Meetings Calendar – event calendar for all public meetings of Council and the various boards and commissions. Meeting posts include access to specific meeting agendas/packets.
- CityofAllen.org Notify Me – email subscription service for news and events posted to the website. Allows subscriptions to various calendars and news published by PAMRO and various departments.
- City of Allen Emergency Alerts – urgent notifications regarding emergencies, storm clean-up, or other related information.
- AllenNews.org Weekly Update – weekly newsletter focusing on events and news announcements for residents.
- Library E-newsletter – weekly newsletter for either adult or children's programs and events at the Allen Public Library.

- Parks & Recreation E-newsletter – periodic newsletter promoting recreational programs and events. There is also a specific newsletter for Joe Farmer Recreation Center programs and activities.
- Citizen's Observer/Tip 411 – Allen Police Department alerts on crime notices and public safety information.
- Allen Event Center E-newsletter – periodic newsletter announcing the latest concerts, shows, sporting events, or ticket deals from Allen Event Center.
- The Courses at Watters Creek E-Club – periodic newsletter with special offers and golf promotions for registered members. The golf course also maintains a separate website – WattersCreekGolf.com managed by Parks and Recreation
- Allen Convention & Visitors Bureau E-newsletter – quarterly newsletter promoting CVB activities to meeting planners for conventions, sports and group events.
- Water Conservation E-newsletter – monthly newsletter with conservation alerts, tips and resources.

Official social media outlets:

- [City of Allen City Hall Facebook](#)
- [City of Allen Twitter](#)
- [City of Allen LinkedIn Company Page](#)
- [Allen City Television YouTube](#)
- [Allen City Television Google+](#) (Branded, autofeef channel connected to YouTube)
- [City of Allen Nextdoor](#)
- [City of Allen Instagram](#)
- [City of Allen Pinterest](#) (parked)
- [City of Allen Storify](#)
- [City of Allen Google+](#) (branded but not active – maintain for search purposes only)
- [Allen Convention & Visitors Bureau \(ACVB\) Facebook](#)
- [ACVB Twitter](#)
- [ACVB Instagram](#)
- [Allen Public Library Facebook](#)
- [Allen Public Library Pinterest](#)
- [Allen Public Library Instagram](#)
- [Allen Parks & Recreation Facebook](#)
- [Allen Parks & Recreation Instagram](#) (parked/minimal use)
- [Allen Community Ice Rink Facebook](#)
- [Allen USA Twitter](#) (seasonal updates)
- [Allen Event Center Facebook](#)
- [Allen Event Center Twitter](#)
- [Allen Event Center Instagram](#)
- [The Courses at Watters Creek Facebook](#)
- [Allen Police Department Facebook](#)

- [Allen Police Department Twitter](#)
- [Allen Police Department Instagram](#) (parked/minimal use)
- [Allen Police Recruiting Instagram](#)
- [Allen Animal Shelter Facebook](#)
- [Keep Allen Beautiful Twitter](#)
- [Earthfest Allen Facebook](#)

Social Media Guidelines

PAMRO developed a set of guidelines in 2016 for City of Allen employees (social media coordinators) who manage official social media accounts. The guidelines set forth expectations, guidance and best practices to make official City social media outlets successful and engaging while maintaining our brand. The guidelines are intended to cover all types of social media managed by coordinators. All social media coordinators are required to go through training with PAMRO and adhere to the guidelines.

Website Guidelines

PAMRO developed a set of guidelines in 2016 for City of Allen employees (website coordinators) who manage official City of Allen web content. The guidelines set forth expectations, guidance and best practices to make official websites successful and dynamic while maintaining our brand. All website coordinators are required to go through training with PAMRO and adhere to the guidelines.

Employee Intranet

[AllenPrideWire.org](#) – basic communication portal for City employees to view and receive notifications regarding employee news, information and events. Developed and launched in 2013.

Employee only subscriptions through PrideWire:

- Calendar – notices on new calendar items that apply to all City Staff.
- Newsflash – quick headlines on announcements for all City Staff.
- Employee Education & Enrichment Calendar – notices on new training opportunities for City Staff.
- Payroll & Holidays Calendar – notices on payroll updates and observed holidays.
- City Suite Tickets at Event Center – notices for items available for ticket purchase in the City of Allen Suite at Allen Event Center.

Graphic Identity Manual

A graphic identity manual was developed and approved by Allen City Council in January 1999. The graphics manual sets out the guidelines for uniform logo usage on equipment, signage, facilities, correspondence, documents, forms and employee uniforms and other clothing, as well as specifications for logo format and color.

Media Relations

A positive working relationship with the news media is vital for successful communication of City related information. PAMRO's goal is to tell the City's story first and respond in a factual, professional

and, where possible, prompt manner to all media inquiries. PAMRO continues to establish good, working relationships with local media including but not limited to the *Allen American*, *The Dallas Morning News*, *BubbleLife*, and *Allen Image* as well as with local TV station reporters.

A media relations policy was established in 1999, and revised in 2000 and 2003.

Print Publications

With the shift in information gathering to digital channels, the cost versus effectiveness of print publications is continually under review. In most cases, digital distribution of information is the predominant method. Each department with marketing and public education outreach efforts produces most of their own smaller scale print publications such as flyers, brochures, posters and calendars based on seasonal or special programs and services. As of 2014, the annual Year in Review publication produced by PAMRO became digital content on the City's website that showcases the Year in Review video.

PAMRO develops other printed publications and promotional materials with various departments on an as-needed basis including but not limited to: Annual Trash & Recycling Guidelines, Educator Expo Booklet, Water Quality Brochure, Newcomer Guide, and various Water Conservation mailers. The Parks and Recreation Department develops a comprehensive seasonal listing of available programs, LIFE in Allen (learning, interests, fitness, education class guide) three times a year.

Public Relations

PAMRO continues to establish good, transparent relationships with Allen residents, business owners and visitors through the various communication platforms described throughout the Plan.

PAMRO monitors and coordinates responses to the City's general inquiry email inbox, coa@cityofallen.org.

PAMRO oversees Allen City Television (ACTV), the government access station. Programming is available online through AllenTV.org. Locally, residents can access the cable channel on Time Warner Cable Channel 16, Verizon FiOS Channel 15, Grande Cable Channel 15 and AT&T U-verse Channel 99. ACTV provides programming that is centered on government programs, activities, events, and services through public service announcements, features and news coverage.

PAMRO utilizes several guides to generate content including the City Annual Editorial Calendar, Internal/Employee Communication Annual Editorial Calendar and Social Media Strategy, which defines messaging, frequency and voice. The Social Media Strategy is defined in Appendix B.

Current Communication Tools

PAMRO invests in a variety of software, video and technology services, tools and platforms to support communication activities. The primary tools utilized by the department are as follows:

- CivicPlus - website content management platform
- HootSuite – social media scheduling
- Asana – project and task scheduling
- Constant Contact – subscription platform for E-Newsletters
- Archive Social – archives all social account activity for open records purposes
- Siteimprove – online tool for scanning website to identify broken links, misspellings, and factors such as ADA compliance, readability and SEO
- Swagit - video on demand and streaming services
- Cision - media database/distribution/monitoring
- Visible - external social media monitoring/part of Cision contract
- Design Conductor – pending/supports adherence to graphic identity standards for all print material uses citywide

Appendix A – Communications Plan Implementation

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 1: Regularly communicate Allen City Council decisions and actions.		
Strategy 1: Provide consistent and regular updates on city government decisions and actions.		Completion Information
Tactic 1: Comply with Texas Open Meeting Act and post official City agendas per state law.	ONGOING	
Tactic 2: Provide on-air and internet streaming video of City Council Regular Meetings and Planning & Zoning Commission Meetings.	ONGOING	2017 – began promoting online meeting access on social media
Tactic 3: Distribute media releases on development and major infrastructure projects approved by Council.	ONGOING	2016 – Implemented PR/media software platform to maximize news distribution

PUBLIC AND INTERNAL COMMUNICATION		
Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.		
Objective 2: Make information regarding City programs and services readily available and easy to comprehend.		
Strategy 1: Provide an accessible and informative website presence that is easy to use.		Completion Information
Tactic 1: Work with contracted website vendor to maintain reliable public websites.	ONGOING	
Tactic 2: Coordinate and train departmental staff responsible (website coordinators) for website information updates and maintenance.	Annual best practice training for all website coordinators.	2016 -Website Guidelines produced and distributed to all coordinators.
Tactic 3: Analyze website statistics and usage and adjust as needed.	Monthly	
Tactic 4: Utilize Siteimprove tools and reports to make continual improvements to websites	Monthly and Periodically for larger site audit purposes	
Tactic 5: Conduct website audit	Annual – basic Every third year - comprehensive	Last comprehensive audit completed 2017
Tactic 6: Work with contracted vendor on redesign development of all City sites per 4-5-year standard site longevity standards	Assess needs and project budget in FY 18-19 Budget and redesign FY 19-20	Last redesign/launch completed July 2015

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 2: Make information regarding City programs and services readily available and easy to comprehend.		
Strategy 2: Monitor communication preferences and accessibility needs of City stakeholders.		Completion Information
Tactic 1: Analyze current communication channel statistics for patterns and deficiencies.	ONGOING	
Tactic 2: Make reasonable communication accommodations available and upon request in accordance with the Americans with Disabilities Act.	ONGOING	

PUBLIC AND INTERNAL COMMUNICATION	
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>	
Objective 2: Make information regarding City programs and services readily available and easy to comprehend.	
Strategy 3: Effectively communicate transition from general communications to emergency communications as per the Emergency Management Plan governed by City of Allen Public Safety Officials.	As Needed

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 3: Increase awareness, interest, participation and engagement of residents, business and community leaders in City government programs and activities.		
Strategy 1: Provide dependable and accurate public communication through cross functioning communication platforms		Completion Information
Tactic 1: Oversee departmental release of information and coordinate cross promotional efforts.	ONGOING	
Tactic 2: Produce and show quality programming through ACTV.	ONGOING	
Tactic 3: Maintain informative and accessible City websites.	ONGOING	
Tactic 4: Monitor and engage in official City social media outlets.	ONGOING	
Tactic 5: Produce print and digital publications for city-wide distribution and/or subscription.	ONGOING	
Tactic 6: Utilize available technology to multiply information release and reach to stakeholders.	ONGOING	
Tactic 7: Regularly assess various communication platforms effectiveness.	ONGOING	

PUBLIC AND INTERNAL COMMUNICATION		
Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.		
Objective 3: Increase awareness, interest, participation and engagement of residents, business and community leaders in City government programs and activities.		
Strategy 2: Investigate emerging technology and communication trends.		Completion Information
Tactic 1: Maintain membership in professional and municipal communicator associations such as Texas Association of Municipal Information Officers (TAMIO) and 3CMA (City-County Communications and Marketing Association), NATOA (National Association of Telecommunication Officers and Advisors), TATOA (Texas Association of Telecommunication Officers and Advisors), and Lone Stone Emmy Chapter.	Annual	2017 - TAMI (first-place award) for Trash & Recycling Guidelines 2014 - 2017 – NATOA excellence and programming awards 2014-2017 – TATOA excellence and programming awards 2017 – two Emmy nominations 2017 – ACTV Executive Producer served as NATOA guest presenter
Tactic 2: Identify new sources for best practice information, training, and tools through participation in regional and online seminars and programs through organizations such as Public Relations Society of America, Government Social Media, Social Shake-Up and others.	ONGOING	2017 - Interactive Media Manager participated in training through Government Social Media Conference 2017 - Director completed Digital Marketing Certification through SMU 2017 – Director and Marketing Specialist attended PRSA digital communication crisis workshop
Tactic 3: Identify and implement new communication platforms.	ONGOING	2017 - optimized LinkedIn company 2017 – soft launch of Instagram 2016 – Added NextDoor agency account 2015 – launched MyAllen mobile app for citizen requests

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 3: Increase awareness, interest, participation and engagement of residents, business and community leaders in City government programs and activities.		
Strategy 3: Create a positive feedback loop that encourages open dialogue with public.		Completion Information
Tactic 1: Develop communication partner relationships with community, civic, religious and business organizations in Allen.	ONGOING	2017 – Partnered with CVB to showcase destination partners/businesses 2015 - Initiated meetings with Arts Alliance organizations (led to initiation of Work of Art series in 2016)
Tactic 2: Produce and distribute specialty content to reach select audiences	ONGOING	2017 - New resident flyer distributed on City communication and quarterly E-News created for boards 2017 – submit monthly article to HOA Neighbors publication As needed – utilize Chamber and AISD distribution methods for relevant content Since 2004 – submit monthly articles to Allen Image
Tactic 3: Respond in a timely manner to questions, requests and concerns through the general inbox (coa@cityofallen.org), mobile app and social media channels	ONGOING	2015 – Mobile app launched for requests and concerns
Tactic 4: Continually monitor technological developments in citizen engagement platforms.	ONGOING	
Tactic 5: Provide a variety of options for residents to participate in public forums.	ONGOING	2013 – MindMixer online platform used for Comp Plan input

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 3: Increase awareness, interest, participation and engagement of residents, business and community leaders in City government programs and activities.		
Strategy 4: Investigate feasibility of creating citizen program to educate on basic municipal operations.		Completion Information
Tactic 1: Research programs offered by other municipalities.		2016 – Research compiled by UTD students
Tactic 2: Research citizen interest in program and Council and staff interest and availability.	FY 2017-18	

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 4: Produce quality communication that adheres to industry best practices and standards.		
Strategy 1: Conduct city-wide communication audit on an ongoing basis.		Completion Information
Tactic 1: Coordinate updates and revisions to communication materials across departments to adhere to uniform guidelines.	ONGOING	
Tactic 2: Utilize editorial calendar to track reoccurring events and activities.	ONGOING	2016 – Implemented City Annual Editorial Calendar
Tactic 3: Utilize social media management platform to streamline management of official social media accounts.	ONGOING	2015-2017 – Use of Hootsuite
Tactic 4: Develop and maintain message strategy and voice for each social platform	ONGOING	Social Media Strategy defined in PAMRO Digital Strategy Guidelines (Appendix B)

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 5: Unify City communication outreach efforts under a shared philosophy.		
Strategy 1: Increase awareness among City employees of communication structure.		Completion Information
Tactic 1: Conduct consultative outreach meeting on communication plan development and maintenance with departmental marketing and outreach staff.	Annual	
Tactic 2: Coordinate with Human Resources to provide basic communications training for employees.	ONGOING	

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 3: Unify City communication outreach efforts under a shared philosophy.		
Strategy 2: Educate employees on various aspects of Social Media.		Completion Information
Tactic 1: Review policy on employee use of social media and current industry trends and tools	ONGOING	
Tactic 2: Modify policy as needed based on research and best practices	As Needed	
Tactic 3: Coordinate with Human Resources to provide basic training on the City’s social media policy and guidelines.	ONGOING	
Tactic 4: Provide best practices training for employees who manage social media accounts on behalf of the City.	As Needed	2016 – Social Media Guidelines produced; best practice training conducted

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 3: Unify City communication outreach efforts under a shared philosophy.		
Strategy 3: Update and expand Graphic Identity Manual.		Completion Information
Tactic 1: Conduct audit of current graphic identity manual.		COMPLETE – 2016
Tactic 2: Conduct comparative research on other municipalities’ graphic identity policies and usage.	ONGOING	
Tactic 3: Revise graphic identity manual to include results and findings from audit and research as well as address supplemental City logo development and usage guidelines.	Fall 2018	

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 6: Increase employee awareness and build organizational confidence with City core service values.		
Strategy 1: Coordinate with Human Resources to develop strategic plan on internal communication objectives, structure and methods.		Completion Information
Tactic 1: Form internal communication advisory committee.	COMPLETE	2017 - Employee Investment Task Force established
Tactic 2: Conduct audit of current internal communication efforts.	Spring 2018	
Tactic 3: Define communication process, structure and roles related to release of employee communication	Fall 2018	

PUBLIC AND INTERNAL COMMUNICATION		
<i>Goal: Responsibly communicate information regarding City programs and services through a framework of unified, layered communication methods.</i>		
Objective 6: Increase employee awareness and build organizational confidence with City core service values.		
Strategy 2: Develop effective communication tools/methods for reaching all levels of employees – from desk to field, etc.		
Tactic 1: Conduct audit of current method to reach varying levels of employees.	Spring 2018	2017 - Employee Investment Task Force established
Tactic 2: Research communication tools available to enhance communication efforts across all levels of employees.	ONGOING	
Tactic 3: Assess effectiveness and use of employee intranet	Spring 2018	
Tactic 4: Implement findings and best practices.	Recommendations with budgetary impact to be phased over future budget cycles	

CRISIS COMMUNICATION	
<i>Goal: Inform our residents and protect our organization’s stability and reputation in times of crisis.</i>	
Objective 1: Assess our readiness for crisis communication scenarios.	
Objective 2: Identify protocols, tools and training to improve our communication during crisis situations.	
Objective 3: Develop Crisis Communication Plan as addendum to Communication Plan.	
Strategy 1: PAMRO Staff member participate in TAMIO/TCU Public Communicator Certification	July 2017 – July 2018

MEDIA RELATIONS		
<i>Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.</i>		
Objective 1: Provide consistent, proactive news releases and public service announcements to achieve accurate coverage.		
Strategy 1: Regularly distribute releases, briefs and/or newsflashes to area media on City related programs, activities, events, actions, etc.		Completion Information
Tactic 1: Maintain regular media distribution list and technique for efficient delivery of releases and news tips.	ONGOING	2016 – Implemented PR/media software platform to maximize news distribution and automated distribution list maintenance
Tactic 2: Promote various City sources for information about City programs and service to the media for proactive media access.	ONGOING	2017 – Promote news subsite via LIFE guide, and facility and exterior digital signage 2016 – Ongoing promotion of news subsite 2015 – Added news subsite to include a media resource page

MEDIA RELATIONS		
<i>Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.</i>		
Objective 1: Provide consistent, proactive news releases and public service announcements to achieve accurate coverage.		
Strategy 2: Continue to foster a proactive approach within the organization regarding possible emerging issues or controversies.		Completion Information
Tactic 1: Utilize regular Executive Staff Meetings as internal forum to participate in an ongoing discussion about items of potential media interest.	ONGOING	2016 – Communication topic added to agenda
Tactic 2: Conduct regular interdepartmental status meetings on upcoming programs, events, activities, etc. in need of promotion or of media interest.	ONGOING	2017 - began monthly meetings with EDC 2016 – Began monthly joint staff meetings with Parks, Event Center and CVB

MEDIA RELATIONS		
<i>Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.</i>		
Objective 2: Provide timely response to media inquiries and requests.		
Strategy 1: Regularly review media requests and respond accordingly.		Completion Information
Tactic 1: Respond to media requests and inquiries in a timely manner	ONGOING	
Tactic 2: Coordinate subject matter experts as needed for media requests.	ONGOING	
Tactic 3: Log and report media interaction through PR software platform	ONGOING	2017 – Initiated weekly media email alerts for Council 2016 – implemented monthly and quarterly media coverage reports to Council

MEDIA RELATIONS		
<i>Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.</i>		
Objective 2: Provide timely response to media inquiries and requests.		
Strategy 2: Foster working relationships with members of the media.		Completion Information
Tactic 1: Provide individual news tips and possible stories to local media.	ONGOING	
Tactic 2: Reach out to new members of the local media to discuss general information gathering opportunities for Allen.	ONGOING	
TACTIC 3: Assess opportunities to host media events	ONGOING	

MEDIA RELATIONS		
<i>Goal: Develop and maintain positive working relationships with members of the media on all aspects of City municipal services, programs, activities and news.</i>		
Objective 3: Align Media Relations Policy with Current Communication Industry Trends.		
Strategy 1: Update and Expand Media Relations Policy.		Completion Information
Tactic 1: Conduct audit of current media relations policy.	Spring 2019	
Tactic 2: Conduct comparative research on other municipalities' media relations policies.	Spring 2019	
Tactic 3: Conduct comparative research on current communication trends.	Spring 2019	
Tactic 4: Revise media relations policy to include results and findings from audit and research.	Summer 2019	

Appendix B – Digital Strategy

The Digital Strategy applies to the City’s primary website and social media platforms managed by PAMRO. It has been developed to guide types of content and frequency of sharing on a per-platform basis that can be managed by existing staff resources.

OUR VOICE:

- Professional
- Factual
- Authentic
- Respectful
- Good-natured

OUR STRATEGY

Channel	Messages	Frequency
Main Website	<ul style="list-style-type: none"> • All service, program, facility and event information • News, announcements and updates 	Weekly updates and posts
AllenNews.org	<ul style="list-style-type: none"> • Central location for all departmental news, events and activities including multi-media content 	Weekly updates and posts
ACTV (PEG Channel)	<ul style="list-style-type: none"> • Council and P&Z Commission meeting coverage • PSAs on City events and services • Calendar/bulletin board • Specialty features • Spotlights and program series • Content from other government agency sources • Includes Video-on-demand and live streaming 	Weekly meeting coverage Weekly changes in program content 15-20 video PSAs and programs/mo.
Email Newsletter	<ul style="list-style-type: none"> • News highlights and events 	Weekly distribution
Facebook	<ul style="list-style-type: none"> • News, alerts, updates, events, goodwill messages 	10-12 posts/wk
Twitter	<ul style="list-style-type: none"> • Hashtagalong (behind the scenes at City Hall) • Reminders, evergreen, “did you know” content • All new video content uploaded to YouTube 	5 – 20 posts/wk (including video) Monthly hashtagalong
YouTube	<ul style="list-style-type: none"> • Program and event PSAs • People / program features 	15 – 20 uploads/mo
Nextdoor	<ul style="list-style-type: none"> • Trash/recycling and seasonal reminders • Major information campaigns • Citizen volunteer invitations • Targeted traffic/road construction alerts 	At least 6 times/yr
Linked In	<ul style="list-style-type: none"> • Agency and employee successes • Recruitment related messages when needed • Employer of choice reminders 	4-6 posts/mo

Storify	<ul style="list-style-type: none">• Blog posts to compliment and archive Hashtagalong series	Monthly to coincide with Hashtagalong frequency
Instagram	<ul style="list-style-type: none">• Showcase images of Allen community and events	4-6 posts/mo

Appendix C – Placeholder for Crisis Communication Plan

Under development through coursework in the TAMIO / TCU Public Communicator Certification Program. Expected completion and addition to the Plan is Fall 2018.