CITY OF TUALATIN COMMUNICATIONS PLAN

January 2019

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ACKNOWLEDGEMENTS

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OVERVIEW

CITY OF TUALATIN MISSION STATEMENT:

Dedicated to quality service for our community.

The City of Tualatin is committed to providing timely, relevant and engaging information to our community. This not only upholds our obligation as local government to operate transparently, but is an essential component of democratic process and is vital to fulfilling the City's mission. Through consistent and engaged communication, the City of Tualatin has the ability to inspire robust community engagement, enhance community pride and improve overall livability.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected.[1] Cities that deliver accurate, clear and useful information to these groups are often viewed as more desirable places to live.

Public information in the City of Tualatin is managed out of the City Manager's Office by the Deputy City Manager and through a Communications Team composed of staff throughout the organization that support the creation and distribution of content. While departments are responsible for proving and maintaining content, we operate as one city and one voice in all aspects of our communication.

[1] *National Citizen Survey™ Community Livability Report, Tualatin, Oregon (2016)*

HOW TO USE THIS PLAN

The City of Tualatin communications plan is a living document that will change over time as the City grows and communication preferences change. The plan aligns public information activities with the goals, objectives and key communication messages of the organization. It serves as a guide for the Communications Team, which is responsible for creating and distributing public information and inviting community input. It also serves as a guide for anyone serving in an official capacity to deliver the City's key messages and use its brand identity to achieve the City's communications goals.

COMMUNICATION GOALS

1. The community (residents, business owners, employees, visitors) is able to easily find information about City services, projects, advisory committees, events and programs.
2. The community is engaged in and participates in City government in a number of ways, including providing input in government activities and the decision-making process, and volunteering to serve on advisory committees, task forces and for City initiatives and events.
3. The City is a leading source of interesting content for the Tualatin community, including the media, and that information is shared.
4. The Communications Team has the tools it needs to consistently provide accurate, clear, and useful information about the City of Tualatin, City services, and City projects, advisory committees, events and programs to the community – including people facing systemic economic, political, social and cultural barriers.
5. City employees are informed and engaged in the goals and activities of the City.

See page 15 for a detailed look at the strategies, tactics, impacts and evaluation metrics for each goal.

KEY AUDIENCES

- Tualatin residents
- Business community
- Development community
- Community partners – local and regional agencies, nonprofit, education, business and community groups
- Visitors and tourists (interested in community events – i.e., Pumpkin Regatta)
- City of Tualatin staff, including elected officials
- Volunteers

KEY MESSAGES

- The City of Tualatin operates openly and transparently, with an overarching respect for public disclosure.
- The City of Tualatin welcomes and values community input, and is committed to informing residents about how to weigh in on important decisions.
- The City of Tualatin is an inclusive community that promotes access, diversity and equity as pillars of success in creating a high quality of life for everyone.
- The City of Tualatin utilizes problem solving, teamwork, empowerment and respectful discourse to deliver quality services to the community (City Manager's principles).
- The City of Tualatin values learning, discovery and interaction.
- Residents believe the City provides excellent services to the community.[1]
- Tualatin is a vibrant, diverse community, with a small-town feel and family-friendly atmosphere.
- Tualatin is a safe and welcoming community.[1]
- Tualatin's safe neighborhoods, clean parks, walking paths, and trails foster community connection and sense of place.[1]
- Tualatin has a healthy economy, with ample shopping and employment opportunities.[1]
- Tualatin is a safe place to live, with a proactive community-policing approach that is appreciated by residents. [3]
- Tualatin is a fun place to live, with parks, arts and culture, education and community activities. The City has a commitment to making these amenities accessible to all.[3]

[1] *National Citizen Survey™ Community Livability Report, Tualatin, Oregon (2016)*
[2] *Council's 2030 Vision, www.tualatinoregon.gov/citycouncil/tualatin-inclusive-city*
[3] *Tualatin Tomorrow Vision Plan Report (2014)*

GUIDELINES

BRANDING

A branding guide defines the way an organization's brand will look and helps ensure that graphics are consistent and uniform across materials. The City of Tualatin updated its City logo and Branding Guide in November 2015 to promote community pride and develop a more easily recognizable logo for the City's growing list of communications channels and publications. Each department is expected to refer to the Branding Guide for guidance on use of the City logo, fonts and brand colors, text treatments and design of posters, postcards, brochures, and other materials. The City Manager's Office is responsible for helping ensure that City departments use Tualatin's branding guidelines and logo in a consistent and appropriate way.

STYLE GUIDE

A style guide is a set of standards for the writing and design of documents. A style guide helps ensure consistency and best practices in language and visual composition, and complements an organization's branding guidelines to help ensure a unified brand. An editorial style guide generally includes specific rules around the organization's voice, tone and grammar conventions (e.g., words to avoid, abbreviations, use of terms common to your industry, use of hyperlinks and URLs, etc.), while a visual style guide is usually part of the brand guide.

The City has numerous established style guides and/or standard procedures that guide the writing and design of digital and printed materials/communications channels:

- The Website Style Guide and Standards includes style guidelines for editorial and visual website content.
- The Standard Procedures and Graphics Manual applies primarily to designing printed materials, and overlaps with the Branding Guide.
- *Tualatin Today* Content Guidelines is a helpful tool for those contributing to and publishing *Tualatin Today*, the City's e-newsletter.
- The City Social Media Policy establishes standards for creating and maintaining social media pages. It does not include an editorial or visual style guide.

Each communications channel has its nuances, and therefore it makes sense for each one to have its own style guide (e.g., a social media style guide might include guidelines for use of hashtags and tagging other pages/profiles, while an e-newsletter style guide includes guidelines for subject lines). However, the City has a baseline style guide upon which all others expand: the Website Style Guide and Standards is currently the most thorough editorial style guide resource available to City staff.

PHOTOGRAPHY

There is a shared folder on the server containing photographs that City staff has either captured or purchased the rights to use. Each department also has collections of photos that City staff has either captured or purchased the rights to use. The City does not have established photo guidelines. However, City staff should ensure photos being used in official City communications are consistent and on-brand. Photos should reinforce your key messages. Other tips to consider are:

PHOTOS OF PEOPLE

- Use images of City employees enjoying activities, working, volunteering and connecting with one another.
- Use photos that represent the actual population of Tualatin (see Appendix for a Population Profile).
- Whenever possible, capture people with genuine expressions rather than posing for a photographer.
- Photos of people making eye contact are preferable.

PHOTOS OF PLACES

- Use photos that capture the natural beauty of Tualatin – the parks, trails and paths.
- Use photos of some of the most popular/most celebrated/most recognized places in Tualatin.

COMPOSITION

- Photos should fill the frame and the subject should be a significant portion of the image. Existing photos can and should be cropped to fit the frame after they are taken.
- Photos for print need to be high-resolution and follow the guidelines provided by the publication.

ADDITIONAL NOTES

- Don't use copyrighted photos without permission.
- If using professional photos, always abide by usage rights from the photographer.
- Use photos of real people rather than stock photos.
- Ensure you have permission from the person before sharing his or her photo publicly.
- In the event that original photography does not exist, it's okay to use stock photography. Always abide by usage rights from the stock photography provider.
- Do not overuse the same image.
- If using an online file-sharing platform to share images, "retire" images for which you no longer have usage rights by placing them in a clearly labeled folder so others know not to use them.

STOCK PHOTOGRAPHY RESOURCES

Recommended resources for royalty-free stock photography include: *www.shutterstock.com*, *www.istockphoto.com*, *stocksy.com*, *gallerystock.com*

Free resources include: *unsplash.com*, *search.creativecommons.org*, *flickr.com/creativecommons*

CITY OF TUALATIN COMMUNICATIONS TEAM RESPONSIBILITIES

RESPONSIBILITIES

- Provides communication strategies for City departments, projects and programs.
- Supports development of department-specific content for city website.
- Provides content for the City's newsletter.
- May support production of other communications channels.
- Serves as a resource to City departments by helping determine best communication practices.
- Serves as a resource to City departments on best practices for event planning.

PARTICIPATION

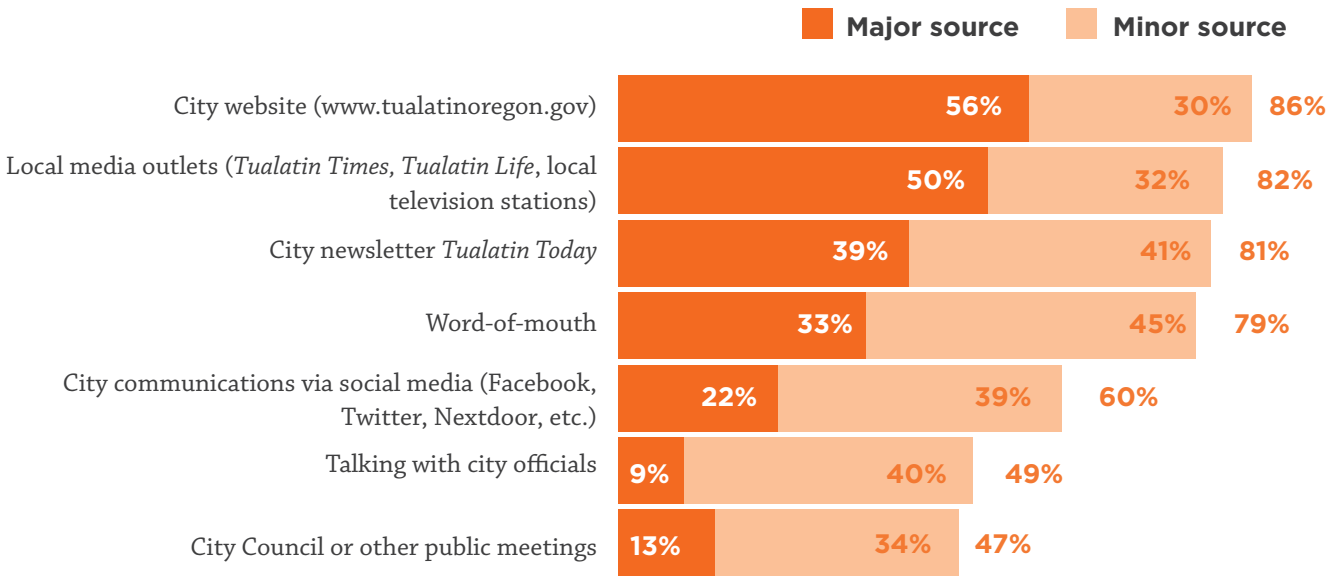
Everyone who represents the City government in any official capacity—ranging from staff to advisory committee members to elected officials—can be considered a representative/communicator for the City. The team includes:

- Deputy City Manager
- Designated representatives from each department including: Public Works, Community Development, Finance, Parks and Recreation, Police, Volunteer Services add Administration, Library[4]

[4] *See the Appendix for a list of current Communications Team members.*

COMMUNICATIONS CHANNELS

In the 2016 National Citizen Survey™ Community Livability Report, roughly 80% or more of respondents reported that the City newsletter, local media outlets (*Tualatin Times, Tualatin Life* and local television stations) and the City website were at least a minor source of information. City Council or other public meetings were considered a major or minor source of information by 47% of residents.



WEBSITE

The City's website (www.tualatinoregon.gov) is its primary communication tool. The City website is intended primarily to provide public information concerning City services, activities and policies, and to provide an avenue for residents to sign up for list serves and the City newsletter. The Deputy City Manager or a designee serves as Managing Editor of *www.tualatinoregon.gov*. City departments are not permitted to purchase or otherwise establish domain names or to use other external resources for presenting City information on the internet, unless otherwise approved by the City Manager or designee.

SOCIAL MEDIA

As of 2019, there are 3.48 billion social media users. To meet the communications preferences of our audience, the City of Tualatin uses social media channels to share public information. The City adopted a Social Media Policy on June 13, 2012, which includes expectations for creating and maintaining social media accounts for all departments as well as some recommendations for posting content and responding to comments.

E-NEWSLETTER

In 2017, the City shifted from sending a printed newsletter to residents to sending an e-newsletter. The monthly e-newsletter, known as *Tualatin Today*, is sent on the first of the month and is emailed to all subscribers who opt in via the City website. The goal of the newsletter is to share timely, accurate information about City events, projects, services and initiatives while also sharing human interest stories that help emphasize the City's Key Messages. The *Tualatin Today* Content Guidelines include a schedule and style guidelines for the e-newsletter.

PRESS RELEASES

Members of the press are important partners for helping the City meets its communications objectives. The local press is one of the fastest and most efficient ways for the City to publish and share information with residents. As such, the City aims to provide consistent, proactive news releases and public service announcements to achieve accurate coverage by members of the press.

- All formal City press releases are sent out by the City Manager's Office with the exception of press releases from the Police Department.
- Any media inquiries received by City staff or officials should be referred to their Department Head who, in turn, will immediately forward the contact to the City Manager's Office.

Channel	Person/People Responsible	Frequency of Updates	Messages	Tools & Resources
Internal – Managed by City Manager's Office				
Website *www.tualatinoregon.gov*	Primary: City Manager's Office Content from all departments	Weekly updates and posts	• All service, program, facility and event information • News, announcements and updates • Public meeting information and materials	» City Website Content Policy, Procedures and Standards (updated November 21, 2013) » Tualatin Website Style Guide and Standards (2012) » WordPress – website content management platform » Siteimprove – online tool for scanning websites to identify broken links, misspellings, and factors such as ADA compliance, readability and SEO » The City's website embeds a Google Translate module, allowing users to translate it into many different languages
Newsletter – people have opted in	Primary: City Manager's Office Content from all departments	Monthly (on the first day of the month)	• News highlights and events • Mayor's Update	» Tualatin Today Content Guidelines » Mailchimp - subscription platform for e-newsletters » MyEmma - subscription platform for e-newsletters
City of Tualatin Facebook *www.facebook.com/cityoftualatin*	Primary: City Manager's Office Content from all departments	10-12 posts/wk	News, alerts, updates, events, community pride	» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
City of Tualatin Twitter *twitter.com/CityofTualatin*	Primary: City Manager's Office Content from all departments	10-12 posts/wk	News, alerts, updates, events, community pride	» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
City of Tualatin Instagram *www.instagram.com/cityoftualatin*	Primary: City Manager's Office Content from all departments	3-5 posts/wk	Showcase images of events, projects, community pride	» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
Tualatin Nextdoor	Primary: City Manager's Office Content from all departments	2-4 times/mo	• Trash/recycling and seasonal reminders • Major information campaigns • Citizen volunteer invitations • Targeted traffic/road construction alerts	» City Social Media Policy (June 13, 2012)
LinkedIn *www.linkedin.com/company/cityoftualatin*		1-2 posts/mo	• Job openings • Awards/accolades	» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
List Serves – primarily for public notices	Primary: City Manager's Office Content from all departments	1-2 post/mo	• Agenda packets • Emergency news alerts • Upcoming City meetings • Tualatin Today	» Public Involvement Guidelines and Tool Box (September 2014)

Public Meetings Govt. Access Station?	Primary: City Manager's Office Department may lead when specific to a program or project		• City Council agenda and meeting information • Public information regarding large programs or projects • Neighborhood developer meetings	» Public Involvement Guidelines and Tool Box (September 2014)
City Source /Utility Bill Insert (Public Works Dept.)	Finance Dept.	Monthly	• Timely City news	
Water Quality Report (Public Works Dept.)	Public Works Dept.	Annually	• Primary source of information for water quality information	
Explore Tualatin (Parks & Rec Dept.)	Parks & Recreation Dept.	Quarterly – • Feb. • May • Aug. • Sept.	Program events and activities	» Explore Tualatin submission guidelines
Press Releases	Primary: City Manager's Office	At least 6 times/yr	• Urgent City news • Emergency alerts	» Public Involvement Guidelines and Tool Box (September 2014) » Updated media contacts list
Public Service Announcements (PSAs)	All departments	3-4 times/yr	• Public information related to an event or a cause	» Public Involvement Guidelines and Tool Box (September 2014) » Updated media contacts list
Department-Specific Social Media Feeds				
Police Dept. Facebook *www.facebook.com/TualatinPolice*	Tualatin Police Primary: Jennifer Massey	3-4 posts/wk		» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
Police Dept. Twitter *twitter.com/tualatinpolice*	Tualatin Police Primary: Jennifer Massey	3-4 posts/wk		» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
West Coast Giant Pumpkin Regatta	Parks & Recreation Primary: Heidi Marx	3-4 posts/wk		» City Social Media Policy (June 13, 2012) » Hootsuite or similar social media management tool
Volunteer Newsletter		Monthly		
Library Newsletter		2 times/mo		

2019-2020 COMMUNICATIONS ACTION PLAN

GOAL 1. The community (residents, business owners, employees, visitors) is able to easily find information about City services, projects, advisory committees, events and programs.

STRATEGY 1: Utilize a variety of communications channels (web, social media, print) to deliver public information in a timely and thoughtful manner.

TACTICS – HIGH LEVEL

1. Communications Team works together to develop and follow an annual Editorial Calendar that serves as a framework for delivering public information in a timely and thoughtful manner.
2. Communications Team has access to translation services and other tools to improve access for people facing language and cultural barriers.
3. Use the City's brand guidelines to help ensure community members can easily recognize information coming from the City and relate to its consistent look and voice.
4. Regularly survey the community about their communications preferences and respond/adapt accordingly.

TACTICS – WEBSITE

1. The Deputy City Manager or designee updates information on www.tualatinoregon.gov as needed to ensure residents receive information in a timely manner.
2. Utilize the City Website Content Policy, Procedures and Standards and the Tualatin Website Style Guide and Standards to ensure information is shared in a thoughtful, consistent manner.
3. Complete an external website audit with help from an outside consultant every three years at a minimum to ensure consistency and accuracy, and to ensure that people facing systemic economic, political, social and cultural barriers can access information.
4. Conduct an internal website audit as-needed with members of the Communications Team.

TACTICS – SOCIAL MEDIA

1. Post to Facebook 3-4 times a week.
2. Post to Twitter 3-4 times a week.
3. Post to Instagram 3-4 times a week.
4. Post to Nextdoor at least 3 times per month on issues that are important to our neighborhoods.
5. Maintain high responsiveness ratings on social media.
6. Utilize the City Social Media Policy to ensure information is shared in a thoughtful, consistent manner.
7. Keep the City's Social Media Policy up to date and relevant.
8. Tag other organizations and departments when appropriate, and use popular and appropriate hashtags to improve engagement with content.

TACTICS – TRADITIONAL PRINT AND DIGITAL MARKETING

1. Maintain and distribute information about City Council meetings, public hearings and emergency alerts via list services – in both Spanish and English.
2. Distribute a monthly e-newsletter that provides timely, accurate information about City events, projects, services and initiatives while also sharing human interest stories that help emphasize the City's Key Messages.
3. Mail utility bill inserts to every household monthly (email or mail). Include other important announcements in this bill as needed.
4. Purchase print and digital advertising as needed to invite residents to participate in public meetings and events and participate in decision-making.
5. Share information with the public through flyers – in Spanish and English – posted in popular locations.
6. Mail *Explore Tualatin* to every household quarterly.

IMPACTS

1. There is an increased awareness about how City services are relevant to people's needs as residents, business owners, employees and visitors of the City of Tualatin.
2. Residents and stakeholders are more informed and empowered to participate in local decision-making.
3. Residents and stakeholders feel that their input is sought and valued.
4. The Tualatin community has a positive identification with the City government as a whole and feels a strong sense of community pride.
5. All residents – including people facing systemic economic, political, social and cultural barriers – feel that the City is looking out for their interests.

EVALUATION METRICS

1. Increased level of satisfaction among residents for City services.
2. Increased level of satisfaction among residents for City customer service.
3. Increased readership of the City's newsletter (subscribers, open rates).
4. Increased followers on City social media channels.
5. Increased engagement from social media followers (sharing posts and events).
6. Increased traffic to the City's website.
7. Increase in number of people involved with Citizen Involvement Organizations, citizen advisory committees and other volunteer opportunities.

GOAL 2. The community is engaged in and participates in City government in a number of ways, including providing input in government activities and the decision-making process, and volunteering to serve on citizen committees and for City initiatives and events.

STRATEGY 2: The City makes public input a priority and creates numerous opportunities for two-way communication.

TACTICS

1. Ensure all staff has access to the Public Involvement Guidelines and Tool Box (see Appendix), and they are trained in how to use it to engage the community and deliver the message about their project or program to Tualatin's community stakeholders.
2. The Communications Team has access to translation services for public meetings to improve access for people facing language barriers.
3. Host community meetings when seeking input about projects and initiatives.
4. Keep community partners informed about City initiatives and services, and invite them to engage in decision-making.
5. Invite community members to attend public hearings before Council each month.
6. City Manager's Office responds to inquiries that the City frequently receives through the City website and by phone.
7. Keep the Public Involvement Guidelines and Tool Box up to date and relevant.

IMPACTS

1. There is an increased awareness about how City services are relevant to people's needs as residents, business owners, employees and visitors of the City of Tualatin.
2. Residents and stakeholders are more informed and empowered to participate in local decision-making.
3. Residents and stakeholders feel that their input is sought and valued.
4. The Tualatin community has a positive identification with the City government as a whole and feels a strong sense of community pride.
5. All residents – including people facing systemic economic, political, social and cultural barriers – feel that the City is looking out for their interests.

EVALUATION METRICS

1. Increased participation in public meetings and City initiatives and events.
2. Increased public comments informing the decision-making process.
3. Increased participation among people facing systemic economic, political, social, and cultural barriers in public meetings and City initiatives and events.
4. Increase in number of people involved with Citizen Involvement Organizations, citizen advisory committees and other volunteer opportunities.

GOAL 3. The City is a leading source of interesting content for the Tualatin community, including the media, and that information is shared.

STRATEGY 3: Provide the media and community partners with accurate information about City services, projects, advisory committees, events and programs.

TACTICS

1. Distribute consistent, timely, accurate news releases and public service announcements to local media and partners.
2. Deputy City Manager or designee responds to media inquiries in a timely manner.
3. Develop and follow a City Media Relations Policy.
4. Provide media relations training to staff.

IMPACTS

1. There is an increased awareness about how City services are relevant to people's needs as residents, business owners, employees and visitors of the City of Tualatin.
2. Residents and stakeholders are more informed and empowered to participate in local decision-making.
3. The Tualatin community has a positive identification with the City government as a whole and feels a strong sense of community pride.
4. Staff has a good relationship with community partners and there is good two-way communications between staff and community partners.

EVALUATION METRICS

1. Increased followers on City social media channels.
2. Increased engagement from social media followers (sharing posts and events).
3. Increased participation among people facing systemic economic, political, social and cultural barriers in public meetings and City initiatives and events.
4. Increased thought-provoking coverage of the City's services, projects and initiatives in various online, print, and broadcast media outlets and channels.

GOAL 4. The Communications Team has the tools it needs to consistently provide accurate, clear, and useful information about the City of Tualatin, City services, and City projects, advisory committees, events and programs to the community — including people facing systemic economic, political, social and cultural barriers.

STRATEGY 4: Staff has access to sustainable, cost-effective and current communication tools/technology.

TACTICS

1. The Communications Team works together to develop and follow an annual Editorial Calendar that serves as a framework for delivering public information in a timely and thoughtful manner.
2. Train the Communications Team in communications best practices.
3. Provide the Communications Team with translation services and other tools to improve access for people facing language and cultural barriers.
4. Maintain a list of community meeting spaces and poster locations in a wide range of public locations.
5. Hold an annual half-day retreat with members of the Communications Team to evaluate systems, brainstorm topics for editorial calendar, and create a list of needed staff trainings.

IMPACTS

1. The City Communications Team feels more confident in their communications skills and less overwhelmed/more organized.
2. Residents and stakeholders are more informed and empowered to participate in local decision-making.

EVALUATION METRICS

1. The amount of time it takes staff to create social media and newsletter content is reduced, and they have more time to spend on other work.
2. Increased level of satisfaction among residents for City services.
3. Increased level of satisfaction among residents for City customer service.
4. Increased readership to the City's newsletter (subscribers, open rates).
5. Increased followers on City social media channels.
6. Increased engagement from social media followers (sharing posts and events).
7. Increased traffic to the City's website.
8. Increased participation in public meetings and City initiatives and events.
9. Increased public comments informing the decision-making process.
10. Increased participation among people facing systemic economic, political, social, and cultural barriers in public meetings and City initiatives and events.

GOAL 5. City employees are informed and engaged in the goals and activities of the City.

STRATEGY 5: Make information about City services, projects, advisory committees, events and programs available to City staff.

TACTICS

1. Ensure all staff are subscribed to the City newsletter and are encouraged to participate in City projects, advisory committees, events and programs.
2. Consider developing an employee e-newsletter that speaks directly to employees.
3. Share information with employees through flyers—in Spanish and English—posted in City facilities.

IMPACTS

1. Increased level of satisfaction/pride among all City staff.

EVALUATION METRICS

1. Higher staff retention.
2. Increased participation from City staff in public meetings, programs and initiatives.

APPENDIX

CITY OF TUALATIN COMMUNICATIONS POLICIES, GUIDELINES AND TOOLS

- City Website Content Policy, Procedures and Standards (updated November 21, 2013)
- Tualatin Website Style Guide and Standards (2012)
- City Social Media Policy (June 13, 2012)
- Tualatin Today Content Guidelines (2018)
- City of Tualatin Branding Guide (November 2015)
- Standard Procedures and Graphics Manual (February 2014)
- Public Involvement Guidelines and Tool Box (September 2014)

All available for download at *www.tualatinoregon.gov/administration/communications*

CITY OF TUALATIN COMMUNICATIONS TEAM

(updated January 2019)

- Kelsey Lewis, Management Analyst, Public Works
- Nic Westendorf, Management Analyst, Public Works
- Garet Prior, Management Analyst, Community Development
- Julie Wickman, Program Coordinator, Library
- Lisa Thorpe, Program Coordinator, Finance
- Betsy Ruef, Community Engagement Coordinator, CM office
- Jackie Konen, Volunteer Coordinator
- Kyla Cesca, Office Coordinator, Parks & Recreation
- Jennifer Massey, Program Coordinator, Police