2022-2024
Town of Prosper Communications and Community Engagement Plan

TOWN OF PROSPER

January 2022

Town of Prosper Communications and Community Engagement Plan 2022-2024

Table of Contents

Executive Summary

The 2022-2024 Town of Prosper Communications and Community Engagement Plan outlines goals and actions that will assist the Town of Prosper with informing, engaging, and connecting residents with their Town government. The Town recognizes the need for open and two-way communication, particularly as it pertains to providing information, listening to residents, gathering feedback and the expanding use of technology in providing relevant, accurate, and timely information. This Plan is intended to serve as a guide to achieve the Town's communication and community engagement goals over the next three years.

The Communications and Community Engagement Plan is a living document intended to be adapted and enhanced as the Town continues to evolve, and as goals are achieved. This Plan is expected to change to meet emerging needs, and as communication technology and platforms for resident engagement continue to advance. This Plan addresses the changing needs of Prosper's communication strategy, building upon the Town's communication strengths, expanding opportunities for more effective resident engagement, and improving internal communication. Through this Plan, the Town will enhance how and when it communicates with all target audiences.

The Plan memorializes current communication and community engagement efforts and provides a guide for implementation of future efforts in response to changing goals and priorities, emerging communication trends, new concepts, and opportunities to communicate with the Town's target audiences. As it is written today, the Plan is a snapshot of the Town's current communication and community engagement goals and provides a unified approach to achieve those goals. The information in this Plan was used to develop a set of Goals, Objectives, Strategies, and Tactics that will guide staff's efforts over the next three years.

Current State of Communications and Community Engagement

Guiding Principles

The Town of Prosper recognizes that good communication is a fundamental obligation of a responsive and transparent government, and an essential component of an engaged and informed community. Through consistent, accurate, and timely communication, the Town of Prosper has the ability to increase resident participation in government, enhance community pride, and instill a high level of public confidence. The Town recognizes that having a Communications and Community Engagement Plan in place that effectively outlines a framework for effective communication will foster an engaged, informed community. The Town of Prosper's Communications and Community Engagement Plan is guided by the following principles that support effective municipal communication:

1. Tell Our Own Story

It is the Town's responsibility to share Town-related information with residents, rather than rely on others to interpret the organization's actions, issues and decisions. The Town's Communications staff and the communication channels that are utilized will be the most accurate and reliable sources for Town government information. When residents are well-informed, they can participate more effectively in their government and make the best decisions about issues impacting their lives.

2. Proactive vs. Reactive

The Town must take a proactive, coordinated approach to initiate communication and disseminate information, rather than simply responding to issues and events as they occur. The Town of Prosper believes in building and maintaining positive relationships and partnerships between the Town government, residents, businesses, community organizations, and other stakeholders to achieve a high level of community engagement and awareness.

3. Decentralized Approach

The Town's current communications are primarily decentralized among designated staff serving as subject matter experts in various departments. The Town's Communications staff serve as liaisons to coordinate media responses, and as a resource to support staff in their communication efforts. Within the decentralized system, there must be a commitment to presenting consistent, focused messaging to the community. Communications staff will provide a unified communication system that supports open, inclusive government and provides all Town employees with the training necessary to communicate information effectively and accurately about each department's programs and services.

4. Open, Two-Way Communication

The Town of Prosper believes in providing an open and transparent government for residents and employees, ensuring that information is shared throughout the community and within the organization, emphasizing two-way informational flow and fostering positive dialogue. Communications staff will

respond quickly to comments and inquiries, and communication will be presented in a way that allows for productive conversation and feedback.

5. Consistent Messaging

This plan supports, reinforces, and reflects a key principle in the Town of Prosper Mission, to *Engage and Connect Our Community*, emphasizing the concept that the Town of Prosper's primary directive is to serve its residents. Communications and Community Engagement staff will provide a unified message that effectively supports the mission and goals of the Town of Prosper government, as established by the Town Council.

6. Build Relationships

True community engagement occurs when relationships are created between government and individuals, or groups of individuals. Collaboration and the identification of shared values help build relationships.   This leads to increased trust in government, better communication, and improved civic infrastructure, all of which can be leveraged to solve problems and improve the quality of life in a community. Communities solve problems when people are willing to trust each other, talk to each other, listen to each other, and help each other.

7. Never Stop Learning

For effective communication and community engagement to occur, the Town's staff must consistently look for new ways to reach the Town's target audiences in the ways they prefer to communicate. That means staying informed on the latest use of technology, social media platforms, and communication channels, finding new ways to connect and engage individuals and groups of individuals, and using digital analytics and other performance measures to make sure the Town's messaging and engagement efforts remain relevant and effective.

Communication Structure

The Town of Prosper Communications and Community Engagement staff is comprised of the Executive Director of Community Services, who directs the efforts of a full-time Communications Manager. The Communications Manager is responsible for overseeing the Town's communication efforts, coordinating the communication strategy, and implementing the Communications portion of the Plan. A full-time Communications Specialist is responsible for maintaining the Town's social media platforms. The Communications Specialist also collaborates with staff members to develop special marketing projects, and graphics, takes photographs and video at Town events, and prepares analytic reports of communication activities. A part-time Community Engagement Specialist assists with maintaining content on the Town's website and helps coordinate the Town's community engagement activities.

Communications and Community Engagement Staff

```
          ┌─────────────────────┐
          │  Executive Director │
          │   of Community      │
          │     Services        │
          └──────────┬──────────┘
                     │
       ┌─────────────┴────────┐
       │  Communications      │
       │     Manager          │
       └──┬──────────────┬────┘
          │              │
  ┌───────┴──────┐  ┌────┴─────────┐
  │Communications│  │  Community   │
  │  Specialist  │  │  Engagement  │
  │              │  │ Specialist-PT│
  └──────────────┘  └──────────────┘
```
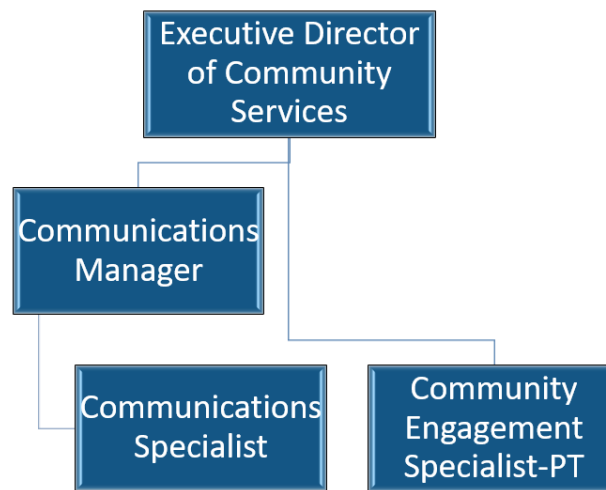
Aside from the Town's staff Communicators, anyone who represents the Town of Prosper government in any official capacity may be considered a communicator for the Town. Reliable and relatable two-way conversation with and for the Town's stakeholders is a primary objective of this Plan. Creating a structure for those considered public communicators enables the Town to provide consistent and clear messages. The Town has built a team of core communicators who are primarily responsible for sharing the Town's messages with the public and the media.

Town of Prosper Core Communicators

- Communications & Community Engagement Staff
- Mayor and Town Council
- Town Manager
- Executive Directors and Directors
- Town Board, Commission and Committee members
- Departmental Communicators – designated staff from various Town departments who regularly communicate with the public and/or media as subject matter experts
- Communications Team – a committee of departmental communicators that meets monthly to share information and encourage interdepartmental collaboration

Target Audiences and Stakeholders

A key component of any communication plan is to identify partners in the conversation. The Town of Prosper considers the following groups and entities as community stakeholders:

Internal Stakeholders:
- Town Employees
- Town Council
- Town Board, Commission and Committee Members and other appointed positions

External Stakeholders:
- Residents
- Homeowners Associations
- Visitors
- Media
- Prosper ISD
- Prosper Chamber of Commerce
- Prosper Business Community
- Developers and Development Professionals
- Community and Service Organizations
- Neighboring Cities and Towns
- Local and State Government Agencies
- Future/potential homeowners and businesses

Communication Channels

The primary channels used in providing information to target audiences is through various forms of digital communication and media, including the Town website, social media, and email. To engage a diverse audience, however, the Town utilizes multiple communication formats to reach target audiences. Listed below are the communication channels currently employed by the Town.

Website
- The Town of Prosper website, www.prospertx.gov, is the Town's main portal for information. It is the responsibility of Department Heads and/or designated personnel to review content periodically to ensure information is current and accurate.

- The Town maintains a separate website for the annual Christmas Festival, www.prosperchristmas.org, which is utilized to market the festival to sponsors and vendors, and provide information about festival activities to the public.
- The Parks and Recreation Department maintains a separate website, www.prosperparksandrec.org, to promote recreational programs, and provide an online registration portal.

The Town anticipates conducting a complete redesign of the Town website in 2022 to improve the user experience, enhance interaction, and ensure ADA compliance.

Social Media Platforms

To address the rapidly changing manner in which residents communicate and obtain information, the Town makes appropriate use of various forms of social media to communicate with residents in ways they find most convenient. Currently, the Town manages 20 different social media accounts across seven different platforms: Facebook, Twitter, Instagram, Nextdoor, YouTube, LinkedIn, and Pinterest. While the Town maintains a primary page, several Town departments also maintain their own accounts in order to cater specifically to the interests of their respective audiences. Information is shared between accounts when appropriate, depending on the nature of the content. New accounts may be added as audiences continue to grow. Content is customized to the audience, as different platforms have different audiences with different interests.
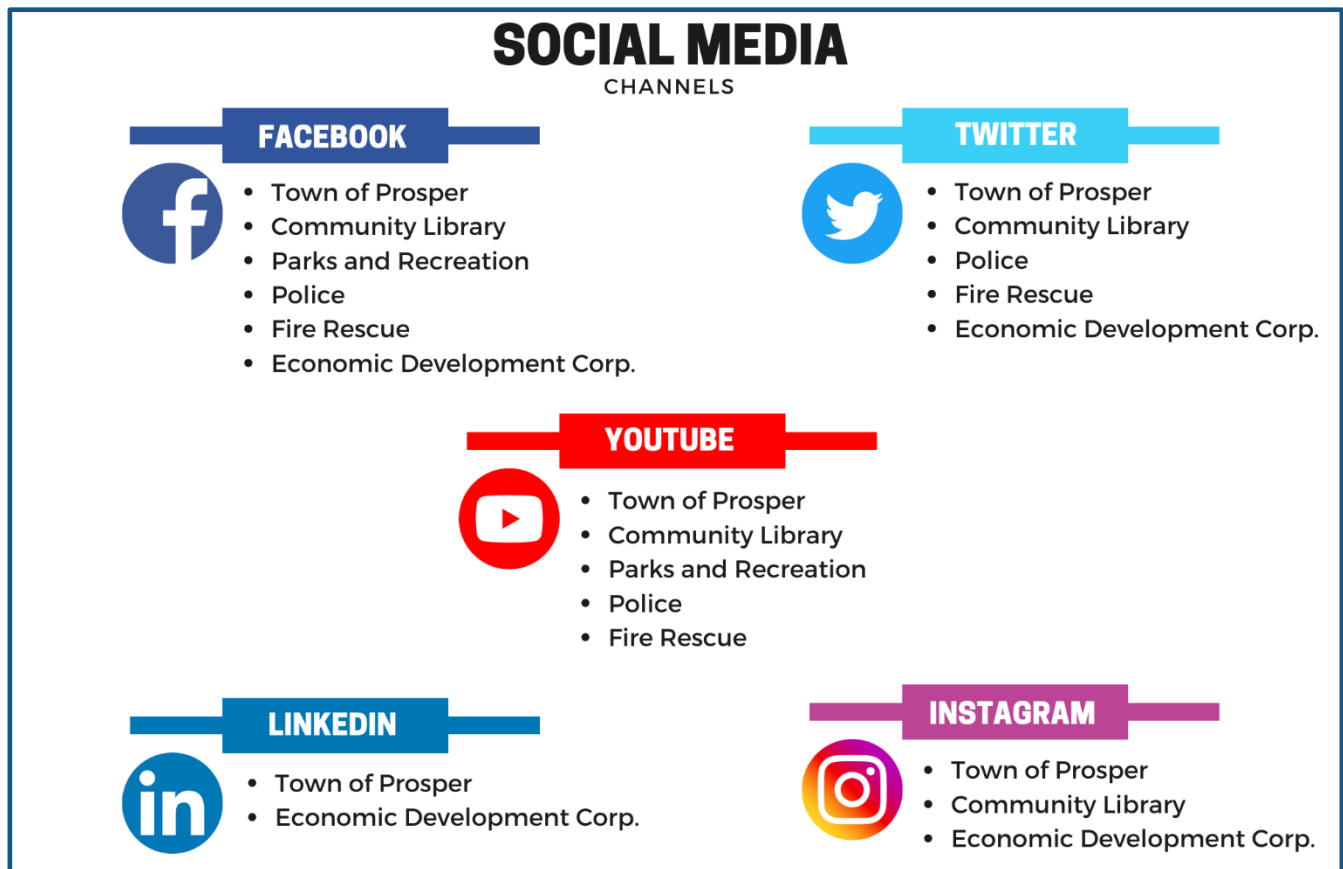
Video Content

The popularity of live and recorded video content has increased dramatically on social media platforms, particularly on Facebook and Instagram. Trends show that there is a much higher response rate on social media platforms for video content, as opposed to photographs and graphics. In response to this trend, Communications staff and departmental communicators continue to produce a wide variety of promotional video content to keep residents interested and engaged. The Communications staff has purchased a new camera and drone in order to produce more high-quality videos in-house, and the staff utilizes a professional video production company to produce more complex projects. Some of the newest video projects include the Prosper Works video series and the Community Engagement Committee introductory videos.

Digital and Print Publications

The cost effectiveness of digital distribution versus print publications is an ongoing factor in any communication strategy. In most cases, digital distribution of information is the preferred and predominant method. The Communications staff assists departments with the development of digital and printed publications and promotional materials on an as-needed basis, including but not limited to newsletters, flyers, posters, postcards, brochures, calendars, social media graphics and infographics. These materials are used to help promote and market the Town's various events, programs, and activities.

MyProsper Mobile App

The MyProsper mobile app was launched in 2017 as an engagement tool for residents. In June 2021, the mobile app was redesigned and relaunched with a new look and multiple new options for service requests and other Town information. Residents can use the app to request services, access Town information, and sign up for resident newsletters. Service requests are automatically routed to appropriate staff, and residents are provided with status updates until the request is resolved.

Media Relations

Developing and maintaining positive working relationships with local media outlets is an important way to ensure that all aspects of Town programs, services, and activities are being accurately shared with the public. The Communications staff is responsible for producing media releases, monitoring media coverage, and facilitating media inquiries and interviews.

Crisis Communications

The Communications staff assists public safety and emergency management staff with crisis communication efforts to ensure that residents are informed in a timely, consistent, and transparent manner in times of crisis. The Town has retained a strategic communications consulting firm for on-call crisis communications services should the need arise. Staff members receive ongoing training in crisis communication to maintain readiness in the event of a crisis. Town residents may subscribe to the Town's Smart911/RAVE Emergency Alert System to receive urgent notifications regarding emergencies, storm warnings, or other related information distributed via social media and/or text if the resident chooses to opt in. A Continuity of Operations Plan (COOP) is maintained through the Town's Office of Emergency Management

Internal Communication Methods

An effective internal communications system ensures that the Town Council and Town employees not only receive important information but are regularly updated on the Town's progress toward meeting its goals and objectives. When information flows freely up and down the communication chain, employees are more likely to feel that their opinions are heard, their contributions matter, and they are valued members of the organization. Good communication builds trust by fostering transparency, and dispelling rumors and misinformation. Internal communication also provides an opportunity to reward and reinforce members of the staff who demonstrate exceptional performance and customer service, and contribute to a positive organizational culture. The following internal communication strategies are currently utilized by the Town:

- Weekly Update – Town Manager's weekly newsletter distributed each Friday to the Town Council and Executive Staff focusing on events, news, and major project updates that occurred during the week.
- The Week That Was – employee version of the Weekly Update.
- Employee Edition – monthly e-newsletter focused on news and information of particular interest to employees.
- Town-wide Email – employee events, announcements, policy updates and other important information is distributed via a Town-wide distribution list. Information is typically printed and displayed for those employees with limited access to email.
- Informational Meetings – the Human Resources Department and the Town Manager's Office schedule informational meetings on topics of particular importance to employees, such as Open Enrollment Meetings, and Town Manager Briefings.
- Employee Events – annual events such as the Thanksgiving Luncheon and Employee Banquet provide an opportunity for employees to build relationships with each other, and for Town leadership to convey key messages to staff in a fun, informal setting.
- Digital Signage – monitors in the employee break room, the Town Hall common areas and the Police Station show upcoming events and other important information.
- Town Manager Briefings – the Town Manager addresses the entire staff at least twice per year with updates on Town-related matters including the Strategic Plan, Budget, policy updates and major accomplishments.
- Prosper THRIVES – the Town's Management Team and Employee Engagement Committee conducted a facilitated exercise in 2021 to identify the Town's organizational core values: Teamwork, Heart, Respect, Integrity, Vision, Excellence and Service. The Communications staff assisted with the development of a logo and marketing materials to help transmit the core values throughout the organization.

Advertising

With the exception of publication of notices for public hearings, elections, bid openings, and other legal requirements, the Town does utilize paid advertisements for the sole purpose of promoting itself. Revenue-generating departments, such as the Parks and Recreation Department, may purchase advertising for promotional purposes and as recognition for sponsors and partners for Town events.

Community Engagement

Community Engagement is an integral part of building a community of active and engaged residents. Individuals and groups of individuals participating in the local government decision-making process results in improved delivery and quality of Town services. The Town can also improve the quality of life in the community by providing opportunities for residents to build relationships with Town officials, and with each other. The Town is committed to providing a variety of ways for residents to be involved in promoting public values, addressing areas of public concern, and enhancing the quality of life in Prosper. Town Council and staff members regularly attend and participate in Town events and activities in order to engage and interact with residents, ensuring that all residents feel included in the community, and all voices have an opportunity to be heard.

Community Engagement Activities
- National Night Out
- Homecoming Parade
- HOA Presidents Meetings
- Mayor's Active Adult Luncheon and Coffee
- Coffee with a Cop
- Citizen Academies
- State of the Community
- Town Talks Speakers Bureau
- Town Council Candidate Orientation
- Board and Commission Recognition Event

Communications and Community Engagement staff assist with the coordination and implementation of the events listed here, in addition to preparing presentations for the Mayor, Town Council, and Town Manager for public meetings. The staff is also responsible for assisting all Departments with website updates, monitoring the MyProsper mobile app for service requests, and coordinating reservations for the Town Hall Community Room by the public.

The Town Council appointed a new ad hoc Community Engagement Committee (CEC) in December 2020. The Committee held its first meeting in March 2021. The Community Engagement Committee was established for the purpose of providing residents an opportunity to enhance the Town's interaction with the public. The Community Engagement Committee's scope and purpose include acting in an advisory capacity to the Town Council regarding Community Engagement activities, serving as a focus group for selected projects and programs, acting as social media ambassadors, and participating in community events to help share information and facilitate effective communication between the Town and residents.

The Town's Communications and Community Engagement staff will continue to seek new ways to connect with individuals and groups of individuals to ensure residents have multiple options to engage with the Town.

Town-wide Training and Support

Town Communications and Community Engagement staff will serve as an ongoing resource to departmental communicators. Educational programs such as media and communication training will be provided on an as-needed basis to ensure the Town's communicators have the skills needed to convey consistent messaging. Staff members are available to assist departmental communicators and staff with the development of content, talking points, interview preparation, and communication best practices to effectively convey information about Town programs, events, and activities.

In 2020, the Communications staff implemented a help ticket system with the assistance of the IT Department. Help tickets may be entered by staff from any Town department using the same platform as an IT help ticket. The ticket system allows Communications staff to manage and track requests from departments for website updates, graphic design assistance, social media posts, media releases, or help with online forms.

Policies and Procedures

The Town's Communications and Community Engagement policies are located in Chapter 18 of the Town of Prosper Administrative Regulations. The first section is comprised of a Social Media Policy that provides guidelines for posting content and interacting with the public using the Town's various social media platforms. A Media Relations Policy and a Photography and Video Recording Policy were added in 2019. Additional sections will be added to Chapter 18 over time, including a Graphic Identity Policy, plus any additional policies that may be deemed necessary by the Communications and Community Engagement staff. Guidelines for employee use of social media are located in Chapter 7 of the Town's Administrative Regulations.

Performance Measures

Monthly Communications Report

The Communications and Community Engagement staff compile a report each month to measure the effectiveness of communication efforts. Without effective data and statistics, it is difficult to know whether the Town's communication efforts are reaching the desired audience or having the intended effect. The report tracks the output of each communication channel, such as the number of mobile app service requests and the number of media releases generated. The report also tracks the number of social media followers on each platform, the number of e-newsletter subscribers, community engagement opportunities, and mobile app downloads. Website data provides insight on which pages are visited the most and the amount of time visitors spend on the website. The report shows the number of Communication Help Tickets submitted by each department and highlights selected user-generated content. The report is a helpful tool in tracking the success of the various communication channels.

Communications Survey Results

A survey was conducted in December 2020 to assess the strengths and weaknesses of the Town's communication efforts, and the channels that are used most often by the public. The non-scientific survey, conducted through Survey Monkey, was promoted through the Town's social media channels, e-

newsletters, direct email to HOA groups, and a direct-mail postcard to residents that included a QR code and web link to take the survey. The survey was comprised of fourteen questions to assess the public's self-perception of their knowledge about Town programs, services, and activities, the quality, credibility, and relevance of the information the Town provides, and the usefulness of the communication channels that are currently being used by the Town. The survey was comprised of multiple-choice questions using a Likert scale and open-ended questions that allowed for individual responses. The results of the survey are an indicator of the public's perception of how well the Town is communicating important information.

The survey received 656 responses over a four-week period from mid-November through mid-December 2020. Ninety-nine percent (99%) of responders indicated they were residents of Prosper. A summary of the survey results indicated the following:

- 80% of responders indicated they feel either adequately informed, fairly well informed, or fully informed by the Town's communication efforts.

- 68% of responders indicated that they always believe the information shared by Town staff. 29% stated they believe about half of it.

- 50% of responders indicated that they visit the Town website at least once per month.

- 63% of responders indicated that they only occasionally find the information they seek when visiting the Town website.

- Less than half of the responders (47%) reported that they subscribe to the Town's e-newsletter.

- 82% of responders indicated that they use one or more social media platform for Town information. The majority of those who responded use Facebook as their preferred platform for Town information (68%), followed closely by Nextdoor (49%).

- When asked for suggestions for how Town staff could improve communications, responders suggested improvements to the Town website content and the events calendar, and improvements to email communications.

Key Findings
Survey results indicated that residents have a desire to learn more about Town operations, indicating that more work needs to be done to improve the content and user-friendliness of the Town website. The Town has a strong social media following; however, it is important for the Town to continue to follow current trends as they relate to how residents prefer to receive their information. Other areas of improvement include updating the look and feel of the Town's e-newsletter and building a more comprehensive events calendar. In response to the survey results, Town staff has initiated new programs and program enhancements such as the Prosper Works video series, a relaunch of the MyProsper Mobile App, and a redesign of the Resident Update e-newsletter and Employee Edition. The survey results and data collected from the Monthly Communications Report, Communications Team Meetings, the Council Strategic Plan, and other sources were used to develop the Goals, Objectives, Strategies, and Tactics listed in the next section of this Plan.

Five-Year Staffing Projection

The chart below outlines the projected need for additional staff resources over the next 3-5 years in order to achieve the Goals, Objectives, Strategies and Tactics outlined in the next section of this plan. Implementation of the key components of this plan are dependent upon additional staff resources approved through the annual budget process.

Job Title						
Executive Director of Community Services	1	1	1	1	1	1
Director of Communications and Community Engagement			1	1	1	1
Communications Manager	1	1	1	1	1	1
Senior Communications Specialist			1	1	1	1
Communications Specialist	1	1	1	1	1	1
Marketing/Graphic Design Specialist		1	1	1	1	1
Video Production Specialist				1	1	1
Senior Community Engagement Specialist				1	1	1
Community Engagement Specialist	0.5	1	1	1	1	1
Crisis Communications Consultant	0.2	0.2	0.2	0.2	0.2	0.2
Total:	**3.7**	**5.2**	**7.2**	**9.2**	**9.2**	**9.2**

Goals, Objectives, Strategies and Tactics

Goal 1: External Communication

Provide relevant, accurate, and timely communication to residents and stakeholders using a multi-channel communication approach.

Objective 1: Provide an accessible and informative website presence that is easy to use.

		Measure	Timeline
Strategy 1:	Redesign and launch a new Town website.		
➢ Tactic:	Create an RFP for website redesign and select a vendor.	Select a Vendor	Spring 2022
➢ Tactic:	Assemble a website redesign committee composed of staff website users to assist with development and design of departmental web pages.	Assemble Website User Team	Spring 2022
➢ Tactic:	Launch Redesigned Website.	Website fully tested and launched	FY 2022-2023
Strategy 2:	Ensure the Town website is regularly updated with relevant content.		
➢ Tactic:	Discuss relevant news, events, hot topics, etc., that should be added to the website at monthly Communications Team meetings.	Add standing agenda item to monthly meeting agendas	Ongoing
➢ Tactic:	Conduct meetings with Departmental staff to review/refresh content at least twice per year.	Monthly report from Community Engagement Specialist	Ongoing
➢ Tactic:	Update chatbot FAQs every quarter.	Quarterly report from Community Engagement Specialist	Ongoing
➢ Tactic:	Provide online or recorded training opportunities through website provider for departmental staff.	Offer online training opportunities to new employees	Ongoing
		Track number of training sessions provided each year	Ongoing
➢ Tactic:	Regularly update the Strategic Planning Dashboard on the Town website to reflect progress on the Strategic Plan.	Monthly departmental updates to Strategic Plan	Ongoing

		Measure	Timeline
➢ Tactic:	Utilize SiteImprove tools and reports to make continual improvements to Town website.	Monthly report from Community Engagement Specialist	Ongoing
➢ Tactic:	Develop website analytics reports for analysis.	Website metrics in Monthly Communications Report	Ongoing
➢ Tactic:	Reclass PT Community Engagement Specialist to FT	Submit decision package in Proposed Budget	FY 2022-2023
➢ Tactic:	Create and fill a Senior Community Engagement Specialist position	Submit decision package in Proposed Budget	FY 2024-2025

Objective 2: Produce high-quality print, digital and video content for external distribution that is timely, relevant and accurate.

		Measure	Timeline
Strategy 1:	Use video to highlight Town events, programs, and activities.		
➢ Tactic:	Continue the Prosper Works video series featuring the Town Manager visiting various Town Departments.	Produce one video per month	Ongoing
➢ Tactic:	Capture video content of special events to create recap videos after each event, and to use as promotional content for the following year.	Produce recap videos for Fishing Derby, Community Picnic, Pride in the Sky and Christmas Festival	Ongoing
➢ Tactic:	Continue monthly video series of road and infrastructure projects.	Produce one video per month	Ongoing
➢ Tactic:	Produce a Digital Year-In-Review/Annual Report video to highlight notable accomplishments from the previous year.	Release video concurrent with State of the Community each January	Ongoing
➢ Tactic:	Pursue drone video training for Communications staff	Register Communications Manager for training	FY 2022-2023
➢ Tactic:	Create and fill an in-house Video Production Specialist position	Submit decision package in Proposed Budget	FY 2024-2025
Strategy 2:	Ensure all print and digital publications are accurate, well-composed, and engaging, utilizing industry best practices within the scope of Town policies.		

➢ Tactic:	Develop and implement a graphic identity policy/brand guidelines for the appropriate use of the Town logo and seal across all communication platforms.	Submit a recommendation to Council for logo redesign and/or graphic identity policy	Spring 2022
➢ Tactic:	Create a cross-channel content calendar to schedule and coordinate all digital and print communication	Research and report back on potential calendar tools	Spring 2022
		Implement content calendar	Fall 2022
➢ Tactic:	Conduct a comprehensive review of all communications policies to ensure they adhere to industry standards and best practices.	Review and amend existing policies in Chapter 18 of the Administrative Regulations	FY 2022-2023
Strategy 3:	Utilize expertise and improve coordination among the designated communicators in each department.		
➢ Tactic:	Provide regular opportunities for departmental communicators to share information.	Encourage attendance at monthly Communication Team meetings	Ongoing
➢ Tactic:	Provide communication and media relations training opportunities for Town communicators.	Track the number of training opportunities provided each year, and the number of attendees	Ongoing
➢ Tactic:	Assist designated departmental communicators with the development of department-specific communication and marketing plans.	Develop or update at least two Departmental Communication Plans per year	FY 2022-2023 / Ongoing
➢ Tactic:	Create and fill a Marketing/Graphic Design Specialist position	Submit decision package in Proposed Budget	FY 2022-2023
➢ Tactic:	Collaborate with Town Departments to create a "Facts & Figures" web page comprised of statistical and demographic information	Launch web page	FY 2023-2024 / Ongoing

Objective 3: Provide an interactive social media presence on multiple platforms that encourages two-way communication.

		Measure	Timeline
Strategy 1:	Broaden the Town's social media audience by exploring emerging trends and platforms and analyzing performance measures.		
➢ Tactic:	Review quarterly social media analytics reports to analyze the reach and effectiveness of content.	Include social media analytics in Monthly Communications Report	Ongoing

		Measure	Timeline
➤ Tactic:	Investigate the use of a curated selection of podcasts appropriate for target audiences.	Conduct a benchmark study of survey cities	FY 2022-2023
➤ Tactic:	Create and fill a Senior Communications Specialist position	Submit decision package in Proposed Budget	FY 2024-2025
Strategy 2:	Identify relevant sources for industry best practices, training and tools through participation in professional programs.		
➤ Tactic:	Participate in online and in-person training opportunities focusing on best practices and current trends.	Include professional development activities in annual performance evaluations for staff	Ongoing
➤ Tactic:	Encourage two-way communication on social media by providing a timely response to all questions and inquiries.	Ensure appropriate responses to comments and private messages are provided within one business day	Ongoing
Strategy 3:	Utilize surveys, online polling and other tools to gather feedback from stakeholders on Town programs, activities, and events		
➤ Tactic:	Redesign the Town of Prosper Service Satisfaction Survey	Complete & relaunch revised survey	Summer 2022

Objective 4: Develop and maintain effective working relationships with the media.

		Measure	Timeline
Strategy 1:	Keep local media informed of Town-related activities, events, program enhancements, and infrastructure projects.		
➤ Tactic:	Regularly distribute media releases to relevant media contacts.	Minimum of five media releases and/or advisories per month	Ongoing
➤ Tactic:	Respond quickly and accurately to all media requests and inquiries.	Respond to media requests and requests for interviews within one business day	Ongoing
➤ Tactic:	Proactively contact members of the local media to establish relationships and discuss topics of interests to target audiences.	Contact Prosper Press reporter at least twice per month to suggest potential news stories	Ongoing

Objective 5: Recruit and retain a highly-skilled Communications and Community Engagement staff.				
			Measure	**Timeline**
Strategy 1:	Create a positive working environment that provides professional development opportunities for talented municipal communicators			
➤ Tactic:	Develop a five-year staffing plan for the Communications and Community Engagement Division		Update annually prior to budget kickoff	Ongoing
			Include budget requests for staff resources in annual Proposed Budget	Ongoing
➤ Tactic:	Invest in training opportunities in videography, digital marketing, and municipal communication strategies.		Track professional development activities on annual performance evaluations	Ongoing
➤ Tactic:	Maintain memberships for communications staff in professional communicator associations.		Include professional membership status in annual performance evaluations	Ongoing
			Include cost of professional memberships for all staff in annual Communications budget	Ongoing
➤ Tactic:	Create and fill a Director of Communications and Community Engagement position		Submit decision package in Proposed Budget	FY 2023-2024

Goal 2: Internal Communication
Develop effective internal communication tools for Town Council and staff.

Objective 1: Utilize a variety of communication tools to ensure employees have access to important work-related information.

		Measure	Timeline
Strategy 1:	Utilize email communication to convey important Council actions and Town news to employees.		
➤ Tactic:	Reformat the Employee Edition to an e-newsletter format, using Constant Contact for distribution.	Track the number of employees viewing the monthly employee newsletter	Ongoing
Strategy 2:	Maintain useful and relevant information on the Employee Intranet.		
➤ Tactic:	Collaborate with HR and the Communication Team to regularly add/refresh content on the Intranet.	Quarterly audit of Intranet pages to ensure accuracy	Ongoing
➤ Tactic:	Upgrade the Employee Intranet in conjunction with the Town website redesign.	Work with selected vendor to design Intranet	FY 2022-2023
Strategy 3:	Ensure that work-related information is accessible to all employees		
➤ Tactic:	Ensure departments have processes in place to convey information to employees who have limited access to email.	Annual review of procedures with HR	Ongoing
➤ Tactic:	Ensure departments have processes in place to convey information to employees who may have language barriers.	Annual review of procedures with HR	Ongoing
Strategy 4:	Provide Town Manager Briefings 2-3 times per year that are engaging and informative.		
➤ Tactic:	Utilize weekly Executive Staff meetings to identify potential topics for Town Manager Briefings.	Include a discussion item on the Executive Staff Agenda prior to each briefing	Ongoing
➤ Tactic:	Include a variety of speakers and topics to keep the meetings interesting and engaging.	Keep a record of meeting topics and speakers to ensure a variety of content	Ongoing

		Measure	Timeline
➢ Tactic:	Continue to offer live-streamed versions of the Town Manager Briefings.	Coordinate live-streaming with IT	Ongoing

Objective 2: Effectively transmit the Town's organizational culture to all levels of employees by integrating the Town's Core Values into internal communication efforts.

		Measure	Timeline
Strategy 1:	Develop a set of internal communication objectives, structures, and methods that incorporate the core values of the organization.		
➢ Tactic:	Collaborate with HR to design a monthly employee news flyer to be posted in key areas of Town facilities	Research and report back on model programs	Spring 2022
		Initiate program	Summer 2022
➢ Tactic:	Collaborate with HR to develop a comprehensive internal communications plan.	Conduct a planning meeting	FY 2022-2023

Objective 3: Utilize a variety of communication tools to ensure Town Councilmembers have access to important Town-related information.

		Measure	Timeline
Strategy 1:	Maintain a limited-access website (Council Dashboard) for Town Council to access relevant news, reports, events, and information.		
➢ Tactic:	Regularly update Strategic Planning Dashboard on the Town website that reflects progress on the Town Council Strategic Plan.	Monthly departmental updates to Strategic Plan	Ongoing
➢ Tactic:	Upgrade the Council Dashboard in conjunction with the Town website redesign.	Work with selected vendor to design Dashboard	FY 2022-2023

Goal 3: Crisis Communication

Ensure residents are informed and the Town's organizational stability is protected during emergencies.

Objective 1: Ensure the Town has the appropriate communication tools and resources to respond effectively during an emergency.

		Measure	Timeline
Strategy 1:	Ensure the Town's emergency communication plans and policies are up to date and follow industry standards for best practices.		
➤ Tactic:	Update the Town's Emergency Management Plan Annexes related to Communications	Update Annexes B, I, and U	Fall 2022
➤ Tactic:	Update the Continuity of Operations Plan (COOP) for the Communications Division.	Update COOP	Spring 2022
Strategy 2:	Utilize all available communication channels in the event of an emergency.		
➤ Tactic:	Expand the use of Smart911/RAVE system to notify subscribers of emergency information via text messaging and social media.	Communication staff completes training on RAVE system	Spring 2022
➤ Tactic:	Develop a collection of media release templates for various emergencies that can be quickly customized and released to the media.	Complete an inventory of templates	FY 2022-2023
Strategy 3:	Maintain staff readiness in the event of an emergency		
➤ Tactic:	Cross-train staff in website, social media, and RAVE system to ensure 24/7 staffing during an emergency.	Include appropriate cross-training objectives in annual performance evaluations.	Ongoing
➤ Tactic:	Communications staff will participate in tabletop exercises coordinated by the Emergency Management Coordinator.	Track staff's participation in tabletop exercises.	Ongoing
➤ Tactic:	Communications staff completes FEMA, NIMS, or other training recommended by the Emergency Management Coordinator.	Include recommended emergency management training in annual performance evaluations.	Ongoing

➢ Tactic:	Develop a comprehensive Crisis Communication Plan	Select a Crisis Communication firm; finalize agreement	Winter 2021-2022
		Conduct media training/crisis communication training for key staff and Council	Summer 2022
		Complete a Crisis Communications Plan and "toolkit"	FY 2022-2023

Goal 4: Community Engagement

Cultivate and encourage community engagement in local government programs and activities by fostering opportunities for residents and stakeholders to feel connected and involved.

Objective 1: Increase community awareness and support of Town events, activities, and programs.

		Measure	Timeline
Strategy 1:	Improve community awareness, participation, and involvement in Town government.		
➢ Tactic:	Continue to build and promote the Town Talks Speakers Bureau Program.	Track the number of Town Talks requests on the monthly Communications report	Ongoing
➢ Tactic:	Invest in training opportunities for staff in community engagement activities and programs to stay on trend with best practices.	Track professional development activities on annual performance evaluations	Ongoing
➢ Tactic:	Continue to expand membership and participation in the quarterly HOA Presidents Meetings by providing informational programs that are of interest to neighborhoods.	Track attendance at quarterly HOA Presidents Meetings.	Ongoing
		Maintain a list of potential topics of interest that are timely and relevant	Ongoing
		Add a link to the Town Talks web page on all HOA correspondence	Spring 2022 / Ongoing
➢ Tactic:	Offer an annual Citizens Academy featuring a series of presentations, tours, and demonstrations by Town departments related to Town operations.	Conduct first Citizens Academy	Spring 2022
➢ Tactic:	Initiate monthly e-newsletters to HOA representatives and management companies.	Begin monthly distribution	Spring 2022
Strategy 2:	Create and maintain positive relationships with target audiences that strengthen community partnerships.		

➢ Tactic:	Build relationships with the Nonprofit Community to facilitate information-sharing and connect residents to needed services.	Conduct monthly courtesy emails with major nonprofit partners.	Ongoing
➢ Tactic:	Initiate Town Hall Balcony Receptions for partner organizations and groups.	Conduct two receptions	Spring/Fall 2022
➢ Tactic:	Initiate a Mayor's Internship Program to build relationships between PISD students and local businesses.	Research and report back on model programs	Spring 2022
		Initiate program	FY 2022-2023
➢ Tactic:	Initiate an ongoing Town Council Leadership Series comprised of public appearances, coffees, and/or other Town-sponsored interactions	Research and report back on model programs	Spring 2022
		Initiate program	FY 2022-2023
➢ Tactic:	Initiate a Mayor's Business Round Table program to strengthen relationships between the Town, the small business community, the Chamber of Commerce and/or the Prosper EDC.	Research and report back on model programs	Spring 2022
		Initiate program	FY 2022-2023
➢ Tactic:	Initiate a volunteer coordination program to match residents in need with volunteer groups seeking to serve.	Research and report back on model programs	FY 2022-2023
		Initiate program	FY 2023-2024
➢ Tactic:	Initiate a Mayor's Faith-Based partnership program to facilitate services and information-sharing between the Town and the faith-based community.	Research and report back on model programs	Spring 2022
		Initiate program	FY 2023-2024
➢ Tactic:	Implement an online tool for community engagement.	Research and report back on model programs	FY 2022-2023
		Initiate program	FY 2023-2024
Strategy 3:	Utilize the Community Engagement Committee (CEC) to enhance relationships with residents and stakeholder groups		
➢ Tactic:	Facilitiate CEC attendance at community events	Encourage attendance at State of the Community, Community Picnic, Christmas Festival, etc.	Ongoing
➢ Tactic:	Initiate a quarterly New Resident Mixer for new families moving to Prosper.	Research and report back on model programs	Spring 2022
		Conduct the first mixer	Summer 2022

Goal 5: Legislative Advocacy

Develop strategies to engage local, state, and federal elected officials in order to convey the Town's legislative priorities and influence the legislative process.

Objective 1: Proactively participate in the legislative process by communicating the Town's legislative priorities to state and federal elected officials.

		Measure	Timeline
Strategy 1: Create and maintain positive relationships with the Town's local, state and federal elected officials.			
➤ Tactic: Initiate in-person or virtual meetings with the Town's legislators and their key staff members		Schedule meetings twice per year	Ongoing
➤ Tactic: Invite legislators to attend Town events		Send email invitations for Special Events, Ribbon Cuttings, and other appropriate Town events	Ongoing
Strategy 2: Identify priority legislative issues and actively participate in the legislative process on the Town's behalf.			
➤ Tactic: Engage a legislative advocacy firm (lobbyist) to assist in advancing the Town's legislative agenda		Issue RFP; select vendor	Spring 2022
		Conduct initial meeting	Spring 2022
➤ Tactic: Develop a Legislative Agenda for the Town prior to each legislative session that conveys the Town Council's legislative priorities		Propose a Resolution adopting the Town's Legislative Agenda prior to each biannual legislative session	Fall 2022 / Ongoing