

COMMUNICATION STRATEGIC PLAN



Outreach and community input helped shape this updated Communication Strategic Plan. An overview of the key areas of communication are provided within including details on focus areas, channels, content and frequency.



October 2021

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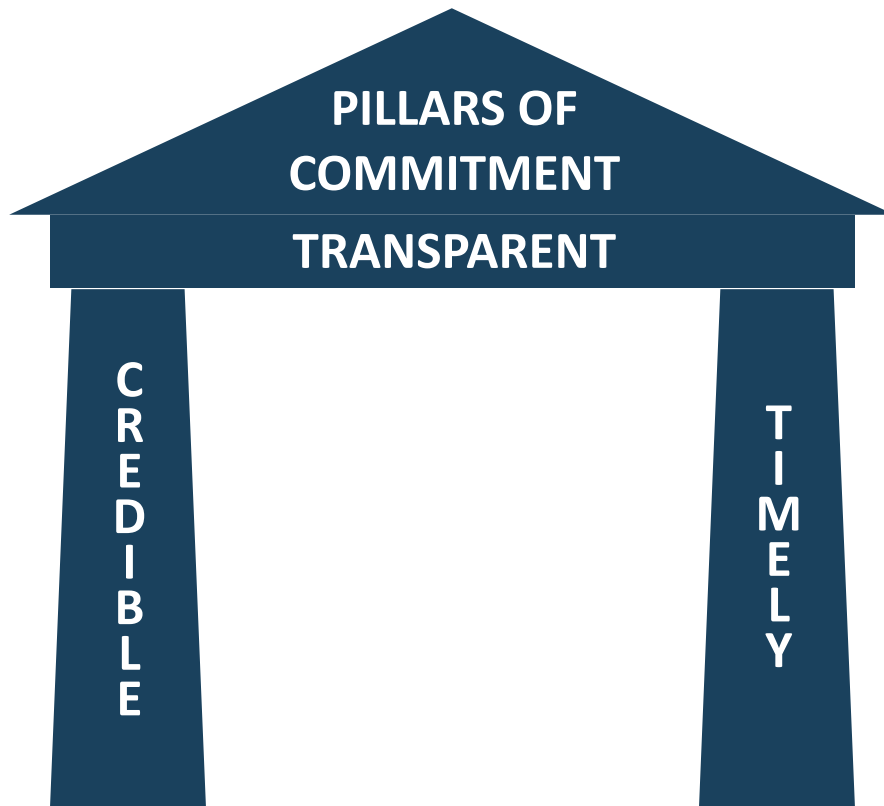
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Incident Communication

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- Communication Response Framework



CREDIBLE

The quality or power of inspiring belief. Credible sources, therefore, must be reliable sources that provide information that one can believe to be true.

TRANSPARENT

Government transparency is essentially a government's known obligation to be as open, accountable, and honest with its residents as possible. This honesty involves being open about how the government is conducting business and using residents' tax dollars to improve the area that it governs.

TIMELY

Timeliness refers to the time expectation for accessibility and availability of information. Timeliness can be measured as the time between when information is expected and when it is readily available for use.

Vision Statement:

Communicate timely City information with transparency to foster credibility. Increase local awareness and communication with the residents and business owners regarding City projects, services and agendas. Take a proactive approach to local awareness and communication with the residents and business owners regarding City life and activities.

ROLES & RESPONSIBILITIES



COMMUNICATIONS TEAM

Communicates directly to the public

- Develops and updates City Communication Strategic Plan
- Creates and implements communication programs that follow the Strategic Plan
- Manages key City communication tools such as the website, social media platforms, newsletters, etc.
- Works with the local media to share City news and pitch story ideas
- Coordinates with City departments that are in need of communication support
- Develops and executes public engagement
- Manages City brand identity

CITY ADMINISTRATOR

Relay information from local groups and organizations and City Council

- Provides communication suggestions based on strategic vision and feedback from local residents and business owners
- Advises the Communications Team on social media discussions and responding to resident questions
- Shares communication tools and resources with residents when they have questions about specific topics; drive them back to the website

ALL STAFF

Relay information from their department to the Communications Team

- Reports to Communications Team news-worthy topics and updates on major projects
- Works with the Communications Team should a major project or initiative need communication support or public engagement
- If applicable, provide photos to the Communications Team of projects, initiatives that can be shared on social media and other platforms

DISCOVERY REPORT



When the City sent out a Communications Survey in 2019, we wanted to know how well we were communicating with citizens and businesses and if the information we were putting out is really what they wanted to hear from us.

Several of those questions gauged how the City communicated, what information was shared, and what information the citizens preferred to hear about. Those questions were used to gain insight into what and how the City was communicating and how we could improve.

The Discovery Report summarizes the answers and insights from that survey and the ways the City will work to improve communication.

Who is
our audience?



Where is
our audience?



What does
our audience
want?



Does our
Audience want to
hear from us?



How does our
audience want
to hear from us?

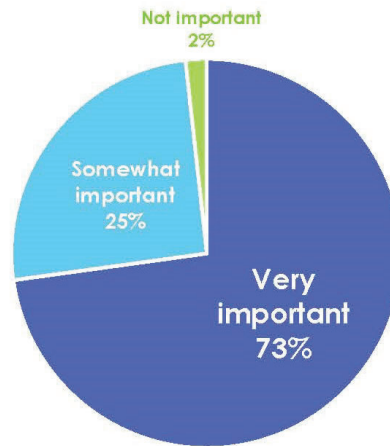




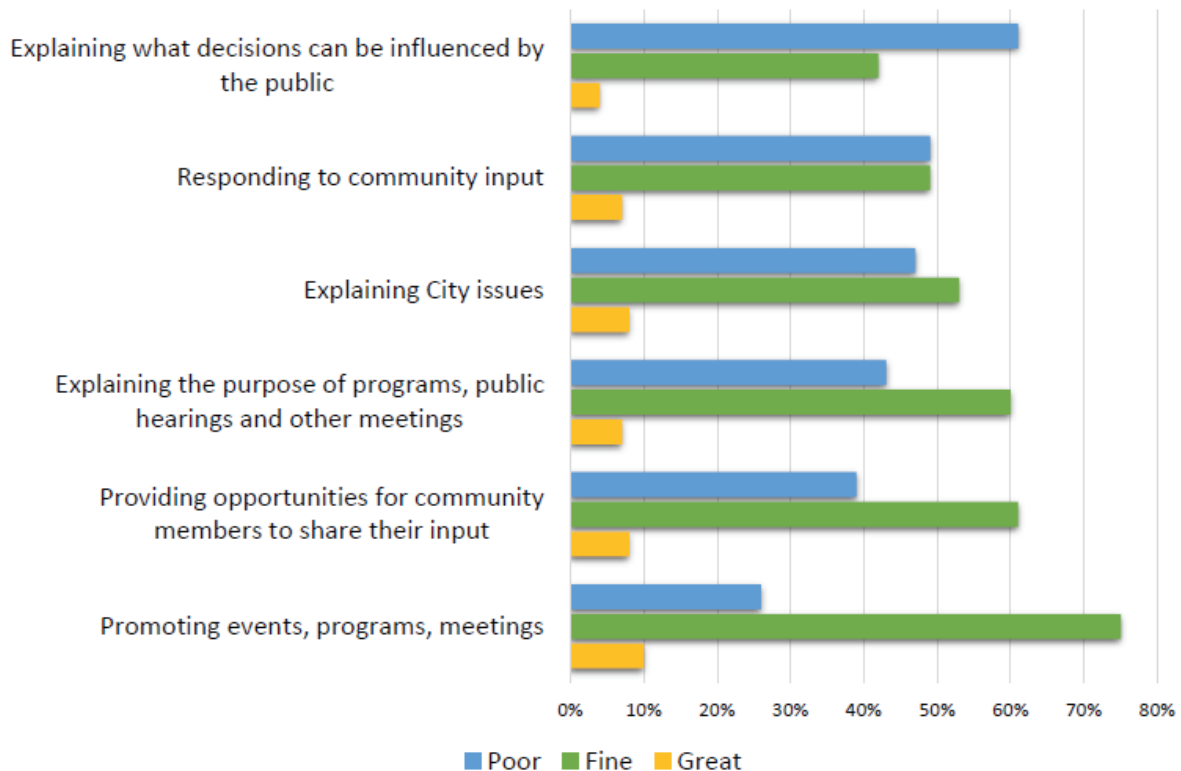
Does Our Audience Want to Hear From Us?

YES - 73% say it's Very Important!

How important is it to you to be well informed about the City and its functions?



2019 City Performance Ratings



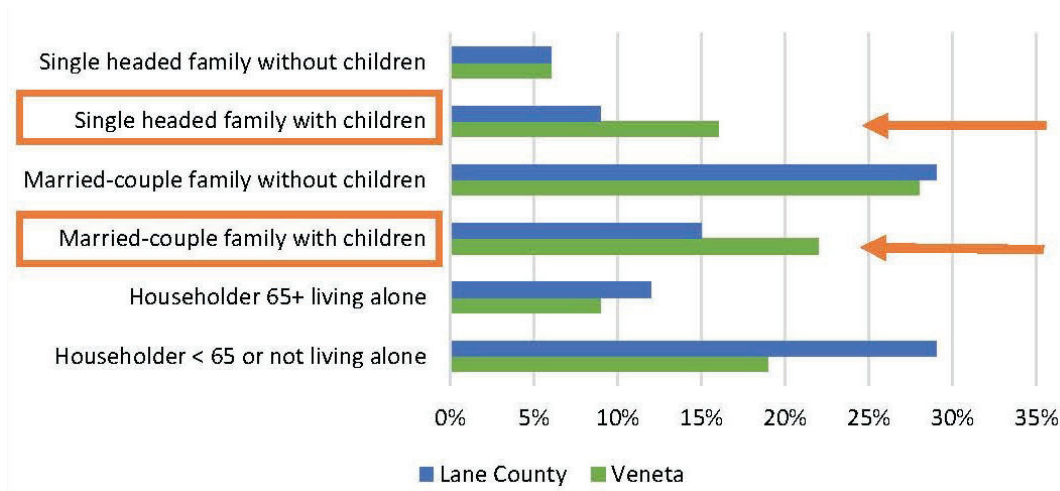


Who is Our Audience?

Active and Outdoor families that are on-the-go!

Household Types - Veneta vs Lane County

Veneta has a higher ratio of families with children, followed by active adults



Household Spending Habits

Veneta citizens are largely family-oriented and get a lot of their entertainment from the natural beauty of the surrounding area.

Veneta families spend an above-average amount of their budgets compared with other communities on the following three categories:



1) Transportation



2) Healthcare



3) Entertainment



Not only are Veneta citizens busy commuting: they are busy taking care of their families, seeking fun outdoors, and traveling to and from these activities.



Where is Our Audience?

Residents are commuting.

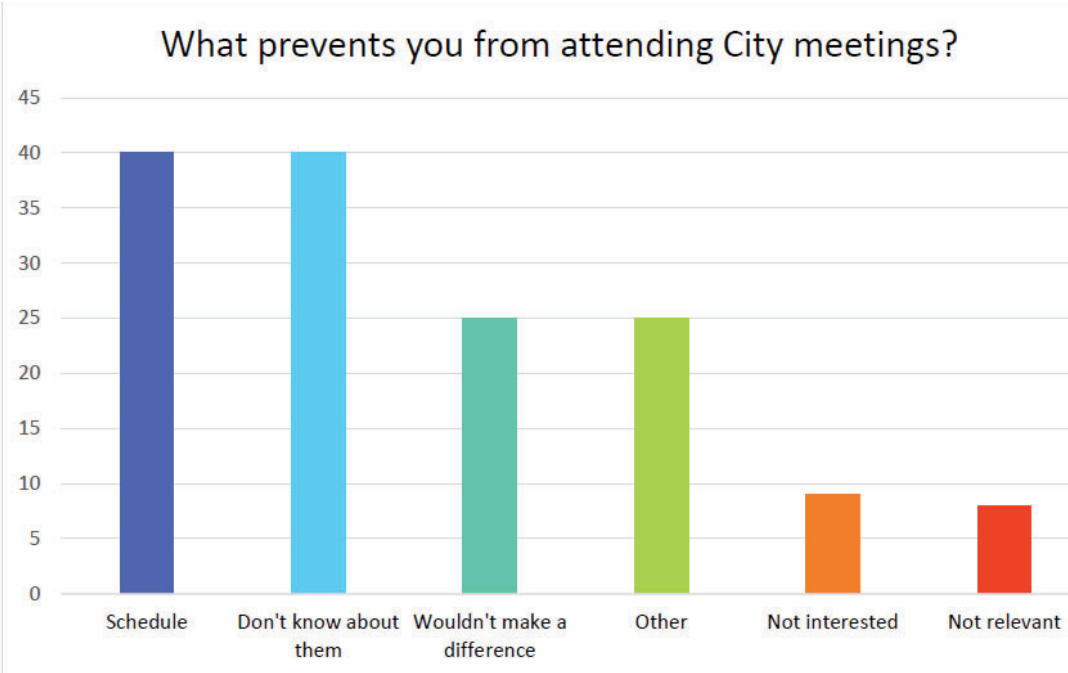


Commute Times to work
(Veneta vs Lane County)

92% of Veneta residents commute 20 min. or longer
68% of Lane County residents have a 20 minute or longer

8% of Veneta residents commute less than 20 min.
32% of Lane County residents have less than 20 min.

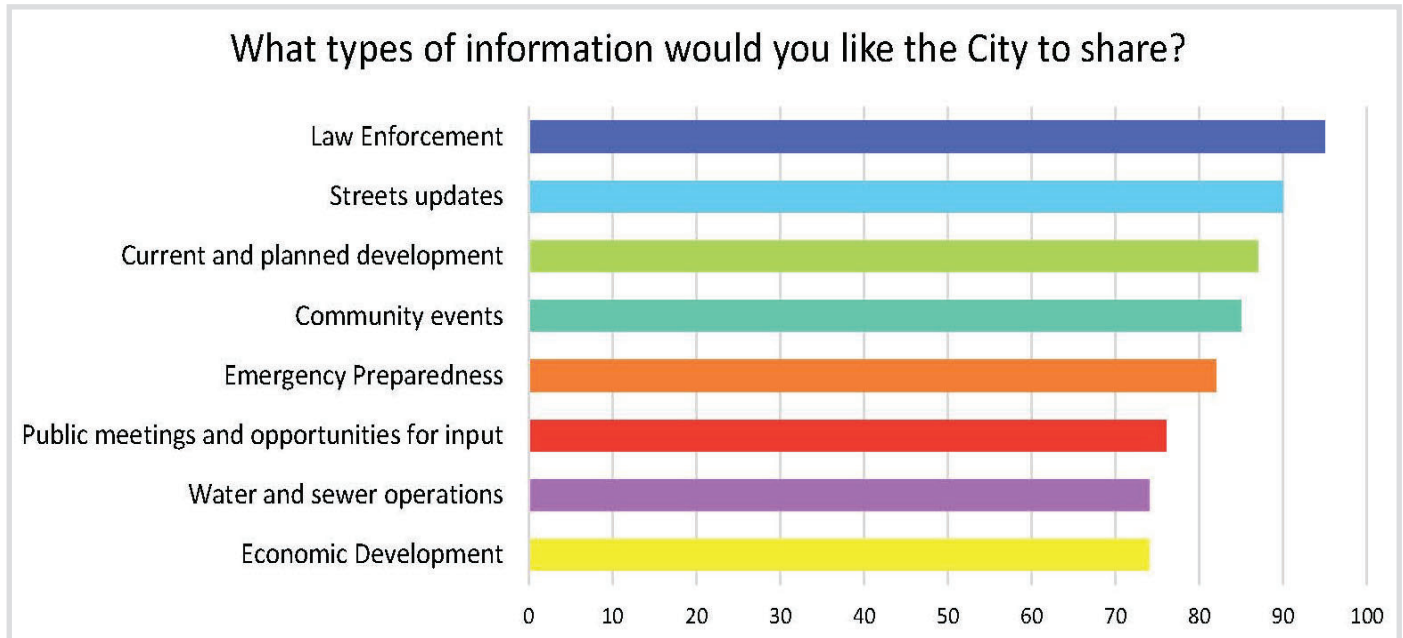
Because Veneta residents spend valuable time commuting, the City needs to tailor our communications to meet them where they are.





What Does Our Audience Want?

Residents care most about a topic or issue that relates back to their home life.

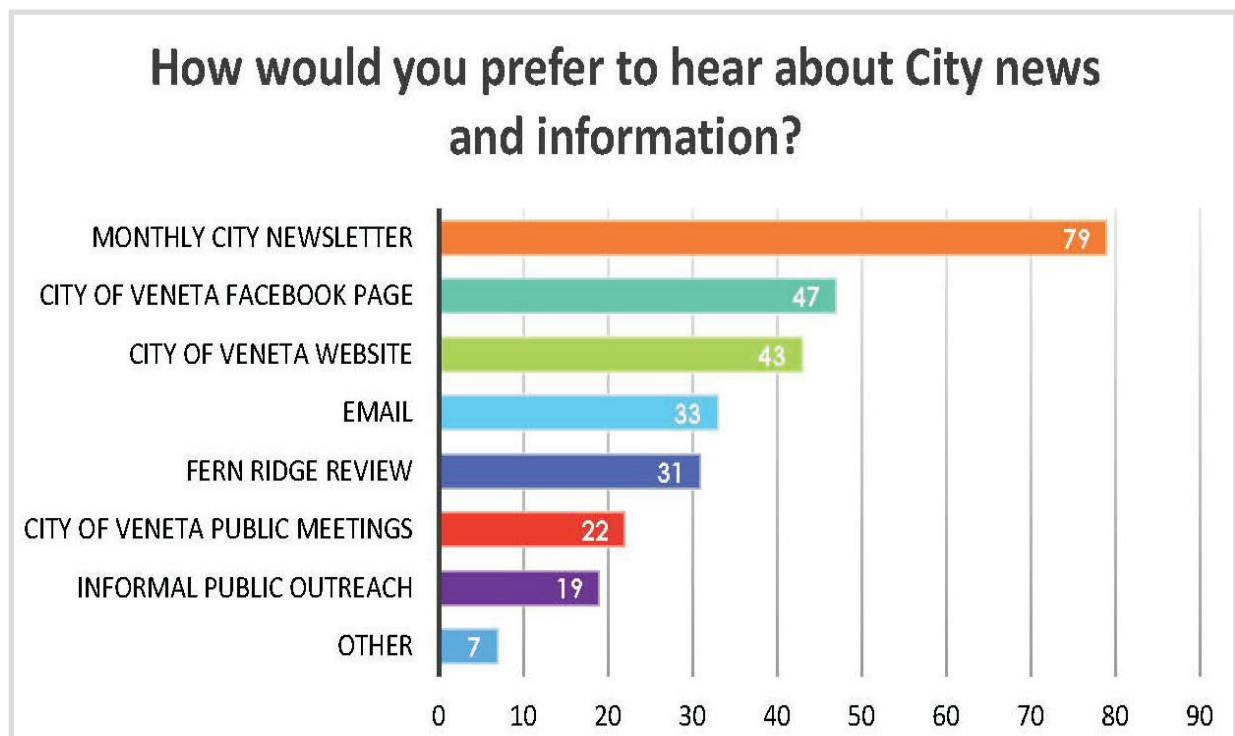
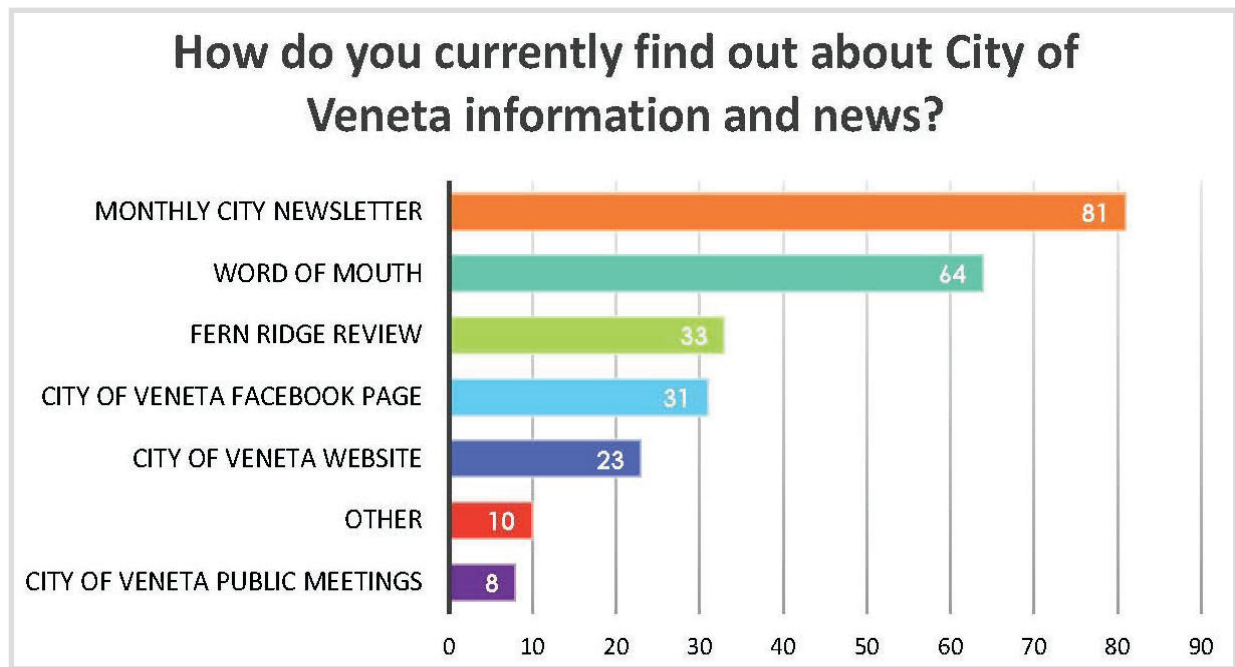


Top 6 information sharing categories that residents deemed most important

- Law Enforcement** - Types of calls, police happenings and community safety
- Street Updates** - City projects and street updates
- Current and Planned Development**
- Community Events** - Community partner events, City sponsored events, open houses, public forums and comment, and community gatherings
- Emergency Preparedness** - Partnership with Lane Fire Authority and Lane County Resources
- Public Meetings and opportunity for input**



How Does Our Audience Want to Hear From Us?



Key Take-Aways - What Do We Know?



These Key Take-Aways from the Discovery Report guide the Communications Team on how, when, where and what to communicate with our residents.

Does our audience want to hear from us?

Yes! Residents want to hear regularly about City activities

Who is our audience?

Active outdoor families and adults who are on-the-go. Residents want City information that helps them plan to go to activities around the city or activities near their neighborhood

Where is our audience?

Time is precious for Veneta residents so they need to hear how they can access city information on their own time

What does our audience want?

They want to hear about issues that impact their lives in their neighborhood and city

How does our audience want to hear from us?

They like routine outreach and electronic resources they can read at their convenience.

TOOLS, COMMUNICATION CHANNELS & FREQUENCY



CURRENT COMMUNICATION TOOLS					
	Daily	Weekly	Monthly	Annually	As needed
Newsletter			X		
Website					X
Social Media		X			X
Face to Face Interactions	X				
Press Release					X
Recreation Guide				X	
Meetings (public comment)			X		
Public Notices					X
State of the City				X	
Surveys					X
Water Quality Report				X	

FUTURE COMMUNICATION TOOLS			
Digital Newsletter		Monthly	
Additional Social	Weekly		
Quarterly Newsletter			As needed
Civic Calendar		Monthly	
Virtual Meetings		Monthly	
Feedback/Comment Cards			As needed
City Summary			As needed

City promotional guidelines with shared partners when posting on social media and City Calendars

Social Media

- City Participating
- Churches/VHAB
- City committees (Park Board, Economic Development, etc..)
- Public Safety – Crime
- Public Health – Blood Drive, Drug Take Back
- Partners – Library, Lane County, Lane Fire Authority, Lane County Sheriff's Office, Schools, Lane Council of Governments, etc..

City/Public Civic Calendar

If new citywide event calendar created.

- Open to everyone
- Fern Ridge Area
- Free, Fundraiser, Non-profit, (even for controversial groups/subjects)
- Public Notices

AUDIENCE METRICS



Communications Survey

Used for citizen feedback on areas they feel are important and how they receive most of their City information.



Web Status

Quarterly number of visits and how long people stayed on the website.



Market Analysis and Demographics

Veneta-focused Economic Development analyses, Census data, and market studies.



Facebook and Instagram followers

Baseline quarterly on how many followers we have and what they liked for posts.



Metrics and Measurements

Survey responses will be used to measure community interests, the use of various information resources, desired community engagement levels, and City communication performance. Benchmarking response trends and how communications strategic initiatives impact those trends will be our metrics.

TACTICS AND RESPONSES



When a response requires additional time to formulate, staff should acknowledge that the inquiry has been received and give an indication of when a full response is needed.

Positive, Supportive

No response is required;
however, an acknowledgement
is encouraged

Critical, untrue, factually incorrect

Post response with polite justification
or explanation or polite correction.
If there are repeated re-posts from
the individual, request that they
email specific staff person for
further discussion

Negative, inflammatory, offensive or inappropriate

Notify department director,
Hide post

Question related To department

(benign inquiry)
Post response with answer
and/or resource

Topic or question unrelated to the department or its mission

Direct person to the correct
department for assistance,
Hide post

INCIDENT COMMUNICATION



When an incident happens - ranging from a local emergency matter to a Cascadia earthquake event - this is how our communication tactics will change.

COMMUNICATION RESPONSE FRAMEWORK

Level	Description	Process Flow
1	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Natural Disaster</i> <ul style="list-style-type: none"> ◆ <i>Earthquake</i> ◆ <i>Fire</i> • <i>Evacuations</i> • <i>Active Shooter or Bomb Threat</i> <p><i>Presents a substantial risk to life, affecting a large portion of the population.</i></p>	<p><u>City Administrator</u></p> <ul style="list-style-type: none"> Contact Local Authorities Main contact for news sources Essential support to Lead Agency listed in the Emergency Operations Plan <p><u>Communications Team</u></p> <ul style="list-style-type: none"> Update Website and Social Media platforms back up for news sources.
2	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Website Hack</i> • <i>City-wide Utility Emergency</i> • <i>Public Safety Engagement</i> <p><i>Presents a moderate potential risk or impact on business operations, customer success, and/or company reputation.</i></p>	<p><u>City Administrator</u></p> <ul style="list-style-type: none"> Contact Local Authorities Main contact for news sources <p><u>Communications Team</u></p> <ul style="list-style-type: none"> Update Website and Social Media platforms Inform web/IT provider Back up for news sources <p><u>Public Works</u></p> <ul style="list-style-type: none"> Regulatory notice requirements
3	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>Heightened customer complaint in person, on phone, or social media.</i> • <i>Localized Utility Interruption</i> • <i>Animal Endangerment</i> <p><i>This is unlikely to pose a long-term risk to or impact business operations, customer success, and/or company reputation, but the team should still be on the same page for responding.</i></p>	<p><u>Front Line Staff</u></p> <ul style="list-style-type: none"> Empowered to deliver messaging and redirect to appropriate department or agency <p><u>Immediate Supervisor</u></p> <ul style="list-style-type: none"> Empowered to deliver messaging Offers backup to de-escalate <p><u>City Administrator</u></p> <ul style="list-style-type: none"> Approves messaging goals Backup to supervisor to de-escalate

Emergency Operations Plan available on the server at Veneta City Hall



KEY TAKE-AWAYS

2022 Survey Insights

Communications Content

- Prioritize sharing information about community events, public safety & law enforcement.
- Communicate topics on local laws & regulation when changes occur so that the public can provide input.
- Communicate impactful matters like planning project developments, crime, City council, and road work information to the public.

Channels of Information

- Continue communication through City Website, Newsletter, and Facebook.

Performance

- Continue enhancing engagement on City of Veneta Facebook page.
- Continue performance on City Newsletter and Website.
- Continue to communicate City participation in community events.

Community Engagement

- Increase communication about major and minor issues to improve the public's understanding of local issues.
- Provide opportunities for people to provide public input on City decision making.
- Introduce an opportunity for community members to get their questions answered by City staff and elected officials, conduct an Annual City Performance survey, and produce video summaries of City issues or information on meetings to be posted online.
- Introduce communication through email and text
- Improve communication on how the public can provide input on City decision making and promoting current and planned development activities

What has changed 2019 vs 2022

What the
audience wants
us to share



Major & minor issues
and local laws and
regulations

How they
currently hear
from us



Newsletter
Facebook
Website
Fernrige Tribune

How they prefer
to hear from us



Newsletter
Facebook
Website
Email

Commute times
• 20 min or more



Decreased by
almost 50%

Performance on
Facebook and
website



Improved
10% & 20%

Overall the City rated highly in the channels in which we
communicate and the content that is being communicated

The City needs to improve ways that our citizens can be
informed of the City's decision making

We continue adding to our list of Channels