



# STRATEGIC COMMUNICATIONS FRAMEWORK

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## Introduction

The Town of Addison is a 4.4 square mile bustling first-ring suburb of Dallas, perfectly situated between downtown Dallas and the growing North Texas cities of Plano and Frisco. While Addison is home to only 15,500 residents, its daytime population swells to more than 125,000 people during the weekdays. With more than 10 million square feet of office space and one of the nation's most successful general aviation airports within its borders, Addison's desirability factor within the business community continues to grow. Its office vacancy rate is at a 17-year low and SmartAsset, a New York-based financial technology company, recently ranked Addison as the second easiest place in Texas to sell a home.

Addison is also a hub for tourism. It is home to more than 180 restaurants and 24 hotels. Its special events draw more than 600,000 people to the community every year and its annual fireworks show is consistently rated one of the top ten fireworks shows in the country by *USA Today*, the *Wall Street Journal*, *Travel + Leisure Magazine*, and the American Pyrotechnic Association.

The Town of Addison Strategic Communication Plan is intended to serve as a compass with which we can determine best practices to communicate news and information among stakeholders including residents, businesses, tourists, and Town employees. The plan is intended to be a framework that will assist Addison in sharing its mission and objectives with the public.

The plan is designed to be flexible and adaptable as the Town's objectives evolve and new technologies become available.

## **The Addison Way**

Addison has worked hard to develop a reputation for superior or “gold standard” customer service. This service philosophy is embraced by the staff and the community as the “Addison Way.” Employees are educated during orientation about what the Addison Way means and residents and businesses have come to expect exceptional service delivery.

## **Addison’s Communications Objectives**

The objective of a strategic communications plan is to frame internal and external communication, to set the organization’s priorities, to target stakeholders, and to identify resources. The Town of Addison has a reputation for its commitment to delivering outstanding customer service to its constituents. This document, which is intended to serve as a skeleton on which to build a multi-year plan, incorporates the spirit of the Addison Way and the Town’s continued pledge to provide exceptional service.

This document is a guideline for a communications plan for Addison, but not a finished document. It is intended to be fluid and updated on a regular basis to provide guidance over multiple years that helps determine best practices for delivering timely news and information to the community.

However, the Guiding Principles of Addison’s communications will always remain the same:

- Be Open and Truthful
- Be Transparent
- Be Proactive
- Be Engaging
- Strengthen Relationships with the Community

## **Addison's Communications Goals**

### GOAL 1

To communicate effectively to all of our target markets across multiple platforms to ensure open communication.

### GOAL 2

To engage our community in a way that creates trust and transparency.

### GOAL 3

To position Addison as a desirable place to live, work and play.

### GOAL 4

To preserve and protect the Addison brand.

Once we assess Addison's communications landscape further and have more guidance from Council, these goals may need to be amended.

## Addison's Communications Department

Addison's Communications Department currently consists of a Director and a recently created Marketing Specialist position. The current Director has been with the organization since April 2015 and the Marketing specialist began in December 2016.

The responsibilities of the communications department staff include:

- Website administration, including overseeing design, training, and content creation where appropriate.
- Social media administration, including Facebook, Twitter, Instagram and YouTube.
- Media relations, including press releases, pitching story ideas, taking media calls and assisting with media interviews.
- Stock photography management, taken by staff and network of local photographers.
- Monitoring and analyzing press and social media coverage.
- Brand Management.
- Monitoring and editing all external communication pieces.
- Creating and distributing a weekly general e-newsletter.
- Crisis communications.
- Marketing all Addison-produced special events.
- Promoting tourism, economic development and the Addison Conference Centre through restaurant-specific marketing campaigns, a monthly newsletter, and print and digital advertising.
- Promoting programs created by city departments including photo contests, public service campaigns, and Athletic Club special events
- Planning and coordinating two yearly Town meetings.
- Addison Alerts.

The Department is supported by the following organizations whose contracts are managed by the Communications Department.

Shiroma Southwest: Performs all public relations efforts related to Addison-produced special events and assists on an as-needed basis to help with managing social media and tourism-specific projects.

GrayHair Public Relations: Assists with crisis communications efforts.

Belmont Ice House: Produces the advertising materials related to Addison-produced special events.

Launch Agency: Produces advertising materials related to Addison's Economic Development and Tourism Department and the Addison Conference and Theatre Centre.

## **The Flow of Information**

The Town of Addison follows a centralized method of creating and distributing news and information. Town Departments contact the Director of Public Communications, requesting a message to be distributed to a designated audience.

Once a message is drafted, it is sent to the requesting department for feedback and edits as well as a final review prior to distribution. After the message has been approved, the Communications staff distributes the message via appropriate communication channels.

If a message is deemed significant due to subject matter, approval from the Deputy City Manager or City Manager is needed prior to distribution. Any collateral containing quotes from the Mayor and/or Council members are also approved by the speakers prior to distribution.

For the Town of Addison, the flow of information moves in one of the following ways:

### **Communications Department is involved**

1. The Communications Department initiates a message or project and seeks input from the appropriate department, based upon subject matter.
2. The Communications Department receives a request from other departments seeking to distribute information regarding an event or project they are coordinating to the appropriate audience.
3. The City Manager or other executive staff member notifies the Communications Department of news or information that needs distribution.
4. The City Council approves public policy and measures that need to be communicated to residents and/or businesses. The Communications Department utilizes agenda packets and staff's assistance to create message.

### **Communications Department is not involved**

1. The Mayor and Council are free to speak with members of the media and community without consulting the Communications Department's input.
2. Various divisions and departments distribute information without consulting with the Communications staff. Examples include, but are not limited to: door hangers, social media posts, and website content.

## Stakeholders Summary

The Communications Department has identified the groups below as key stakeholders in the community and vital targets with which to communicate.

- **Residents:** All of those who live within the Town of Addison.
- **Employees:** All employees providing services internally or externally on behalf of the Town of Addison.
- **Internal Leadership:** Individuals within the Town of Addison organization responsible for making key decisions regarding Town services and amenities. Examples: Mayor, City Council, Boards and Commission members, City Management Team, Department Directors, Division Managers.
- **Businesses and Community Partners:** All businesses within the Town of Addison and other businesses that have formed partnerships with the Town of Addison such as the Metrocrest Chamber of Commerce.
- **Visitors:** Any non-resident who visits Addison and utilizes its services.
- **Commuters:** Anyone traveling on Addison's roadways.
- **Event Planners:** Individuals or groups planning activities at the Addison Conference and Theatre Centre, area hotels or local parks.
- **News Media:** Print, electronic, and broadcast media. This also includes local news bloggers.
- **Other local governments and governmental entities:** Surrounding local municipalities and governmental organizations.



## How We Reach Stakeholders

Audience	How We Reach
<b>Residents</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• NextDoor.com</li> <li>• Weekly Newsletter</li> <li>• Athletic Club Accolade</li> <li>• Utility Bill Stuffers and Messages</li> <li>• Special Event Marketing</li> <li>• Addison Magazine</li> <li>• Everbridge</li> <li>• Project Email Blasts</li> <li>• Media Relations</li> <li>• Budget Book</li> <li>• Public Meetings</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Employee Talk Monthly Newsletter</li> <li>• Director Meetings</li> <li>• Department Meetings</li> <li>• Quarterly Luncheons</li> <li>• Special Events</li> </ul>
<b>Internal Leadership</b>	<ul style="list-style-type: none"> <li>• Work Sessions and Public Meetings</li> <li>• “All staff” Emails</li> <li>• Interaction with City Manager</li> <li>• Social Media</li> <li>• Interpersonal Communication among Staff</li> </ul>
<b>Businesses</b>  <b>and Community</b>  <b>Partners</b>	<ul style="list-style-type: none"> <li>• Website (ED microsite - <a href="http://addisoned.com">addisoned.com</a>)</li> <li>• Social Media</li> <li>• Email - (quarterly e-newsletter and other email notifications)</li> <li>• Business Registration Mailing</li> <li>• Printed Collateral (ED guides, restaurant guides)</li> <li>• Media Relations</li> <li>• Special Events</li> </ul>

Audience	How We Reach
<b>Visitors</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Emails (Monthly Addison Access, periodic special events)</li> <li>• Tourism-related Advertising</li> <li>• Special Event Marketing</li> <li>• Addison Magazine</li> <li>• Visitors Guide</li> <li>• Belt Line Banners</li> <li>• Media Relations</li> <li>• Event Sponsorships (soccer, OU club, etc.)</li> </ul>
<b>Commuters</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Special Events Marketing</li> <li>• Addison Magazine</li> <li>• Belt Line Banners</li> <li>• Media Relations</li> </ul>
<b>Meeting Planners</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Tourism-related Advertising</li> <li>• Special Event Marketing</li> <li>• Addison Magazine</li> <li>• Printed Material (Visitors Guide, ACTC brochures)</li> <li>• Media Relations</li> <li>• Hotel Support Program</li> <li>• Event Sponsorships (soccer, OU club, etc.)</li> <li>• ACTC-specific Advertising</li> </ul>
<b>News Media</b>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Press releases</li> <li>• Special Events</li> <li>• Public Meetings</li> </ul>
<b>Other local governments and governmental entities</b>	<ul style="list-style-type: none"> <li>• Interaction with Council and Staff</li> <li>• Website</li> <li>• Social Media</li> <li>• Media relations</li> <li>• Participation in Shared Campaigns</li> <li>• Professional Organization Meetings and Networking Opportunities</li> </ul>

## Town of Addison Communication Tools and Channels

Addison currently employs a variety of digital and print communications tools and channels to reach stakeholders. The list below is a broad look at the tools, the frequency with which they are implemented, performance indicators, and which department manages the interaction.

Communication Channel/tool	Frequency	Performance Indicator	Target	Department
<b>Digital</b>				
<b>AddisonTexas.net</b>	As needed	Unique visits in 2016: 781,481 Total visits in 2016: 1,021,747	All stakeholders	Communications
<b>Addison Blogs: News</b>	As needed	Total visits in 2016: 14,608	All stakeholders	Communications
<b>Addison Microsites: Special Events</b>	As needed	TasteAddison.com 2017 total page views: 255,171	Visitors, residents, businesses, commuters, employees,	Special Events/ Communications
	As needed	AddisonKaboom Town.com 2017 total page views: 654,594	Visitors, residents, businesses, commuters, employees,	Special Events/ Communications
	As needed	AddisonOktober-fest.com 2017 total page views: 344,318	Visitors, residents, businesses, commuters, employees,	Special Events/ Communications
<b>Addison Weekly Town Newsletter</b>	Weekly	Subscribers: 2,561* Open Rate: 37.3%* (industry avg. for government: 23.2%)	Residents, businesses	Communications
<b>Access Addison</b>	Monthly or as needed to promote Addison events	Subscribers: 13,277* Open Rate: 29.4%* (industry avg for government: 23.2%)	Visitors, commuters, businesses, residents	Communications

*\*Numbers as of November 1, 2017*

Communication Channel/tool	Frequency	Performance Indicator	Target	Department
<b>Project Email - Blasts</b>	As needed	Varies by project, Open Rate ranges from 63% - 77%	Residents, businesses	Communications/ various departments
<b>Business Pulse</b>	Quarterly	Subscribers: 2,342* Open rate: 26.3%*	Businesses	Communications/ ED
<b>Town of Addison Facebook</b>	Daily	3,822* page followers	Residents, businesses, media, employees, other local gov entities	Communications
<b>Town of Addison Twitter</b>	Daily	2,140* followers	Residents, businesses, media, employees, other local gov entities	Communications
<b>Visit Addison Facebook</b>	Daily	15,236* followers	Visitors, commuters, residents, businesses, meeting planners	Communications
<b>Visit Addison Twitter</b>	Daily	6,342* followers	Visitors, commuters, residents, businesses, meeting planners	Communications
<b>Visit Addison Instagram</b>	3-4x weekly	9,503* followers	Visitors commuters, residents, businesses, meeting planners	Communications
<b>Addison Police Department Facebook</b>	3x week	2,352* followers	Residents, businesses	Police/ Communications
<b>Addison Police Twitter</b>	1x week	102 followers	Residents, busiinesses	
<b>Animal Control Facebook</b>	1-2x week	515* followers	Residents	Police/ Communications

*\*Numbers as of November 1, 2017*

<b>Communication Channel/tool</b>	<b>Frequency</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Department</b>
<b>Addison Fire Department</b>	2-3x week	964* followers	Residents	Fire/Communications
<b>ACTC Facebook</b>	Weekly	1,466* followers	Meeting planners, visitors	ACTC
<b>Athletic Club Facebook</b>	As needed	1,047* followers	Residents	AAC
<b>Nextdoor.com</b>	As needed	1,532* resident subscribers	Residents	Communications
<b>Everbridge Notification System</b>	As needed	1,049* subscribers	Residents and businesses	Communications/IT/Police
<b>Addison Accolade</b>	Quarterly		Residents	ACC
<b>Print</b>				
<b>Utility Inserts; Utility Bill Messaging</b>	Monthly	2,200 addresses	Businesses and residents	Communications
<b>Restaurant Brochure</b>	As needed	n/a	Visitors, businesses	EDT
<b>Economic Development Brochure</b>	As needed	n/a	Businesses	EDT
<b>ACTC brochure</b>	As needed	n/a	Meeting planners	ACTC
<b>Postcard Mailings</b>	As needed	15,800	Residents	Various departments
<b>Business Registration Packets</b>	1x/year	n/a	Businesses	EDT
<b>Annual Budget Book</b>	1x/year	n/a	Residents, businesses	Finance
<b>Belt Line Banners</b>	Rotated	viewed by 50,000 cars per day	Commuters, visitors, employees, residents, businesses	Special Events
<b>Park Kiosks</b>	Rotated	n/a	Commuters, visitors, employees, residents, businesses	Communications/SE

*\*Numbers as of November 1, 2017*

Communication Channel/tool	Frequency	Performance Indicator	Target	Department
<b>Tourism Advertising</b>	By campaign		Visitors, commuters, employees, meeting planners, news media, residents, businesses	Communications/ EDT
<b>Press Releases</b>	As needed	n/a	Residents, businesses, commuters, visitors	Communications

*\*Numbers as of November 1, 2017*

## Challenges and Opportunities

Busy with their everyday lives, many Addison residents are unaware of the full array of services and programs offered by the Town and provided by their tax dollars. The following are challenges this plan seeks to overcome:

- A lack of communication between Town departments and divisions leads to lost opportunities to promote programs, helpful information, and services to residents.
- Inconsistencies in communication, in both message and delivery, which lead to confusion or misperceptions from the intended audience.
- As with any diverse audience, different people prefer to receive communication through various channels. Residents may be frustrated with the Town not utilizing a communication tool they find useful or unaware of a particular method's availability.
- Gaps in our ability to communicate effectively with senior citizens and others who are not conversant with electronic communications
- Citizens not understanding the City's structure and processes, and how to become actively engaged in their local government.

These challenges present opportunities that are outlined as the goals, strategies, and tactics of this communication plan.

## Goals, Strategies and Actions

The Town of Addison's Strategic Communications Plan is focused on the following areas:

- Consistent Communication
- Technology, Social Media, and Online Communication
- Citizen Engagement
- Image and Branding

**GOAL ONE:** To effectively communicate to all our of target markets across multiple platforms to ensure message delivery.

**1.1:** Improve and increase the flow of information to the community via *existing* communications channels.

### **ACTIONS:**

- Survey resident and business communities to receive direct feedback regarding communications needs/wants.
- Monitor and analyze trends on social media and through MailChimp to maximize reach and engagement.
- Expanded use of Addison's YouTube channel.
- Improve accessibility of the website. Utilize training and best practices to implement changes that will improve the usability of the website for people with all abilities.
- Create an internal marketing committee that meets quarterly to share updates on events, activities and accomplishments.

**1.2:** Improve and increase the flow of information to the community via *new* communications channels.

### **ACTIONS:**

- Incorporate video into the communications toolbox. With the launch of the new PEG channel, there will be an increased need to focus on video that can be used for on multiple platforms.
- Launch a visit app that lists restaurants, hotels and events.
- Educate staff about emerging technologies and social trends.
- Launch a PEG Channel and determine protocols for posting and curating content.
- Implement a social media scheduling/analytics software to better manage and track social media posts.



**1.3** Document current communications structures and processes to make efficient use of resources in a way that effectively incorporates both traditional and non-traditional media communications tools.

**ACTIONS:**

- Create a protocol for communicating events and activities.
- Develop a regular reporting structure for social media and website activity to track trends.
- Explore using outside experts to evaluate social media platforms and provide feedback on improvements and management.

**1.4** Strengthen existing relationships with media and expand reach.

**ACTIONS:**

- Expand current public efforts by sending regular press releases.
- Create a process to share trend stories with broader media.

**GOAL TWO:** To engage the Addison community in a way that creates trust and transparency throughout the organization.

**2.1** Be responsive to changing communications trends to continue to engage the community.

**ACTIONS:**

- Reevaluate current communications channels and determine where to focus limited staff resources.
- Become involved with social media and communications trade organizations.
- Create a process to test new communications channels as they become available.
- Survey progressive cities to identify “best practices” and evaluate ways to incorporate those practices into Addison’s communications efforts.

**2.2** Create opportunities to make Addison government open and accessible to citizens and lay the foundation for greater citizen engagements.

**ACTIONS:**

- Launch the Addison Community Channel using PEG funds.
- Expand video capabilities to be able to share information through this popular medium on the community channel, but also the website and social media.

- Create outreach program to apartment communities to determine ways to engage their residents.
- Design and produce a series of short informative videos to educate residents on how to gain access to Addison-related resources.
- Continued outreach to residents through Town Meetings, community policing initiatives, and Citizens Academy as well as exploring benchmark area cities to explore expanded programs.
- Send collateral piece to all residents detailing Town phone numbers, special events dates, website address and social media outlets.
- Continue to promote and encourage the volunteer program and publicize its success.

**2.3** Be proactive in addressing stories on Addison, especially negative ones, online and in the media.

**ACTIONS:**

- Create protocol for responding to comments on social media.
- Work with GrayHair to make sure staff and Council receive media training.

**GOAL THREE:** To position Addison as a desirable place to live, work and play.

**3.1** Create a program to identify and welcome new residents and businesses to Addison.

**ACTIONS:**

- Create welcome packets for new residents/businesses.
- Work with apartments to include information on the Town in their new resident packets.
- Continue to promote Addison's new Economic and Tourism video.

**3.2** Communicate Addison's culture to potential new recruits as well as current employees.

**ACTIONS:**

- Work with Human Resources to develop a fun, informative video that can be used as both a recruitment tool, but also as a way to reinforce Addison's culture to new hires.
- Explore ways to better employee successes/stories through the resident and employee newsletter as well as social media outlets.

**3.3** Maximize impact and reach of Special events to attract special-event specific tourism.

**ACTIONS:**

- Reevaluate current media sponsorships for all special events to ensure target markets are being reached.
- Leverage partnerships with hotels, Dallas CVB and the state of Texas Tourism Department to promote special events through establish communications channels.
- Integrate special events into tourism advertising through co-op advertising and use of value-added space.
- Explore ways to expand reach of Addison Magazine through co-op sponsorships similar to the OU club special insert.
- Evaluate Addison special events in relation to the hotel rooms generated – look for new ways to leverage events.

**3.4** Formalize outreach to Business community.

**ACTIONS:**

- Evaluate yearly registration packets and explore ways to use to the mailing to share information about the town.
- Create a digital Addison business logo that can be displayed on web sites designating a registered Addison business (in addition to the stickers currently employed).
- Continue to expand the reach and the content of the new quarterly business newsletter.
- Identify and target key brokers for targeted campaigns.
- Expand public relations efforts both by proactively pitching stories on Addison's ED accomplishments.

**3.5** Expand Conference and Theatre Centre Advertising and public relations efforts.

**ACTIONS:**

- Create a microsite for ACTC similar to stand-alone conference centers.
- Incorporate Addison Circle Park and its amenities into the ACTC story for advertising and public relations outreach.
- Create an advertising plan that incorporates both traditional and non-traditional media outlets.
- Create snapchat filters that are specific to the building, but also for popular repeat events (weddings, bar mitzvahs, etc.)

### **3.6** Use traditional and non-traditional channels to promote tourism.

#### **ACTIONS:**

- Create an advertising campaign that incorporates mixes of digital, social and print media and focuses on historically low hotel occupancy months.
- Evaluate last year's digital restaurant campaign and explore ways to improve.
- Create an influencer campaign in feeder markets like San Antonio, Austin, Oklahoma City and Tulsa.
- Consider an analysis of our current and past visitors' buying habits, and media preferences by an outside vendor (matchpoint).
- Explore other partnerships/sponsorships with organizations such as OU and World Cup Soccer that generate multiple weekend room nights.
- Expand PR efforts to target tourism and restaurant influencers in the DFW market.
- Redesign the Tourism website landing page to be more in line with a CVB website.
- Contract with a Public Relations Software company such as Cision or Meltwater to expand our public relations capabilities to reach both the media as well as targeted influencers.

#### **GOAL FOUR:** To preserve and protect the Addison brand.

### **4.1** Reevaluate brand standards.

#### **ACTIONS:**

- Review and refine current brand standards to ensure they are updated and fully detailed
- Define how the brand is used throughout the organization.
- Educate employees on appropriate brand use.
- Create protocol for use by outside organizations.

- 4.2** Encourage the distribution of Addison-related merchandise that is managed as much as possible by Addison staff.

**ACTIONS:**

- Consider an online store that sells Addison shirts, mugs, etc. that is under the direction of Town staff.
- Distribute car decals or other Addison-branded merchandise to all residents and encourage residents' use through promotions.
- Contract with a digital asset management company to host all digital assets, specifically photos to manage, sort and share in a way that benefits and promotes the Town.

- 4.3** Solidify branding for Addison's signature special events: Taste Addison, Kaboom Town!, Summer Series, and Oktoberfest

**ACTIONS:**

- Create branded microsites for Taste Addison, Kaboom Town! and Oktoberfest.
- Incorporate Summer Series into the website.
- Simplify navigation to special event microsites on AddisonTexas.net.
- Evaluate and update branding for special events as needed
- Incorporate Addison "spot" logo where possible on special event marketing materials.

## Timeline and Measuring Success

### 2016-2017

#### 1. Effectively Communicate

- **1.1:** Survey resident and business communities to get direct feedback regarding communications needs/wants.
  - *Measurement of Success: Evaluation of survey monkey results.*
  - **Status: Completed survey monkey survey, but budgeted funds for a more complete resident survey in 2018**
- **1.1:** Monitor and analyze trends on social media and through MailChimp to maximize reach and engagement.
  - *Measurement of Success: Increase number of subscribers and maintain above-industry open rate for weekly newsletter. Increase number of subscribers and open rate for monthly tourism newsletter. Increase number of “likes,” engagements and followers on social media platforms.*
  - **Status: Completed, but ongoing.** Subscribers for all three newsletters (Weekly, Access, Business) are up from March, 2017 and the open rate for the tourism newsletter has increased from 19.5 to 29.4. Numbers of followers have increased on all social media platforms, as has engagement.
- **1.1:** Create an internal marketing committee that meets quarterly to share updates on events, activities and accomplishments. .
  - *Measurement of Success: Completion of two meetings before end of FY17.*
  - **Status: Completed.** Had one meeting in the spring and have a second the beginning of October
- **1.2:** Launch a visit app that lists restaurants, hotels and events.
  - *Measurement of Success: App available for download on Addison’s website and in app store.*
  - **Status: Completed.** The Visit widget is located on the Visit Addison website and the app is available in the app store. Next steps are to begin marketing the product.

- **1.2:** Educate staff about emerging technologies and social trends.(ongoing)
  - *Measurement of Success: Employee feedback, engaging new technologies in current protocols.*
  - **Status: Completed.** *Stacey Yates from Globe Running conducted a training at our October internal marketing meeting, but marketing staff continues to attend conferences to educate themselves on trends and emerging technologies.*
- **1.2:** Launch a PEG Channel and determine protocols for posting and curating content.
  - *Measurement of Success: Document detailing protocol.*
  - **Status: Complete**
- **1.3:** Create a protocol for communicating events and activities.
  - *Measurement of Success: Document detailing protocol.*
  - **Status: Complete**
- **1.3:** Develop a regular reporting structure for social media and website activity to track trends.
  - *Measurement of Success: Development of reporting tool with current social media measurements.*
  - **Status: Completed**
- **1.3:** Explore using outside experts to evaluate social media platforms and provide feedback on improvements and management.
  - *Measurement of Success: Signed contract with an outside firm.*
  - **Status: Completed.** *Hired Globe Runner who has evaluated our platforms and gives us a recap after each event with suggestions for improvement. We will continue to explore and evaluate this program.*

## **2. Create Trust and Transparency**

- **2.1:** Reevaluate current communications channels and determine where to focus limited staff resources.
  - *Measurement of Success: Document detailing channels and Strengths, Weaknesses, Opportunities and Threats (SWOT).*
  - **Status: Completed**

- **2.1:** Become involved with social media and communications trade organizations. *(ongoing)*
  - *Measurement of Success: Membership/conference attendance in trade and resource-specific organizations.*
  - **Status: Completed, but ongoing. Won three TAMIO awards at the annual conference**
  
- **2.1:** Survey progressive cities to identify “best practices” and evaluate ways to incorporate those practices into Addison’s communications efforts. *(ongoing)*
  - *Measurement of Success: Create communications practices survey and contact three area cities to conduct survey. Review all TAMIO award-winning campaigns, videos, etc.*
  - **Status: in progress**
  
- **2.2:** Launch the Addison Community Channel using PEG funds.
  - *Measurement of Success: PEG channel goes live on at least one cable provider’s network.*
  - **Status: Completed**
  
- **2.2:** Continued outreach to residents through Town Meetings, community policing initiatives, and Citizens Academy as well as exploring benchmark area cities to explore expanded programs.
  - *Measurement of Success: Attendance at Town Meetings, feedback from Citizens Academy graduates, feedback from community on community policing initiatives.*
  - **Status: Completed, but ongoing**
  
- **2.2:** Continue to promote and encourage the volunteer program and publicize its success.
  - *Measurement of Success: Work with the volunteer coordinator to track number of volunteer hours and number of volunteers to identify trends. Track group volunteer projects, including social media engagement on posts.*
  - **Status: Completed but ongoing.**
  
- **2.3:** Create protocol for responding to comments on social media.
  - *Measurement of Success: Document detailing protocol.*
  - **Status: Completed**



- **2.3:** Work with GrayHair to make sure staff and Council receive media training.
  - *Measurement of Success: Completed training class*
  - **Status: Completed training for Police, Council scheduled for first quarter of FY2018.**

### 3. Live, Work, Play

- **3.1:** Continue to promote Addison's new Economic and Tourism video.
  - *Measurement of Success: Number of downloads on YouTube, requests for use, social media engagement.*
  - **Status: Completed, but ongoing.**
- **3.3:** Reevaluate current media sponsorships for all special events to ensure target markets are being reached.
  - *Measurement of Success: Implementation of revised contracts.*
  - **Status: Completed, but ongoing**
- **3.3:** Integrate special events into tourism advertising through co-op advertising and use of value-added space.
  - *Measurement of Success: Launch of integrated campaign.*
  - **Status: Completed, but ongoing. Increased hotel room nights at all three signature events.**
- **3.4:** Continue to expand the reach and the content of the new quarterly business newsletter.
  - *Measurement of Success: Increase in MailChimp open rate.*
  - **Status: in progress**
- **3.5:** Create a microsite for ACTC similar to stand-alone conference centers.
  - *Measurement of Success: Launch of new microsite*
  - **Status: in progress**
- **3.5:** Incorporate Addison Circle Park and its amenities into the ACTC story for advertising and public relations outreach.
  - *Measurement of Success: Creation of dedicated page on the ACTC Website. Completion of targeting advertising campaign.*
  - **Status: Completed advertising (but ongoing). Website is still in progress**

- **3.5:** Create snapchat filters specific to the building, but also for popular repeat events (weddings, bar mitzvahs, etc.)
  - *Measurement of Success: Acceptance of filters by Snapchat, filters employed by ACTC staff.*
  - **Status: Completed, but need to retrain new staff.**
- **3.6:** Evaluate last year's digital restaurant campaign and explore ways to improve.
  - *Measurement of Success: Completion of plan for 2017 restaurant promotion.*
  - **Status: Completed 5 Eat, See, Play segments with Channel 11**
- **3.6:** Redesign Tourism website landing page to be more in line with a CVB website
  - *Measurement of Success: Launch a new microsite on AddisonTexas.net*
  - **Status: Completed, and used in marketing efforts at VisitAddison.com**

#### **4. Protect the Brand**

- **4.1:** Review and refine current brand standards to ensure they are updated and fully detailed.
  - *Measurement of Success: Produce a 2017 version of Addison's Brand standards*
  - **Status: Completed**
- **4.1:** Define how the brand is used throughout the organization.
  - *Measurement of Success: Create a marketing toolbox with logos, letterhead, PowerPoint templates, etc. available for all employees.*
  - **Status: Completed**
- **4.1:** Educate employees on appropriate brand use.
  - *Measurement of Success: Present a brief branding presentation to department heads and share 2017 Brand standards with the organizations.*
  - **Status: Presentation delivered and brand standards shared, but continue to reinforce brand use throughout the organization.**

- **4.1:** Create protocol for use by outside organizations.
  - *Measurement of Success: Document details protocol*
  - **Status: Evaluated and determined the logo should not be used by outside organizations unless an event sponsored by Addison.**
- **4.3:** Create branded microsites for Taste Addison, Kaboom Town! and Oktoberfest.
  - *Measurement of Success: Launch of new microsites.*
  - **Status: Completed.**
- **4.3:** Incorporate Summer Series into AddisonTexas.net.
  - *Measurement of Success: Launch of 2017 Summer Series page on AddisonTexas.net.*
  - **Status: Completed, but evaluating effectiveness for 2018**
- **4.3:** Simplify navigation to Special event microsites on AddisonTexas.net.
  - *Measurement of Success: Reduction in the number of “clicks” necessary to reach special event microsites.*
  - **Status: Completed**
- **4.3:** Evaluate and update branding for special events as needed. (ongoing)
  - *Measurement of Success: Over three years, update all special event logos and branding (one each year).*
  - **Status: Completed rebranding of Kaboom Town in 2017 and began Summer Series rebranding.**
- **4.3:** Incorporate Addison “spot” logo where possible on special event marketing materials.
  - *Measurement of Success: Catalog special events material and evaluate use of spot logo.*
  - **Status: Completed.**

## **2017-2018**

### **1. Effectively Communicate**

- **1.1:** Monitor and analyze trends on social media and through MailChimp to maximize reach and engagement. (ongoing)
  - *Measurement of Success: Track number of followers through social media and number of subscribers and the open rate through Mail Chimp.*

- **1.1:** Improve accessibility of the website. Utilize training and best practices to implement changes that will improve the usability of the website for people with all abilities.
  - *Measurement of Success: Improved results of follow-up resident survey.*
- **1.2:** Incorporate video into the communications toolbox. With the launch of the new PEG channel there will be an increased need to focus on video that can be used for on multiple platforms.
  - *Measurement of Success: Production of three PSA's and/or videos for use on the PEG channel and other appropriate outlets.*
- **1.2:** Educate staff about emerging technologies and social trends. *(ongoing)*
  - *Measurement of Success: Employee feedback, engaging new technologies in current protocols.*
- **1.2:** Implement a social media scheduling/analytics software to better manage and track social media posting.
  - *Measurement of Success: Signed contract.*
- **1.4:** Expand current public efforts by sending regular press releases.
  - *Measurement of Success: Send five press releases.*
- **1.4:** Create a process to share trend stories with broader media
  - *Measurement of Success: Promotion of three story ideas to mainstream media outlets.*

## **2. Create Trust and Transparency**

- **2.1:** Become involved with social media and communications trade organizations. *(ongoing)*
  - *Measurement of Success: Membership/conference attendance in trade and resource-specific organizations.*
- **2.1:** Create a process to test new communications channels as they become available.
  - *Measurement of Success: Document testing on one new communication tool.*

- **2.1:** Survey progressive cities to identify “best practices” and evaluate ways to incorporate those practices into Addison’s communications efforts.(ongoing)
  - *Measurement of Success: Create communications practices survey and contact three area cities to conduct survey. Review all TAMIO award-winning campaigns, videos, etc.*
- **2.2:** Send collateral piece to all residents detailing Town phone numbers, special events dates, website address and social media outlets.
  - *Measurement of Success: Creation of collateral piece and distribution by January 1, 2018*
- **2.2:** Design and produce a series of short informative videos to educate residents on how to gain access to Addison-related resources.
  - *Measurement of Success: Produce three short informative videos*
- **2.2:** Expand video capabilities to be able to share information through this popular medium on the community channel, but also the website and social media.
  - *Measurement of Success: Share informative videos on the PEG channel, social media and on the addisontexas.net.*

### **3. Live, Work, Play**

- **3.1:** Create welcome packets for new residents/businesses.
  - *Measurement of Success: Packets designed, printed and available for distribution.*
- **3.1:** Work with apartments to include information on the Town in their new resident packets.
  - *Measurement of Success: Packets designed, printed and available for distribution.*
- **3.2:** Work with Human Resources to develop a fun, informative video that can be used as both a recruitment tool, but also as a way to reinforce Addison’s culture to new hires.
  - *Measurement of Success: Launch of video.*
- **3.2:** Explore ways to share employee successes/stories through the resident and employee newsletter as well as social media outlets.
  - *Measurement of Success: Share three employee stories.*

- **3.3:** Leverage partnerships with hotels, Dallas CVB, and the state of Texas Tourism Department to promote special events through established communications channels.
  - *Measurement of Success: Measurement of Success: Identify two new outlets to promote Addison events through these partnerships.*
- **3.3:** Explore ways to expand reach of Addison Magazine through co-op sponsorships similar to the OU club special insert.
  - *Measurement of Success: Production of one additional insert.*
- **3.3:** Evaluate Addison special events in relation to the hotel rooms generated – look for new ways to leverage events.
  - *Measurement of Success: Multiyear analysis of hotel room nights created during special events months. Feedback from hotels.*
- **3.4:** Evaluate yearly registration packets and explore ways to use mailing to share information about the Town.
  - *Measurement of Success: Creation of cohesive registration packet.*
- **3.4:** Create a digital Addison business logo that can be displayed on web sites designating a registered Addison business (in addition to the stickers currently employed).
  - *Measurement of Success: Launch of logo.*
- **3.5:** Create an advertising plan that incorporates both traditional and non-traditional media outlets.
  - *Measurement of Success: Launch of advertising campaign.*
- **3.6:** Create an advertising campaign that mixes digital, social and print media and focuses on historically low hotel occupancy months.
  - *Measurement of Success: Launch of advertising campaign.*
- **3.6:** Create an Influencer campaign in feeder markets like San Antonio, Austin, Oklahoma City and Tulsa.
  - *Measurement of Success: Launch of campaign coupled with an analytical overview of the engagement created.*
- **3.6:** Consider an analysis of our current and past visitors' buying habits, and media preferences by an outside vendor.
  - *Measurement of Success: Signed contract.*

- **3.6:** Explore other partnerships/sponsorships with organizations such as OU and World Cup Soccer that generate multiple weekend room nights.
  - *Measurement of Success: Identify two other organizations and submit proposals.*

#### **4. Protect the Brand**

- **4.2:** Consider an online store that sells Addison shirts, mugs, etc. that is under the direction of Town staff.
  - *Measurement of Success: Launch store*
- **4.2:** Distribute car decals or other Addison-branded merchandise to all residents and encourage residents' use through promotions.
  - *Measurement of Success: Print and distribute branded merchandise to residents by Spring Town Meeting.*
- **4.2:** Contract with a digital asset management company to host all digital assets, specifically photos to manage, sort and share in a way that benefits and promotes the Town.
  - *Measurement of Success: Launch of digital asset management program.*
- **4.3:** Evaluate and update branding for special events as needed. (ongoing)
  - *Measurement of Success: Over three years, update all special event logos and branding (one each year).*

### **2018-2019**

#### **1. Effectively Communicate**

- **1.1:** Survey resident and business communities to get direct feedback regarding communications needs/wants.
  - *Measurement of Success: Compare survey results to 2017 survey results*
- **1.1:** Expanded use of Addison's YouTube channel.
  - *Measurement of Success: Increased subscribers on YouTube Channel.*

- **1.2:** Launch a visitor app that lists restaurants, hotels and events.  
(reevaluate 2016 app):
  - *Measurement of Success: Either renew contract for visitor app, shelve program or explore different apps.*
- **1.2:** Educate staff about emerging technologies and social trend.  
(ongoing)
  - *Measurement of Success: Employee feedback, engaging new technologies in current protocols.*

## **2. Create Trust and Transparency**

- **2.1:** Reevaluate current communications channels and determine where to focus limited staff resources.
  - *Measurement of Success: Update 2016-17 SWOT analysis.*
- **2.1:** Become involved with social media and communications trade organizations.(ongoing)
  - *Measurement of Success: Membership/conference attendance in trade and resource-specific organizations.*
- **2.1:** Survey progressive cities to identify “best practices” and evaluate ways to incorporate those practices into Addison’s communications efforts.(ongoing)
  - *Measurement of Success: Create communications practices survey and contact three area cities to conduct survey. Review all TAMIO award-winning campaigns, videos, etc.*
- **2.2:** Create outreach program to apartment communities to determine ways to engage their residents.
  - *Measurement of Success: Launch of engagement program.*

## **3. Live, Work, Play**

- **3.4:** Identify and target key brokers for targeted campaigns.
  - *Measurement of Success: Creation of targeted list.*
- **3.4:** Expand public relations efforts both by proactively pitching stories on Addison’s ED accomplishments.



- *Measurement of Success: Pitch three ED-specific articles to traditional media.*
- **3.6:** Expand PR efforts to target tourism and restaurant influencers in the DFW market.
  - *Measurement of Success: Creation of public relations plan.*
- **3.6:** Contract with a Public Relations Software company such as Cision or Meltwater to expand our public relations capabilities to reach both the media as well as targeted influencers.
  - *Measurement of Success: Signed contract or specific plan to implement.*

#### **4. Protect the Brand**

- **4.3:** Evaluate and update branding for special events as needed. (ongoing)
  - *Measurement of Success: Over three years, update all special event logos and branding (one each year).*

## Funding

### 2016-17

Funding for all initiatives available in 2016-17 budget

### 2017-18

#### 1. PEG Fund:

- Video camera and equipment and editing software needed to shoot and edit videos in house: \$10,000

#### 2. Hotel Fund:

- Social media scheduling and analytic software: \$12,000
- Increased Training budget: \$10,000
- Increased Tourism Advertising budget: \$100,000
- New Tourism advertising plan: \$25,000
- Analysis of Visitor habits: \$15,000
- Online store: \$3,000
- Digital Asset Management: \$10,000
- Increased Special Event advertising budget: \$150,000
- Public Relations monitoring: \$15,000

#### 3. General Fund:

- Residential Welcome Packets: \$10,000
- Resident- specific swag (car decals): \$5,000
- Upgraded Business Registration Packets: \$10,000
- Digital logo creation for Addison Businesses: \$2,500
- Resident Survey: tbd
- Mailer for Residents with calendar, important dates, and contact numbers.

### 2018-19

#### 4. Hotel Fund:

- Public Relations software for monitoring and managing media relations: \$15,000

#### 5. General Fund:

- Targeted broker campaign: \$15,000