

CITY OF CAMILLA

COMMUNICATIONS AND MARKETING PLAN

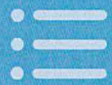
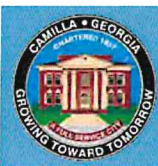


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EXECUTIVE SUMMARY

PLAN PURPOSE

The purpose of this Communications and Marketing Plan (The Plan) is to clearly define the messages, priorities, strategies, and tools the City of Camilla will use when communicating with the community.

The Plan matches the City of Camilla's strategic priorities, furthering the City's mission, guiding principles and enhancing community pride.

PLAN GOAL

The goal of The Plan is to increase stakeholder engagement and community understanding of City services, initiatives, and resources, and to record measurable outcomes that inform future communication. Furthermore, The Plan will help guide the priorities of Camilla's Community and Regional relations.

FOUNDATIONAL MESSAGING

Communication and Marketing efforts should consistently support Camilla's vision, mission, and goals, as well as align with City Council priorities. The following are taken from the City of Camilla's Strategic Plan, approved in September 2021 by Resolution No. 2021-09-13-4.

FINANCIAL STABILITY

The goal for any community in planning for economic development success is to create an environment of opportunity. Building a financially sound infrastructure creates the opportunity for prosperity and economic stability.

ENHANCE QUALITY OF LIFE

Health, comfort, and happiness measure quality of life. Creating an environment of financial security, job satisfaction, family life, health and safety increase community quality of life which in turn promotes growth and prosperity.

ENVIRONMENTAL SUSTAINABILITY

Sustainability is important for many reasons. To have a healthy community goal for any community in planning for economic development success is to create an environment of opportunity. Building a financially sound infrastructure creates the opportunity for prosperity and economic stability.

FAIRNESS, EQUALITY & TRUST

Growth in the community begins within and the desire and fortitude to succeed are key. Creating an environment of fairness, equality, and trust provides the foundation for successful collaboration to grow the community.

TELLING THE CAMILLA STORY

The services delivered by Camilla play a critical role in the lives of those in our community. We have a unique story to tell within each project and program the City oversees. The Community and this plan helps to both create and sustain productive connections between City services and Camilla community members, businesses, and visitors to tell the City's story, and listen to and share our community's stories.

CITY MOTTO

Camilla's motto has a rich history and is an expression of the community's guiding principles. When appropriate, key messages should embody the city motto.

"Growing Toward Tomorrow"

BRAND ANCHORS

To guide our storytelling, the City of Camilla should embrace seven “brand anchors” that are based on community and stakeholder engagement. Similar to the City motto, brand anchor messages represent the community and celebrate what makes Camilla unique, and should be considered when communicating with the public.



Agriculture & Industry: Our region helps feed the world. Our fertile environment yields many agricultural products. Leading agribusiness companies call Camilla home, as do professionals who are on the cutting edge of improving agricultural production.



Community: Camilla has a great sense of community and pride. The fabric of our diverse community is woven together through events, parades, festivals, cultural celebrations, volunteerism and numerous places of worship.



Location: Camilla sits in the heart of our region. Camilla's central location makes it easy to visit surrounding areas of interest. Our convenient location is also ideal for distribution and logistics, linking leading food and manufacturing.



Culture: Camilla is a cultural hub of Southwest Georgia. Dining and entertainment are at the heart of Camilla's downtown. Enjoy a meal, hear the music of a local artist, catch a locally produced play, and some of the best locally owned shopping around.



Parks & Outdoors: Camilla is a great place to stay active. We are a walkable community in addition to numerous parks, and splash pad.



America's Heroes: Camilla is proud supporter of our United States Military Veterans. Camilla is a Purple Heart City -- furthering our commitment to our citizens and visitors who served and continue to serve.



Small Town Feel: Camilla is making investments to bring big city amenities to our region while maintaining our small town feel.



COMMUNITY SURVEY

THE RESULTS

A Community Survey was completed and the results centered around existing and future City communication practices and procedures.

This section provides a snapshot of the community and includes insights about how residents receive information and new communication opportunities for the City to explore.

1

The latest survey suggests residents engage most when contacted by email.



2

The correct tools, policies, and procedures are in place, but an official city-wide communications plan is needed to maximize communication effectiveness.



3

The commuting nature of Camilla residents means that we must communicate with our citizens with multiple tools. **About 1500 Camilla citizens are employed outside of the city limits.*



4

The City has an opportunity to partner with community organizations to maximize its communication reach.



5

The City has an opportunity to utilize employees and community “Ambassadors” to be the eyes, ears, and voice of the community and expand the City’s traditional communication reach.





COMMUNITY AND MEDIA RELATIONS

ROLE OF COMMUNITY RELATIONS

The role of The Plan is to establish, nurture, and sustain a high level of trust in Camilla's government and among residents, businesses, visitors, and other key stakeholders. The City must maintain its organizational integrity and a positive brand reputation through its strategic communication efforts. We must share relevant information timely and accurately to the people we serve.

Strategic Communication Planning Process

Implement City Council's strategic planning goals and guiding principles through thoughtful, essential, and effective communications. This form of communication is about telling the stories of Camilla services and how those services impact the community. By uncovering and sharing the human aspect of the City's work, we illustrate how implied goals are translated into action for our residents and businesses.

Communications Support for Departments and Elected Officials

As Elected Leaders and City staff seek communications support for programs and projects, we must ensure that projects, initiatives, and events are communicated through the lens of the Camilla brand.

Public Engagement

We must work to develop and carry out successful strategies to engage the public through participation at events, through digital platforms, and with City services.

Brand Management

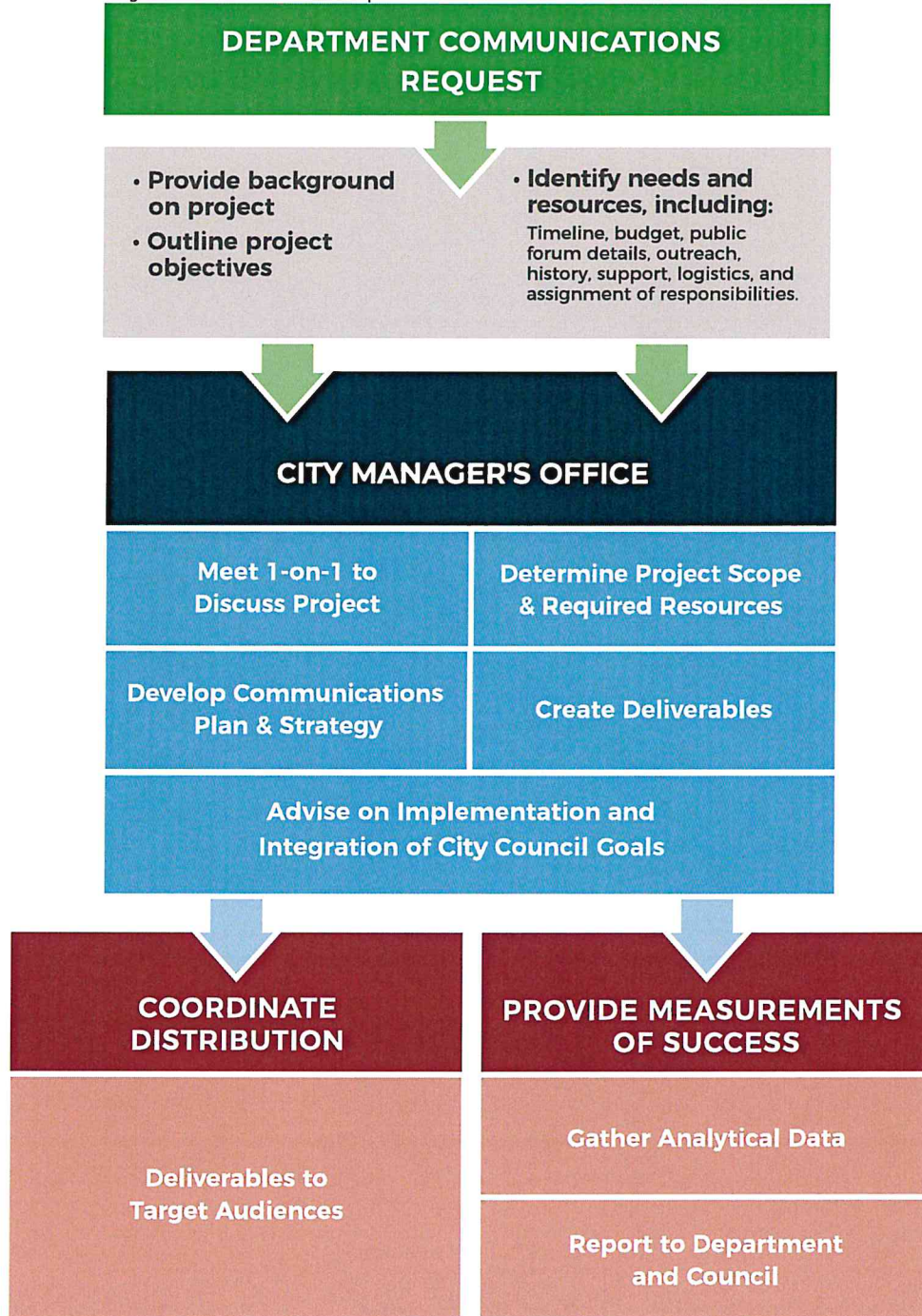
The Camilla brand has to be used consistently and brand messages are used appropriately and often in all communication efforts.

Emergency Communication

This form of communication occurs unexpectedly and takes many forms. When a crisis occurs, coordination with emergency management will help ensure that emergency messages are correctly and effectively disseminated to prepare department leaders, elected officials, emergency responders, and manage media relations.

THE COMMUNICATION & MARKETING PROCESS

Use this chart to better understand how communication and marketing requests flow and the responsibilities of each city staff member. Communications from the Mayor's Office (The Official Spokesperson) and city council will begin at the "Meet 1-on-1" stage with the City Manager and ultimately with the City Council when required.



STRATEGIC COMMUNICATION PLANNING PROCESS

To ensure an open line of communication and utilizing this process to intake ideas, coordinate key messages and create high-quality content in order to effectively communicate and engage the residents of Camilla.





COMMUNICATION PRIORITIES

PRIORITY #1: Lead Strategic Communication Efforts

Work directly with Council, staff, and partners to ensure communication and outreach efforts, objectives, and outcomes align with the strategic goals of the organization and promote community understanding.

PRIORITY #2: Create Opportunities for Effective Stakeholder Participation and Collaboration

Encourage engagement through audience-appropriate, two-way communication and opportunities for constructive feedback.

PRIORITY #3: Provide Open and Timely Communication

Share accurate, non-biased information promptly through a variety of communication channels.

PRIORITY #4: Reinforce Brand Identity

Develop consistent messaging that builds Camilla's brand and tells the City's story with one voice.

PRIORITY #5: Ensure a Well-Informed City Workforce

Keep City employees informed and involved in public engagement so they can assist in telling the Camilla story.

PRIORITY #6: Provide Measurements of Progress and Success

Track metrics to evaluate communication efforts and effectiveness in order to guide future communications programs and projects.

PRIORITY #1: Lead Strategic Communication Efforts

Work directly with Council, staff, and partners to ensure communication and outreach efforts, objectives, and outcomes align with the strategic goals of Camilla and promote community understanding.

STRATEGIES

Create a better understanding of City Council goals and priorities. By clearly and consistently outlining the goals and vision for the City of Camilla -- residents will have a better understanding of why and how public policy decisions are made and actions are implemented by the local government, and will trust that their suggestions and feedback is considered in policies, procedures, and programs.

Work directly with department leaders, staff, and elected officials to ensure messaging and communication efforts support the City's Strategic Plan and City Council priorities. Just as City projects and initiatives should align with Council's priorities and tie into the City's long-range planning initiatives, all communication efforts should also reflect and support City goals. This includes internal communication initiatives for employees, external communication to community members, and communication shared with partner organizations. This coordination ensures consistency, strengthens strategic message delivery, and enhances mutual understanding.

TACTICS

1. Meetings with Departments

Meet quarterly with each department to discuss the issues and opportunities coming up in the next quarter and beyond, identify communication priorities and resources, and develop key messaging and communication strategies.

2. Share Goals and Vision on Social Media Website

The City's Facebook page and website are where residents go for information about Camilla, and it's important to clearly outline the vision and central goals of the City on the site. This is a simple and effective way to show the guidelines that government officials refer to when making decisions and how they are working to shape Camilla for the future.

3. Integrate Vision, Goals, and Strategies into Communication Efforts

The main vision, goals, and strategies of the City should be presented in all forms of communication. By sharing these points with residents, the City can regularly articulate how services and actions are related and help achieve its goals.

PRIORITY #2: Create Opportunities for Effective Stakeholder Participation and Collaboration

Encourage engagement through audience-appropriate, two-way communication and opportunities for constructive feedback.

STRATEGIES

Use interactive communication approaches to maintain ongoing dialogue between constituents and City government. Provide opportunities for two-way communication whenever possible. It's important to solicit feedback on how the City is doing and how it can best serve the community and its constituencies. Put tools in place that make it easier for residents to engage with their local government, gain a better understanding of City services, and achieve greater consensus for programs.

Expand outreach to audiences in targeted areas and special groups. The residents of Camilla are diverse and come from many cultural and socio-economic backgrounds. Use a variety of communication methods and leverage partnerships to reach a broader audience. Utilize the platforms the audience prefers to more effectively distribute information.

PRIORITY #3: Provide Open and Timely Communication

Share accurate, non-biased information promptly through a variety of communication channels.

STRATEGIES

Provide information that is convenient, timely, and easily accessible for the target audience. Camilla should be prompt in publishing information in a variety of channels appropriate for key audiences so that the public is informed as quickly as possible. Timely and effective distribution of relevant information will reinforce the City's commitment to transparency and demonstrates that public feedback is highly valued.

Promote accurate, comprehensive local and regional media coverage. Building relationships between the City and local media is helpful to the community. By working with the media to establish greater trust, the City will have more influence over the accuracy of information that is communicated to the public and increase the likelihood of stories about Camilla receiving appropriate media coverage.

PRIORITY #4: Reinforce Brand Identity

Develop consistent messaging that builds and solidifies Camilla's brand and tells the City's story with one voice.

STRATEGIES

Empower and train employees to use the City brand correctly in order to tell the City's story with "one voice." Employees can be empowered to help reinforce the City's brand by incorporating personal stories in media interactions and online engagements. Reinforce the City's motto in everyday work. Every interaction a staff member has with the public is an opportunity to build brand awareness, whether it is through email, a phone call, or face-to-face interactions.

Implement effective strategies for increasing brand awareness through marketing and advertising. With the City's diverse demographics, the most communication impact will come from using both traditional and innovative digital communication tools. Reinforce the notion that the City brand is not the logo, tagline, and motto in-and-of themselves; it's our story, told in many ways over time.

TACTICS

1. Collaborate with Community Organizations to Market the City for Broader Awareness

Meet with social influencers and stakeholder groups to find common interests and collaborative ways to market the City of Camilla and highlight all the great things the community has to offer. Example partners could include: Camilla Chamber of Commerce, Mitchell County Economic Development, Downtown Development Authority, and the Camilla Development Authority. Reach out to industry or trade groups that reflect the Camilla market to align storytelling efforts.

2. City Messaging

Establishing core messages about the community as well as City administration and departments, will support staff and Council efforts to help tell the Camilla story. When possible, tie City messages back to the seven brand anchors and City motto.

**3. Employee
Ambassador
Program**

Empower employee “storytellers” to be the eyes, ears, and voice of the organization and expand upon the City’s traditional communication reach. These employees serve as champions, helping to spread information about important topics, listening to community concerns and ideas, and reinforcing the City’s brand.

**4. Brand Education
for Employees**

Train employees to utilize the City’s brand. At least annually and as-needed, offer training and education on the City’s brand, brand pillars, and importance of brand consistency.

PRIORITY #5: Ensure a Well-Informed City Workforce

Keep City employees informed and involved in public dialogue so they can assist in telling the Camilla story.

STRATEGIES

Provide employees with regular opportunities to learn about the issues, challenges, and decisions affecting both the City’s operations and the work environment. Communicate with employees on as many platforms as necessary so all employees receive consistent and timely messages. Provide relevant and accurate information to employees in the office and in the field.

TACTICS

1. Regular Employee Information	Develop and distribute regular employee newsletters, email blasts, and messages from the City Manager and other leadership team members.
2. Provide Employee “Storyteller” Training	Every community meeting is an opportunity for City employees to be on the record representing the City, and thus an opportunity for news media and community networks to quote them. Training for employees will strengthen their professional skills while improving their effectiveness as representatives.
3. Develop Regular Face-to-Face Meetings with Employee Groups	It’s important for City management to meet with employees in town halls, tailgates, awards events, and shift changes to strengthen familiarity and trust within the organization. At the same time, these are opportunities for employees to ask questions and get straight answers.
4. Celebrate Employee Accomplishments	As teams and individuals accomplish significant milestones, we will provide opportunities for the workforce and the community to understand and appreciate these achievements.

PRIORITY #6: Provide Measurements of Progress and Success

Track metrics to evaluate communication efforts and effectiveness in order to guide future communications programs and projects.

STRATEGIES

There are a variety of standard metrics, also known as key performance indicators, which will be used to track the success of the City’s communication techniques. The City will evaluate these metrics on a regular basis and compare them to previous statistics to understand what techniques are working well and which need improvements, refinement, or further implementation.

Less standard metrics that are quite a bit more challenging to monitor include behavior changes, attitude changes, and awareness changes. These metrics are attached to considerable effort, but may give a better picture of outreach effectiveness.

As part of our ongoing communication planning process and ahead of each major project launch, staff will set goals then outline the key performance indicators that will be used to identify success, measure effectiveness, and refine future plans.



KEY PERFORMANCE INDICATORS

MEDIA COVERAGE

News Releases	The number of releases reacted to by the media.
News Sentiment	The sentiment of mentions, articles or interviews published by the media.
Reach	The reach of advertisements (both paid and unpaid) and news stories in media outlets. Examples include ads and news stories in print and online and the number of people who saw it based on the number of publications printed or the number of people who visited the webpage where the content is located.

E-BLASTS / E-NEWSLETTERS

Subscribers	The number of people who have signed up to receive the communication.
Open Rate	The average percentage of recipients who open the email or notification.
Click-Through Rate	The average percentage of recipients who click on an active link within the email or publication.

WEBSITE

Unique Visits	The number of distinct individuals visiting the site.
Page Views	The number of times a page on the site has been viewed.
Top Pages	The pages that are visited most frequently – the top 5-10 should be tracked regularly.
Bounce Rate	The percentage of people that navigate away from the site after only viewing one page. A lower bounce rate means that people are exploring the page and finding the information they need.
Search Terms	The more frequently a term is searched, the more likely it is that visitors are not finding what they need, and suggest it may need to be displayed more prominently.

SOCIAL MEDIA

Followers	The number of people who subscribe to, and follow the City's pages.
Engagement	The number of people who take action by interacting with the City's pages including likes, comments, tags, or shares.
Reach	The number of people who saw the City's posts.
Quantity and Quality of Posts	Number of posts and metrics on content, including photos, videos, events, and polls.

PRINTED MATERIALS AND PAID ADVERTISEMENTS

Distribution Rates	The number of places a printed piece can be found – both physical and online – and the actual number of pieces distributed.
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OTHER METRICS

Quantity of survey responses

Council feedback

Reduction in unsolicited inquiries to departments (demonstrating that the proactive messaging is working at effectively delivering the message)

Digital billboard effectiveness

Video views

Poll results that demonstrate community understanding and engagement

Consistency in brand use across departments

Event and forum attendance

Positive community or industry response to advisory groups (quantity and frequency of participation)

Quantity of community complaints



IMPLEMENTATION PLAN

HIGH PRIORITY

Institute an engaging Employee Storyteller Program

Identify ways to bring brand training to employees

Integrate City vision, goals, and strategies into communication efforts

MEDIUM PRIORITY

Collaborate with community organizations to market the City, serving as ambassadors of the Camilla brand

Collaborate with an external partners (either formal or informal) to ensure effective communication and marketing within the community

Attend quarterly department meetings in order to create project-specific communications plans

Outline the City's Strategic Plan elements on the website

Research and establish editorial calendars, along with a process of developing content.



COMMUNICATION TOOLS



EFFECTIVENESS TOOL COLOR KEY

- Most effective tool for this audience
- Potentially effective tool for this audience
- Least effective tool for this audience

AUDIENCES

	City Website	Community E-Newsletter	Employee E-Newsletter	Flyer/Poster	Bill Insert/Postcard (Printed piece that is mailed directly to households)	Brochure (Found in public display racks or on counters where business transactions occur)	Location Signage (Displays at the physical location of a project to communicate what's taking place. Ex: construction site or a new city amenity)	Media Advisory (Emailed directly to a targeted media list)	Press Release for Website Homepage News (Newsflash worthy of being added to the website)	Facebook	Instagram	Twitter	Next door (Nextdoor.com - Social media platform targeted to neighborhoods)	Fact Sheet (Quick, high-level overview of a project for external audiences)	One-Minute Meeting (Quick, time-sensitive messages for internal audiences)	Individual or Small Stakeholder Briefings (Ideal for 1-on-1 communication when feedback from constituents is needed)	Digital Billboard (Located along HWY 19 South)	Photography (Use in storytelling to get your message across more visually. Can be shared digitally or in print)	Public Meetings/Open Houses	Tele- or Web Town Hall (Used when direct feedback from constituents is needed but in-person gathering wouldn't be efficient)	Print Advertising	Digital Advertising (Social Media)	Video Short Format (Short format that can easily be shared on social media or the City's website)	Agenda (Targeted communication to City Council)
City Council																								
Community Wide																								
Generation Z																								
Millennials																								
Generation X																								
Boomer																								
Non-English Speakers																								
Rural-Agriculture																								
Urban																								
Internal Employees																								
Event Promotion																								

COMMUNICATIONS MATRIX

The communications matrix is a resource that both the Staff and City Council can use to identify the best tools available to reach a particular audience segment.



COMMUNICATION TOOLS

COMMUNICATIONS AND MARKETING MATRIX

This matrix is a resource that both the Staff and City Council can use to identify the best tools available to reach a particular media outlet.



MEDIA TIER

	Projects < \$100K	Projects > \$100K	Employee Recognition	Elected Official Recognition/ Council Meetings	City Recognition	City Event Promotion	City Service Interruption
Local News	LN	LN	LN	LN	LN	LN	
Regional News	RN	RN	RN	RN	RN	LN	
Statewide News	SN	SN			SN		
Website	WB	WB	WB	WB	WB	WB	WB
Social Media	SM	SM	SM	SM	SM	SM	SM