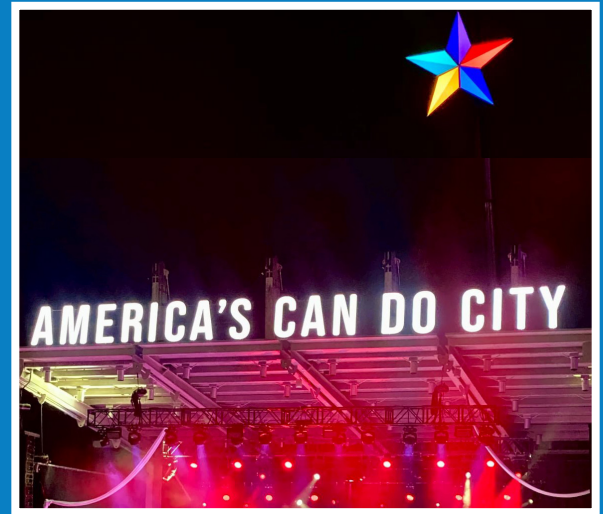




2022



STRATEGIC COMMUNICATIONS PLAN

TABLE OF CONTENTS

Introduction & Executive Summary	3
The City of Fayetteville	4
Mission, Vision & Strategic Plan	5
Can Do Carolina.....	6
Foundational Research.....	8
Current Channel Overview.....	9
Audience	10
Residents.....	10
City Staff.....	10
Media	11
Elected Officials.....	11
Messaging + Communication Priorities.....	12
Strategic Communication Priorities	13
PRIORITY 1: Telling Our Story	14
Tactic Implementation: Part A	15
Tactic Implementation: Part B	16
Tactic Implementation: Part C (Ongoing).....	17
PRIORITY 2: Transparent & Accountable	18
Tactic Implementation: Part A	19
Tactic Implementation: Part B	20
Tactic Implementation: Part C (Ongoing).....	21
PRIORITY 3: Informed Workforce	22
Tactic Implementation: Part A	23
Tactic Implementation: Part B	24
Measuring Success	25
Appendices.....	26
Appendix A: Policies.....	27
Appendix B: Brand Guides	28

City of Fayetteville Marketing & Communications Mission

The mission of the City of Fayetteville’s Marketing & Communications Department is to inform and engage residents, strengthen and expand the City’s reputation and foster community pride and cooperation. Our vision is to be a transparent provider of timely and accurate information to the public. Marketing & Communications is the public relations arm of the organization.



INTRODUCTION & EXECUTIVE SUMMARY

The City of Fayetteville is a dynamic, culturally-rich community committed to high-performance, transparency and innovation. The mission of the City is to provide sustainable, high-quality public services for our communities to thrive and businesses to grow. With creative energy, a vibrant history and compassionate people, Fayetteville always finds a way. That's why we are America's Can Do City.

The story of continued success, growth and tenacity is one residents are ready to hear and prepared to share. This communications plan provides a road map for the City, under the leadership of the City of Fayetteville's Marketing & Communications team, to elevate positive stories, build a bridge between City operations and residents and redefine the narrative about Fayetteville.

The plan is grounded in fostering transparency and accountability, creating a collective voice and reinforcing the important relationship between City leadership and the community.

The Fayetteville communications team acknowledges their resources limit them, but they can prioritize re-telling Fayetteville's story to highlight the City's strengths. To best serve the community and do Fayetteville justice on the statewide media stage, they will actively promote positive stories that focus on local heroes, celebrate the City's diversity, and highlight our collective *Can Do* attitude, in addition to continuing to promote the city's programs and services to its residents.

This plan provides a roadmap for communicating with target audiences in a way that effectively resonates with each, and better prepares City leadership to positively differentiate Fayetteville highlighting what makes our City an extraordinary place to live, work, raise a family and grow a business.

The following plan will cover relevant research, existing opportunities, future opportunities, priorities, strategies and tactics along with how we will define success now and in the years ahead.





THE CITY OF FAYETTEVILLE

Few places in America have played such a formative role in our country's most defining moments as Fayetteville, from its original settlement in 1739 by Scottish immigrants from the highlands of Scotland arriving via the Cape Fear River, through the deployment of troops to Afghanistan and across the globe. It is here that the very seeds of American freedom, democracy and patriotism were planted and continue to grow.

In 1762, the town of Campbellton, located on the Cape Fear River, was chartered by the colonial assembly. In 1778, Campbellton united with the neighboring town of Cross Creek to become Upper and Lower Campbellton. In 1783, the North Carolina General Assembly approved the town's official renaming to Fayetteville in honor of the Marquis de Lafayette (1757-1834), the French nobleman who served as a Major General in the Continental Army during the Revolutionary War. Over the years, the area grew as a center of government and commerce because of its location as an inland port and the hub of the early "Plank Roads" system, key to overland travel from the 1840s to 1850s.

Known throughout its history for its cultural diversity and military presence, today the Fayetteville area stands as a testament to its proud past. The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County. Fayetteville is located adjacent to Interstate Highway 95, a major north-south corridor that links the City to Washington D.C., Baltimore and New York to the north, and to Charleston, Orlando and Miami to the south. Interstate 295, the Fayetteville Outer Loop, is currently being built around the City, increasing access to Fort Bragg and directly to Interstate 95. Fayetteville encompasses portions of Fort Bragg and is adjacent to Pope Army Airfield. These military installations add significantly to the Fayetteville area economy and to the culture of the community.

The last 20 years have seen unprecedented development and changes across Fayetteville, changing the City in so many ways. A revitalized downtown and \$40 million baseball stadium home to the Fayetteville Woodpeckers along with the renovated historic Prince Charles hotel offer dining, shopping, housing and entertainment options. Revitalization along the Murchison Road Corridor, significant investments in parks and recreation facilities, major public safety enhancements and significant renovations and improvements to public transportation through the FAST Transit Center and Fayetteville Regional Airport position Fayetteville for continued growth and success well into the future.





MISSION, VISION & STRATEGIC PLAN

OUR VISION

An attractive, culturally diverse, and inclusive city that is safe, prosperous, innovative, and unified.

OUR MISSION

To provide high quality and sustainable public services for our communities to thrive and our businesses to grow.

OUR VALUES

We, the Mayor, City Council, Managers, Supervisors, and Employees serve with:

Responsibility

Ethics

Stewardship

Professionalism

Entrepreneurial Spirit

Commitment

Teamwork

to safeguard and enhance the public trust in City government.

STRATEGIC PLANNING

Over the last 10 years, City Council has prioritized transformational projects within the Strategic Plan. These long term projects are improving the quality of life for our growing, thriving community. The 10- year Vision for the community; the organizational Mission; Core Values; Five-Year Goals and Goal Objectives that support the long-term vision for the City; Key Performance Indicators (KPI) that identify annual targets; and a one-year action plan that identifies Targets for Action (TFA), to advance progress toward the goals.





CAN DO CAROLINA



CAN DO CAROLINA

A “CAN DO” COMMUNITY

Fayetteville and Cumberland County are Can Do Carolina, a community with a central location in both the Carolinas and the East Coast, that is home to over three hundred thousand people and includes Fort Bragg — the largest U.S. military installation in the world. Many in our community are deeply rooted in the local tradition of getting things done through hard work, determination, service and generosity. Others from across the country and the world have joined this tradition, and together we are building the next great region of the Carolinas. We count on our military connection, engaged residents, diverse economy, excellent arts scene, and three outstanding area colleges — to help us move towards that future. With a thriving downtown, state-of-the-art baseball stadium and new development throughout the county, there’s no end to what we can do.

WE “CAN DO” ANYTHING

In Fayetteville and Cumberland County, we stand united by the lessons of our history, the lifeblood of our traditions, and the promise of our future. We stand ready, sharing a duty to make things happen for our country, our community, and one another. It’s just what we do.

For generations, we have been the place that gets things done and moves people forward in the Carolinas — a community shaped by hard work and determination. A place where everyone is at ease. Inside of us all, there is a drive...

- To **help** neighbors and strangers in need,
- To make travelers and transplants **feel at home**,
- To **find adventure** just outside the front door,
- To **fill the world** with color and sound,
- To **spark ideas** that lead to new solutions,
- To **advance** the potential of every person,
- To **teach** the next generation of doers.

FIND A WAY
CARE FOR ONE ANOTHER
PROTECT THE WORLD
ALWAYS GO FURTHER



CAN DO CAROLINA

WE'RE UNITED BY SOMETHING SPECIAL

Together, we uphold a legacy of service and altruism, innovation and creativity, diversity and openness. Together, we achieve what others cannot.

Because we stand united by the conviction that we can do anything. We are Can Do Carolina.

Here, we're united by something special. Something unique to our Sandhills home. From the time our forebears walked this land, they shared an enduring trait and displayed it in every way:

- The **initiative** of Highland Scots who arrived on the Cape Fear River and started over from the ground up;
- The **courage** of patriots who fought for American independence and organized the Fayetteville Independent Light Infantry;
- The **determination** of African-Americans, slave and free, who built our towns and founded institutions for spiritual and higher learning;
- The **vision** of statesmen who ratified the U.S. Constitution and chartered the University of North Carolina;
- The **compassion** of residents who restored the community and boosted morale after fires raged in the City.

Together, they claimed our place in North Carolina not through empty gestures but through concrete action and determination. We have not been idle since. We continue to shape our community by drawing on the strengths of people throughout Fayetteville and Cumberland County — service members and civilians, immigrants and lifelong residents, artists and entrepreneurs. Time and again, we have been steadfast allies, bold innovators, and down-to-earth souls who grow closer together through every challenge and every achievement.

And we're not done yet. Because here, we stand united by the shared conviction that **we can do anything**:

We do all we can to help a neighbor in need. Whether we were born into this philosophy or became ardent adopters, we aim to serve whenever and wherever possible. We choose to join our predecessors — the revolutionaries who dared support a nascent nation; the heroes who saw global conflict and offered resolution; the everyday residents who recovered from hurricane storms in unison. From Spring Lake to Stedman and everywhere in between, the instinct to care comes naturally to civil servants in city and county government, to pastors and parishioners of diverse faith families, and to volunteers from local service clubs. No matter the situation, we are all ready to lend one another a helping hand. **So before the day is through, we're sure to ask, "What can we do for you?"**

We can do no less than warmly welcome every newcomer. We encourage everyone to explore our home from east to west, just as the Marquis de Lafayette once traversed this city that bears his name. There are endless opportunities to discover history from landmarks and military museums, to partake in celebrations of global heritage, and to be charmed by the kind advice of friendly folks. We gladly extend this same treatment to every interstate visitor and international transplant, whether they're moving into or checking out downtown, giving them every reason to stay a while longer. **Truly, it's the least we can do.**



FOUNDATIONAL RESEARCH

Public relations consultants Eckel & Vaughan conducted immersion interviews with eight City officials and community leaders to prepare for this strategic communications planning process. Through those interviews, they provided the following insights:

The people are what set the community apart. Many of the individuals we interviewed provided anecdotes about the generosity of the people of Fayetteville and how they take care of one another. They are the true heart and soul of the community and have been described as “welcoming,” “nice,” and “giving” people. Although residents are aware of Fayetteville’s status as one of the largest cities in the state, they pride themselves on the City’s small-town feel.

One of the City’s greatest strengths is its diversity. The City’s ties to Fort Bragg make it a truly diverse place. Fayetteville has connections with people worldwide, as the base draws families from across the globe. Though the City’s history may project a different image, those within the community are aware that this history no longer reflects the City’s modern-day reality.

The people want to be heard. Across the board, we heard within each of our interviews that the people want—and expect—to be involved in the City’s decision-making process. When asked what the City could do better, specifically in times of crisis, responses often focused on the city’s response to the public, citing the City’s lack of clear, transparent communication with the people. Interviewees also made it very clear that public input should only be considered from the residents of Fayetteville who are directly affected by the issues at hand.

The City government needs to be a guiding light for the people of Fayetteville. It is important for the City Council to commit to an organized strategy when it comes to the decision-making process and to ensure that strategy includes transparent communication with the public. Many of the frustrations that the City experienced following the Market House riot could have been alleviated or avoided had the City of Fayetteville addressed the issue and provided the public with a clear timeline or process of what to expect from it next.

The City is in need of a dedicated strategic process when it comes to communicating with its residents. There seems to be some frustration over the fact that there is no formalized process for how City government gets information to Fayetteville’s residents. Some individuals expressed that since the region lacked its own television station, there is no sufficient way to reach the masses. The local paper is said to not always be reliable in reporting the City’s statements. One successful channel of communication that was repeatedly mentioned within a number of the interviews was the police department’s social media pages.

The people aren’t seeing and hearing enough of Fayetteville’s positive news. Fayetteville is a city of mounting potential in the region. There is a growing interest in economically developing and investing in the area. People come to the area to retire. The City’s police department has made great strides in combating crime over the last five years. The City has so much to offer, but doesn’t do enough to promote itself positively. For years, the City has fallen victim to an inaccurate and outdated reputation and has fallen behind in standing out among its surrounding urban competitors. It is important for the City of Fayetteville to highlight the work it has done to make Fayetteville a better place for its residents, ensuring that the residents of Fayetteville are also aware of the City’s successes and key differentiators.



CURRENT CHANNEL OVERVIEW

The City of Fayetteville communications team has worked diligently in recent years to implement creative strategies as a platform for sharing City news, information and updates.

Current channels in use by the City include the following:

- FayTV/video streaming
- Social media
- Website
- Traditional news media
- Podcast/audio streaming
- E-newsletter
- Email
- Events and activities
- Paid media/advertising



MEDIA RELEASE

Jodi Phelps, Corporate Communications Director

Release: IMMEDIATE **Contact:** Nacarla Webb, Public Information Specialist

Date: 02/24/2022 **Phone:** (910) 433-1710 (desk)





AUDIENCE

The City of Fayetteville's audiences are defined below and are ones the City should communicate to most frequently on an ongoing basis. Secondary audiences may include businesses and organizations, other municipalities, regional partners and our larger statewide audience. They are also important to keep in mind throughout the development of communication strategies and the implementation of tactics, but they generally do not require the same consistency, commitment and detail.

City audiences include the following. (*Audience analysis below was compiled by consultants Eckel & Vaughn.*)

Primary Audiences:

- Residents
- City Staff
- Media
- Elected Officials

RESIDENTS

There more than 208,000 residents in Fayetteville who rely on the City's communications team for information.

CURRENT POSITION: Proud to live in Fayetteville and often frustrated by negative news about Fayetteville. Desires consistency in actions and transparent and reliable communication about important matters affecting the City.

DESIRED FUTURE MINDSET: I feel informed about important city matters. I'm proud of my town, and I'm pleased to see that news coverage and stories shared by the city positively reflect the Fayetteville community. I have confidence in City leadership and understand their vision for Fayetteville.

CITY'S AUDIENCE GOALS: Educate, inform and engage. Residents should feel like they have enough information to fully understand what is happening in their city. The communications team will keep the resident persona at the top of mind in the creation and distribution of all content. To effectively communicate with residents, the communications team will actively work to build a bridge between local government and the general public promoting transparency, accountability and telling the story of the work happening on their behalf on a daily basis.

CITY STAFF

One of the most effective communication tools that is underutilized is internal communication. Strengthening internal communications can be critical to realizing full success.

CURRENT POSITION: Dedicated to individual work and responsibilities. Often feels out of the loop on large and small matters, and desires to better understand how their role impacts the larger vision contributing to success.

DESIRED FUTURE MINDSET: I understand the City's communications team's goals and City goals, and I know how to help further positive perception about our city. I have a deeper understanding for our city leadership's shared vision for Fayetteville and what my role is in that process.

*CITY STAFF (CONTINUED)*

CITY'S AUDIENCE GOALS: Well-informed, engaged and reliable City employees. The City has more than 1,600 employees across various disciplines. Ensuring timely, accurate and transparent communication is distributed regularly from leadership in both directions can be an essential tool to helping inform and support the communication goals for all other audiences. Simultaneously, strong internal communications creates an organizational culture that encourages each employee to be an ambassador for City operations.

MEDIA

The City's communications team's relationship with the media is essential to promoting the positive stories.

CURRENT POSITION: Focused on negative news regarding City leaders and operations which often overshadows the positive. Often don't feel leaders have a clear, unified vision for the future.

DESIRED FUTURE MINDSET: I have open lines of communication with City leadership. Fayetteville leaders routinely share positive stories with me, and City leaders are clearly communicating a clear, persuasive direction for the City.

CITY'S AUDIENCE GOALS: Develop and maintain strong partnerships. The City relies on the strong and continued partnerships with local media to effectively tell the story to the full breadth of our audiences. The City communications team will work to strengthen the existing relationships and build new ones creating an opportunity to enhance and support storytelling through the news media. Leveraging new media partnerships and platforms will be an effective tool for the City and the media organizations.

ELECTED OFFICIALS

The flow of information between the City's communications team and City leadership is critical to public relations. Speaking with a unified voice is essential for transparency and effective communication.

CURRENT POSITION: Focused on creating impact, but often don't see the City as distributing positive stories when negative leads headlines and are unaware of a coordinated communications plan and strategy.

DESIRED FUTURE MINDSET: Through improved internal and external communications and leadership, we're acting with increased coordination and earning the confidence of the people of Fayetteville. Our City staff is doing a good job of educating the public and media about everything that's going right in Fayetteville.

CITY'S AUDIENCE GOALS: Empower and inform. City leadership should have readily available access to information that facilitates a consistent, unified voice. Providing leadership and elected officials with a consistent source of information on how the City is telling their story and what that narrative is will both empower and inform leadership to continue being a part of the process, further amplifying the message.



MESSAGING + COMMUNICATION PRIORITIES

The City communications team is the primary unit responsible for supporting, guiding and managing communications, marketing and community relations functions across the City with the support of identified key staff members in a variety of departments. To best reinforce the City's identity and have a unified voice, it is imperative that the City identify communications priorities and key messages to which all tactics must align. The core messaging and priorities identified in the following pages serve as the overarching goals for the City's strategic communications plan. With audience goals in mind, they each drive the key messaging points, strategies and actionable tactics.





STRATEGIC COMMUNICATION PRIORITIES

The City Marketing & Communications team is the primary unit responsible for supporting, guiding and managing communications, marketing and community relations functions across the City with the support of identified key staff members in a variety of departments. To best reinforce the City's identity and have a unified voice, it is imperative that the City identify communications priorities and key messages to which all tactics must align. The priorities identified below serve as the overarching goals for the City's strategic communications plan. With audience goals in mind, they each drive the key messaging points, strategies and actionable tactics in the following pages.



PRIORITY #1

Tell our story of progress and success.

Define and develop a community identity promoting the City's record of success, innovation and progress through creative storytelling.



PRIORITY #2

Be transparent and accountable providing timely information.

Present accurate, essential information to audiences transparently through a diverse mix of communications ensuring credibility, accountability and access.



PRIORITY #3

Ensure a well-informed City workforce.

Keep City employees informed and involved so they can assist in telling the Fayetteville story and feel engaged in the process.



PRIORITY #1

Tell our story of progress and success.

Define and develop a community identity promoting the City's record of success, innovation and progress through creative storytelling.

STRATEGIES

- Develop consistent messaging, assets and an identity that builds and reinforces the Fayetteville brand, highlighting opportunities and assets
- Build momentum and awareness for the positive successes that demonstrates the admirable qualities of Fayetteville
- Differentiate Fayetteville by identifying what makes us unique and leveraging those characteristics for compelling storytelling
- Foster a sense of community through information, messages and platforms where we engage with audiences
- Highlight successful past accomplishments and how current and future accomplishments build upon that foundation
- Empower City leadership and employees to use the brand and messaging correctly in telling our story with one unified voice

TACTICS

IMPLEMENT INTENTIONAL SOCIAL MEDIA STRATEGY, INCLUDING ADOPTION OF NEW PLATFORMS

COMPLETE ROLL-OUT OF NEW CITY BRAND IDENTITY

ESTABLISH CORE CITY MESSAGES REFLECTING BRAND ANCHORS

LEVERAGE INTENTIONAL PAID MARKETING CAMPAIGNS

DEPLOY VIDEO CONTENT STRATEGY WITH A FOCUS ON RESIDENT ENGAGEMENT

INCREASE POSITIVE STORIES PROVIDED TO TRADITIONAL MEDIA OUTLETS

ENSURE BRANDED COLLATERAL IS CONSISTENT CONTINUING COMMUNITY BRANDING INITIATIVE

COMMUNICATIONS AUDIT

DEVELOP STRONG COMMUNITY PARTNERSHIPS IN DEFINING AND SUPPORTING THE CITY'S VOICE

LEVERAGE EMPLOYEE AMBASSADORS TO EXTEND TRADITIONAL REACH

COUNCIL ACTION COMMUNICATION PIECES

EVENT PHOTO AND VIDEO PUBLICLY AVAILABLE

STRONG PROCESS FOR COMMUNICATIONS COORDINATION WITH CITY DEPARTMENTS

UPGRADE CITY WEBSITE ENHANCING ACCESS TO INFORMATION-USE WEB CONTENT STRATEGY

DEVELOP DEPARTMENTAL MESSAGING STRATEGIES

IMPLEMENT CORE TALKING POINTS

DEVELOP AND DEPLOY MESSAGE MAP



PRIORITY #1

Tell our story of progress and success.

Define and develop a community identity promoting the City's record of success, innovation and progress through creative storytelling.

TACTIC IMPLEMENTATION: PART A

Implement intentional social media strategy, including adoption of new platforms

- Fill social media position
- Work with E+V to create social media strategy and plan
- Perform social media audit on existing channels and content
- Perform industry analysis and comparison
- Review and adopt/launch new platforms and channels
- Develop process to coordinate and cross-promote with other City channels
- Work to create consistency among all City social media

Complete roll-out of new City brand identity

- Expand and release brand guide
- Develop branding resource "portal" for City staff and departments
- Perform and provide brand training for department staff as needed
- Review and identify any remaining opportunities to transition
- Audit and develop a space branding plan
- Review existing tools to identify self-service design options promoting consistency in quality

Establish core City messages reflecting brand anchors

- Develop narrative focused on strategic plan
- Develop key messaging points based on action and outcomes
- Define the City's voice and key differentiators
- Provide conduit of information to reinforce key message
- Gather continual feedback on key message drivers
- Update City assets to reflect core messages and brand identity

Council action communication pieces

- Continue building Council Recap messaging
- Develop Council meeting preview communication piece
- Resident education series on how Council works
- Share proclamations in online repository available to public
- Event photo and video publicly available in stock gallery

Develop and deploy message map

- Review existing messaging for parallels
- Develop message driver identification process
- Align messaging with strategic plan
- Deploy core City messaging map
- Provide departmental mapping opportunities

Implement core talking points strategy

- Create a repository of topical talking points for staff and Council to access
- Alignment of messaging across departments and disciplines



PRIORITY #1

Tell our story of progress and success.

Define and develop a community identity promoting the City's record of success, innovation and progress through creative storytelling.

TACTIC IMPLEMENTATION: PART B

Deploy video content strategy with a focus on resident engagement

- Review FayTV content strategy and determine mix moving forward
- Informal and informative FayTV content to reach residents where they are
- Highlight local heroes & human interest stories
- Involve more residents in videos to reinforce message
- Focus more on community story

Ensure branded collateral is consistent continuing community branding initiative

- Individual departmental review process to ensure accuracy and consistency across the City
- Provide self-service and custom templates for campaign-based materials
- Strengthen department liaisons with SOPs and expectation guidelines
- Continue next phase of collaboration with FCCCBC

Communications audit

- E-newsletter refresh
- Frontline refresh
- Social media use and strategy
- Website (see tactic below)
- Media process and procedure
- Print assets and use
- FayTV/audio/video use (See FayTV/video tactic above)
- FayTV promotion campaign
- Position news stories on FayTV as "alternative" source

Leverage employee ambassadors to extend traditional reach

- Implement internal communications plan as described in priority #3
- Leverage new employee on-boarding for critical items
- Increase City staff participation in events to show support
- Look for opportunities to show and promote pride among City employees

Develop departmental messaging strategies &

Strong process for communications coordination with City departments

- Develop departmental communication and marketing plans
- Review PIO network use & process
- Strengthen relationships across departments
- Evaluate and adjust MarComm departmental roles and assignments to align with department needs
- Review departmental liaison structure

Upgrade City website enhancing access to Information-use web content strategy

- Use of analytics to develop a user-centric approach to content
- Dead link/404 review and fix
- Content review and update process established for regularly scheduling updates, including images
- Training and teaching departments in person and self-serve
- Content feeds, social media, manager's report, podcast



PRIORITY #1

Tell our story of progress and success.

Define and develop a community identity promoting the City's record of success, innovation and progress through creative storytelling.

TACTIC IMPLEMENTATION: PART C (ONGOING)

Leverage intentional paid marketing campaigns

- Transition from traditional print media to modern digital, social and streaming platforms
- Review all City ad spends for efficiency and collaboration to save money
- Create annual comprehensive ad plan for City including sub-campaigns for all departments
- Identify opportunities to increase reach and effectiveness through targeting analysis
- Implement annual content and spend plan

Increase positive stories provided to traditional media outlets

- Media pitch sheets & projection info to news directors for broader coverage
- Collaborative community news innovation
- Better facilitated communication and information across departments to identify media stories
- Focus on weekend story ideas in weekly pitches
- Offer pre-packaged b-roll image and background media kits on demand to support media
- Implement a weekly release and pitch quota for the team
- Deploy use of editorial and content calendars
- Align social and web with media strategy

Develop strong community partnerships in defining and supporting the City's voice

- Collaborative efforts with Chamber of Commerce
- Work with FCCCBC
- Leverage media and strategic partners like DSI, E&V, ZenCity, others
- Collaboration with Ft. Bragg
- Coordination with County



PRIORITY #2

Be transparent and accountable providing timely information.

Present accurate, essential information to audiences transparently through a diverse mix of communications ensuring credibility, accountability and access.

STRATEGIES

- Leverage multi-channel, integrated and intentional strategies deployed on a campaign-style basis to present information based on resident needs
- Provide information easily understandable in a manner that is convenient and accessible to the public
- Increase accurate and comprehensive local media coverage
- Ensure Marketing & Communications is appropriately staffed and organized for future growth and success
- Accomplishments and challenges reported early, often, accurately and openly promoting trust and credibility
- Demonstrate responsiveness to community conversations by creating opportunities for public engagement
- Strong public records request management system to be responsive and supportive of the public's desire for information

TACTICS

**STRENGTHEN USE OF MULTI-LINGUAL
TRANSLATION FOR CRITICAL COMMUNICATIONS**

**LAUNCH USE OF EDITORIAL AND CONTENT
CALENDARS, MEDIA DAYS, OP-EDS AND EDITORIALS**

**STRENGTHEN REPORTING ON ANNUAL BUDGET
AND SUPPORTING PROCESS**

**USE SOCIAL MEDIA AS CRITICAL TOOL IN THE
DISTRIBUTION OF IMPORTANT INFORMATION**

**DEVELOP DOCUMENTED MARKETING &
COMMUNICATIONS STANDARD AND EMERGENCY
PROCEDURES**

**ASSESS STAFF WORKLOAD, RESPONSIBILITIES AND
TEAM STRUCTURE**

**DEPLOY DEPARTMENTAL COMMUNICATION PLANS
TO BETTER FACILITATE SUPPORT**

**MAINTAIN STRONG AND TRUSTED RELATIONSHIPS
WITH LOCAL MEDIA**

**STRENGTHEN MONITORING & TRACKING OF
COMMUNITY INTERESTS AND ISSUES**

**REVIEW DATA/INFORMATION CONTENT AND
PLACEMENT ON WEBSITE**

**CONSIDER ANNUAL REPORT FORMAT TO
COMMUNICATE PERFORMANCE METRICS AND
IMPACT CLEARLY TO PUBLIC**

**COUNCIL ACTIONS AND ACCESS COMMUNICATIONS
PLAN**

**WEBSITE METRICS DRIVE IMPROVEMENTS TO
INFORMATION AVAILABLE ONLINE**

**STREAMLINE PUBLIC RECORDS REQUEST PROCESS
WITH ADDITIONAL SUPPORT & PROCESS**

**ENCOURAGE OPEN DIALOGUE AND TWO-WAY
COMMUNICATION THROUGH EXISTING AND NEW
CONTENT PLATFORMS**

**REVIEW OF ALL COMMUNICATION-RELATED AND
MANAGED POLICIES AND PROCEDURES**



PRIORITY #2

Be transparent and accountable providing timely information.

Present accurate, essential information to audiences transparently through a diverse mix of communications ensuring credibility, accountability and access.

TACTIC IMPLEMENTATION: PART A

Launch use of editorial and content calendars, media days, op-eds and editorials

- Develop content strategy to match content to correct channel placement
- Ensure message is consistent across multiple platforms
- Develop and implement use of editorial calendars for consistency on annual basis
- Identify opportunities to quickly pivot editorial content
- Respond to current interests and community conversations
- Identify high-need departments
- Leverage content calendars to identify timely opportunities
- Leverage volunteer boards and commission members
- Support editorial and op-ed authors and encourage placement
- Implement media days for focused areas

Use social media as critical tool in the distribution of important information

- Incorporate critical info distribution into social media strategy (**See priority 1)
- Channel use assessment
- Support departmental social media use
- Develop social media best practices guide

Review documented marketing & communications standard and emergency procedures

- Review individual roles and responsibilities of team members in emergency situations
- Ensure staff have up-to-date support and resources in event of an emergency
- Develop standard response templates for all situations
- Create checklist of channels and access points

Assess staff workload, responsibilities and team structure

- Print and mail shop future planning and functional support
- Address urgent need for public records support
- Marketing & Communications departmental re-brand & team structure
- Identify opportunities for video/FayTV support, specifically Council broadcast to increase access
- Strengthen department/PIO cross-collaboration

Strengthen monitoring & tracking of community interests and issues

- Develop issues management standardization
- Review effectiveness of social listening strategy
- Close monitoring of multiple platforms to address community conversations quickly
- Incorporate metrics and data into daily reporting for full awareness

Council access communications plan

- Council landing page
- Council video and communications (See priority #1)
- Internal communication of Council actions
- Provide consistent communication support to Council regarding City operations
- Promote council meeting access and streaming options

Streamline public records requests with additional support & process



PRIORITY #2

Be transparent and accountable providing timely information.

Present accurate, essential information to audiences transparently through a diverse mix of communications ensuring credibility, accountability and access.

TACTIC IMPLEMENTATION: PART B

Strengthen use of multi-lingual translation for critical communications

- Deploy multi-language content for FayTV/YouTube
- Spanish language podcast content
- Identify what languages are a priority and how to create translated content
- Collaborate with County partners to create consistent multi-language content and assets

Strengthen reporting on annual budget and supporting process

- Thorough review of content on budget website for opportunities to enhance
- Identify human interest stories related to budget that demonstrate success to residents beyond numbers
- Opportunities to explain process to residents to remove obstacles and barriers to understanding
- Demonstrate impact of process

Deploy departmental communication plans to better facilitate support

- Develop process to collaborate with departments on the development of communication plans
- Facilitate trial departments (suggest FCPR and ECD)
- Launch plans and measure effectiveness and use
- Roll out process across departments

Review data/information content and placement on website

- Update transparency & accountability page consistently
- Identify opportunities that may be missing to provide public information of interest
- Create process to ensure information is updated in a timely fashion and is accurate
- Use public records trends to push data and info

Consider annual report format to communicate performance metrics and impact clearly to public

- Create plan to relate performance to individual activities and success
- Develop success micro-site as an interactive storytelling tool
- Link performance to impact through human stories, beyond the data
- Update SPA website to be story-focused rather than data focused
- All success releases link intentionally to strategic plan performance
- Review prior annual reports
- Review possible tools and channels to create interactive asset: video, interactive “online magazine”
- Use storytelling rather than data as lead to demonstrate impact

Website metrics drive improvements to information available online

- Most-visited pages report analysis
- Review content on high-traffic places to identify opportunities to drive content strategy
- Update and enhance data and info available online
- Link data to a story or impact outcome

Review of all communication-related and managed policies and procedures

- Media policy/SOP
- Social media policy/SOP
- Web policy/SOP
- Public Records policy/SOP



PRIORITY #2

Be transparent and accountable providing timely information.

Present accurate, essential information to audiences transparently through a diverse mix of communications ensuring credibility, accountability and access.

TACTIC IMPLEMENTATION: PART C (ONGOING)

Maintain strong and trusted relationships with local media

- See previous tactic action plans
- Abbreviated Citizens Academy specifically for media
- Quarterly opportunities for timely media calls with relevant departments
- Launch exclusive media days with local media

Encourage open dialogue and two-way communication through existing and new content platforms

- Establish guidelines for social media engagement
- Offer additional “live” opportunities to engage with City
- Strive to reach 100% response rate on inquiries and direct messages
- Evaluate and launch new available platforms
- Support resident surveys through effective promotion
- Promote use of FayFixIT
- Engage in a campaign to promote all ways the City communicates with residents



PRIORITY #3

Ensure a well-informed City workforce.

Keep City employees informed and involved so they can assist in telling the Fayetteville story and feel engaged in the process.

STRATEGIES

- Provide employees with regular updates consistently
- Empower employees to be advocates for Fayetteville, armed with accurate and timely information
- Leverage departmental PIO network to ensure information is readily available and all messaging points are current and well-known across the City
- Strong internal communications procedures can support City employees in their work and their community
- Strategic executive communications to develop two-way communication processes at all levels of the organization

TACTICS

LEVERAGE EMPLOYEE COMMUNICATION PLAN CONSISTENTLY FOR CITY-WIDE MESSAGING

Leverage employee email plan consistently for City-wide updates

Use event and calendars and content calendars to keep employees informed

Celebrate employee accomplishments consistently

Provide opportunities for open dialogue with management

Establish a consistent process to report City department awards and accolades

Leverage employee survey data to identify strengths and opportunities

Enhance and re-envision Frontline

Centralize events calendars to facilitate communication of opportunities for staff involvement

ENHANCE CITY OF FAYETTEVILLE INTRANET & CONTENT

DEVELOP COMMUNICATION PLAN FOR CITY MANAGER & LEADERSHIP

RE-ENVISION DAILY NEWS CLIP EMAILS TO INCORPORATE A MORE EXTENSIVE LOOK AT COMMUNITY CONVERSATIONS

SUPPORT HRD IN RECRUITMENT AND RETENTION EFFORTS

BUILD AND LAUNCH COMPREHENSIVE EMPLOYEE ENGAGEMENT STRATEGY AND PLAN INCORPORATING RECOGNITION EFFORTS, COMMUNICATION EFFORTS AND DEPARTMENT-LEVEL ACTION PLANS



PRIORITY #3

Ensure a well-informed City workforce.

Keep City employees informed and involved so they can assist in telling the Fayetteville story and feel engage in the process.

TACTIC IMPLEMENTATION: PART A

Develop and leverage employee communication plan consistently for City-wide messaging

- Promote culture of exceeding expectations
- Leverage employee email plan consistently for City-wide updates
 - Employee recognition & celebrating accomplishments
 - Construction, renovation and improvement updates
 - Council actions
 - Major updates and operational items
 - Message from Manager or leadership
- Use event and calendars and content calendars to keep employees informed
- Celebrate employee accomplishments consistently
- Provide opportunities for open dialogue with leaders
 - Town halls, events
- Establish a consistent process to report City department awards and accolades
- Leverage employee survey data to identify strengths and opportunities
- Enhance and re-envision Frontline
- Centralize events calendars to facilitate communication of opportunities for staff involvement

Develop communication plan for City Manager & leadership

- Podcasts or video content
- Employee email plan
- Events and opportunities
- Leverage existing tools
- Community engagement
- Social media
- Media days
- Op-Ed

Re-envision daily news clip emails to incorporate a more extensive look at community conversations

- Use of social listening tool and metrics tracking
- Better format and content sources
- Review all available monitoring services



PRIORITY #3

Ensure a well-informed City workforce.

Keep City employees informed and involved so they can assist in telling the Fayetteville story and feel engage in the process.

TACTIC IMPLEMENTATION: PART B

Enhance City of Fayetteville Intranet & content

- Evaluate correct platform use
- City related front page instead of Google or search sites
- Forum for conversation
- Calendars
- Content feeds
- Information easily available

Support HRD in recruitment and retention efforts

- Develop messaging about the employer culture
- Leverage content channels to share employee stories
- Highlight job opportunities
- Evaluate and support paid job ads through digital and social channels

Build and launch comprehensive employee engagement strategy and plan

- Launch City-wide initiatives
- Incorporate recognition efforts
- Incorporate communication efforts
- Incorporate department-level action plans



MEASURING SUCCESS

The work of the City Communications team will squarely focus on the preceding priorities, strategies and tactics through the end of fiscal year 2026. To achieve the ultimate outcome of ensuring residents are well-informed and engaged, measuring progress and success will be critical. To do this, a number of key performance indicators listed below will be consistently monitored and measured. Tracking each metric will allow for continual process improvement and adjustment of strategies, tactics and specific actions as needed.

MEDIA METRICS		
News releases	The number of releases sent to local media.	Monthly
Paid reach	The number of impressions through all paid campaigns.	Monthly
ORGANIC SOCIAL MEDIA METRICS		
Sentiment	The positive/negative overall sentiment measured.	Weekly
Followers	The total number of people who follow all CoF accounts.	Monthly
Engagement	The number of likes, shares and comments on content.	Monthly
Reach	The number of people the post was served to/reached.	Monthly
MASS EMAIL METRICS		
Subscribers	The number of people who subscribe to e-news list.	Weekly
Open Rate	The total number of people who open the email.	Weekly
Click-Through-Rate	The number of people who click content in the email.	Weekly
WEBSITE METRICS		
Unique visitors	The number of distinct individuals visiting the website.	Bi-weekly
Page views	The total number of times a page has been viewed on the site.	Bi-weekly
Bounce rate	The percentage of people who leave site after one page.	Bi-weekly
Top pages	The top 10 pages on site with most views.	Bi-weekly
Keyword	The top terms used in search to access site.	Bi-weekly
VIDEO METRICS		
Views	The number of individuals viewing videos partially or entirely.	Monthly
FayTV	The number of FayTV impressions.	Monthly
AUDIO METRICS		
Streams	The number of times a podcast is played on any device.	Monthly
PUBLIC RECORDS METRICS		
Total Requests	The number of requests processed (open and closed).	Weekly
10-Day Closure	The percentage of records closed within a 10-day window.	Monthly



APPENDICES/REFERENCES

Appendix A: Policies

Media Relations/Public Information

E-mail Signature

Website

Social Media

Government Access Channel

Public Records Requests

Appendix B: Brand Guides

Can Do Carolina Brand Guide

City of Fayetteville Brand Guide and Resources



APPENDIX A: POLICIES

The City of Fayetteville Marketing and Communications Department operates under the relevant below policies which specifically govern daily operations. Additional process and procedure may apply above and beyond the below policy documents.

POLICY 500: [E-mail Signature](#)

POLICY 501: [Website](#)

POLICY 502: [Social Media](#)

POLICY 503: [Media Relations/Public Information](#)

POLICY 505: [Government Access Channel](#)

POLICY 506: [Public Records Requests](#)



APPENDIX B: BRAND GUIDES

For more information on the City of Fayetteville branding, please [visit City of Fayetteville brand web page](#) or any of the brand guide links listed below.

[*City of Fayetteville Brand Guide*](#)

[*Can Do Carolina Brand Guide*](#)