

# Town of Manchester Communication Strategy 2020





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# Town of Manchester Communications Role



**Brianna Smith**

**Education**

B.S in Marketing  
MBA in Strategic Innovation

**Past Work Experience**

Digital Marketing Strategist  
Consumer Insights Manager



## Responsibilities

- Manage the Town's communications
  - Tactically: social media, website, press releases, storytelling content etc.
- Support, educate, and energize other departments/divisions on their communications initiatives.
- Set the tone and strategy for our overall communications.
- Establish & share the guidelines for communicating, i.e. social playbook, brandbook.

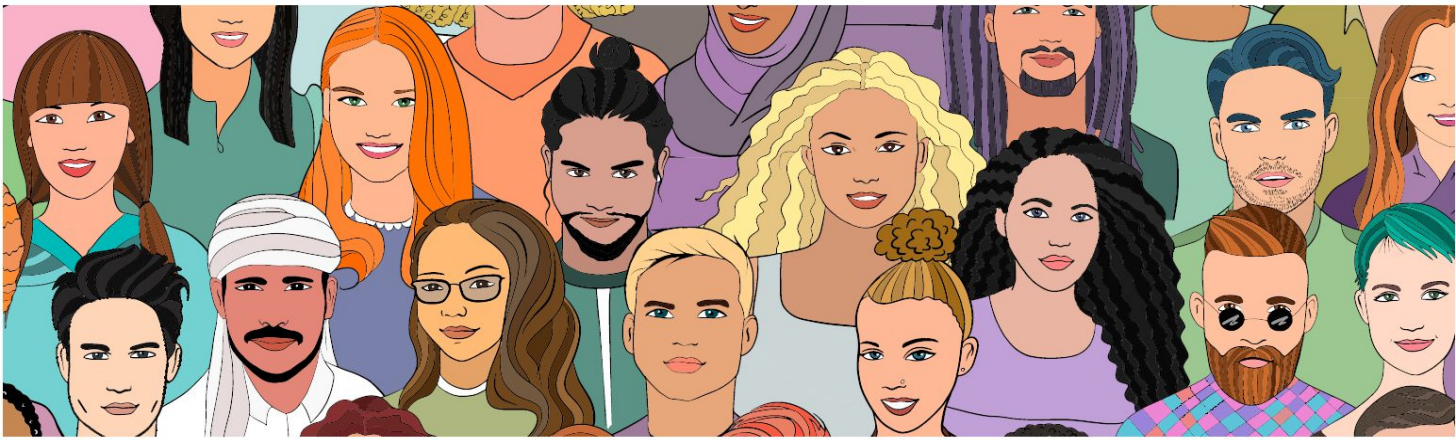
## Vision

To support the growth of an open, honest, and authentic relationship between our city government and the community. Through communications initiatives we will strive to put Manchester on the map and gain a reputation of being the ideal city to work, play, and live in.

## Goals

- To help build better relationships with our community.
- To improve the way we connect both internally and externally.
- To support in the adoption to new ways of connecting and communicating.
- To ensure consistent messaging of our Town's identity.
- To inform in a timely & accurate way.





## Over the past few months...

- Connected with Key Stakeholders, Department Heads, & Supervisors.
- Observed current communications processes.
- Assessment and inventory of current organization communications.
- Evaluated current organization communications tools.
- Researched successful municipal communications case studies, engagement tools, and platforms.
- Researched municipal communications best practices.

**...and gained some insights.**



# Insights & Themes

# INSIGHTS & THEMES



## **Absence of a cohesive Town identity.**

We need to incorporate a re-brand initiative into our plans that focuses on changing perceptions and putting Manchester on the map.



## **Resistance to Changing Technological Communications Tools**

We need to equip and educate those who are willing to learn, adapt, and growth with the changing technologies and support those who might be resistant.



## **A want to increase social presence.**

We need a plan to equip Departments/Divisions that want a social presence and give them the support they need to grow.



## **Siloed Messages**

We need ensure our messaging is consistent and aligned so that we are providing cohesive communications.



## **Missing a Foundation**

We need to establish a healthy foundation in order to support communications initiatives moving forward to sustain us in the long run.



## **Negative stories gain attention online.**

We need to establish stronger allied relationships with media outlets to combat negative news and define the Town's position in handling negative stories.



## **Lacking Reach**

Our communications must aim at being inclusive and more representative of the Town's community. We need to position the town as an inclusive safe space for our residents.



# Goals



## GOAL #1

### **Establish a perception and identity for Manchester**

Our Town communications must play a role in understanding the community's perception of Manchester, and working towards growing it. Our communications strategy must address ways in which we can cultivate a town identity that gets prideful residents excited, out of town people intrigued, and puts Manchester on the map.

## GOAL #2

### **Grow a broader reach in our community**

Our communications needs to focus on listening, understanding, and actioning the needs of our entire community. Our communications efforts will focus on expanding our reach by engaging in a more diverse and equitable way so that we can connect with untapped groups in our community.

## GOAL #3

### **Increase our engagement with the community**

Our communications strategy must encompass finding new ways to connect and engage with people. We want to build up trust in our community relations by amplifying the dialogue between the Town and residents. By increasing our engagement we will enable our residents to be "in the know" and feel secure in connecting with us at their own leisure.





## GOAL #4

### **Better the flow of information internally and externally**

We need to ensure that the flow of information is consistent, timely, and relevant. Our processes for sharing information need to be modernized and optimized so that we are meeting the needs in a way that's evolved and efficient.

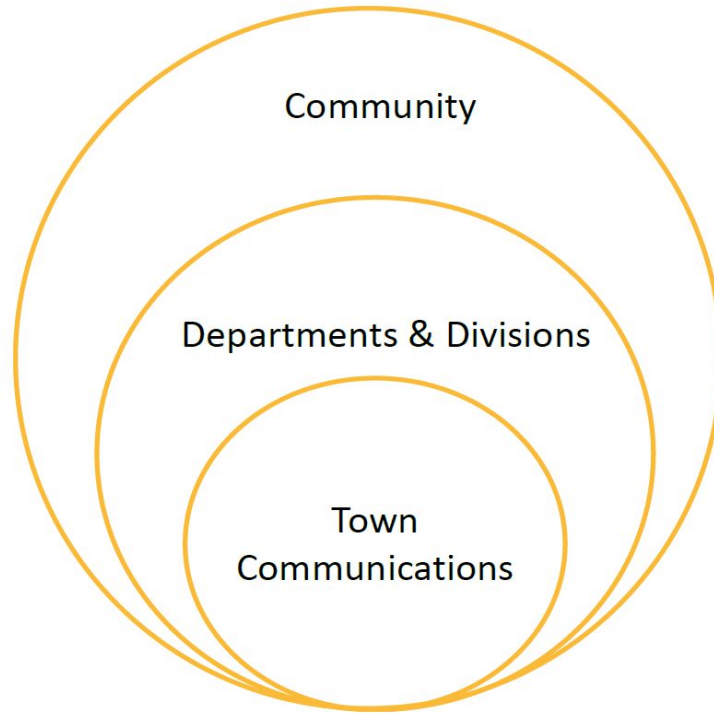
## GOAL #5

### **Listen & learn to increase our perspective on all groups in our community**

Our communications strategy must identify ways to inclusively allow all groups in our community to be heard. The diversity in perspectives and feedback must be incorporated and considered into communications decision making and initiatives so that we are executing on meeting the needs of everyone in the community.



# Town Communications Positioning



### **Why do we need a positioning statement for the Town?**

Establishing the position for which the Town sits in the larger ecosystem is crucial. Understanding the role of the Town Communications and their relationships with the Town itself, community, and beyond will allow for better clarity and accountability.



### The Hub:

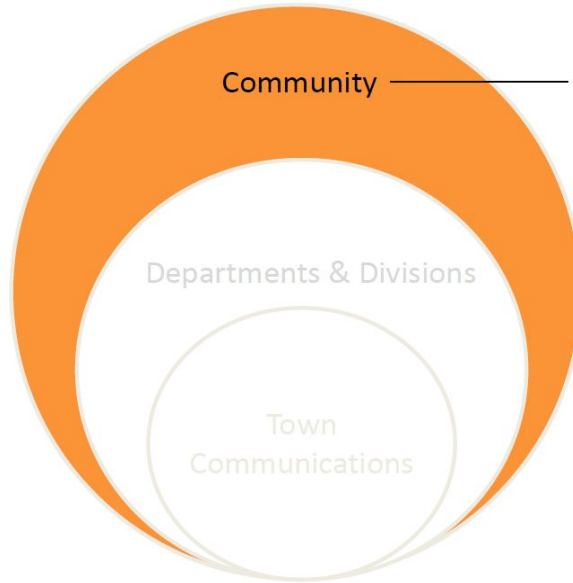
A catalyst for communications, setting the tone, standards, and guidelines for how we communicate. Responsible for leading and managing brand reputation, community engagement, and funneling of information flows. Also, responsible for equipping and supporting departments and divisions in their communications needs.





## The Ambassadors

Leaders in creating and informing accurate information to the community. With the help and guidance from the Town Communications, Ambassadors are accountable for the execution of communications initiatives pertaining to their Department/Division.



## The Community

Those who work, live, and play in Manchester and want to feel and be part of a community that is inclusive, safe, and thriving. We need to instill processes that allow for their voices to be heard and for the Hub and Ambassadors to access two-way communication.



## And Beyond

Those looking to live somewhere else, work somewhere else, visit somewhere new, start a business etc. We need to put Manchester on the map to attract and retain talent, growing families, businesses, and more.



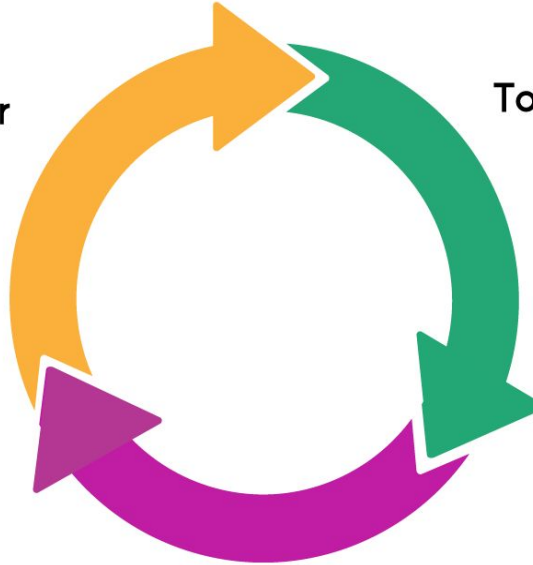
# Relationship of Communication



- Sets the tone
- Supports
- Educates
- Guides



- Informs
- Connects
- Engages
- Create



## Community

- Shares
- Inquires
- Informs





# Relationship of Communication

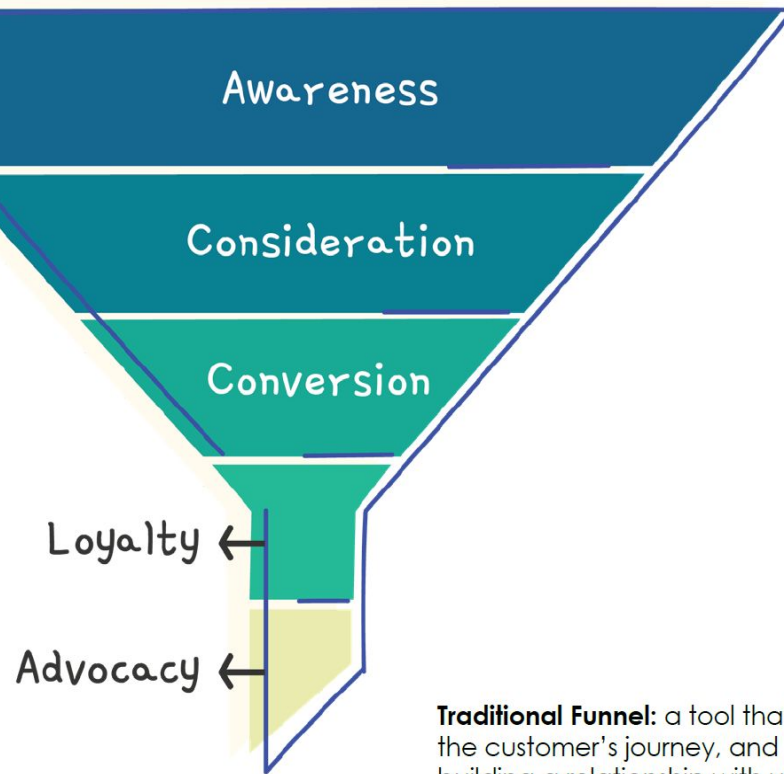




# Communications Framework



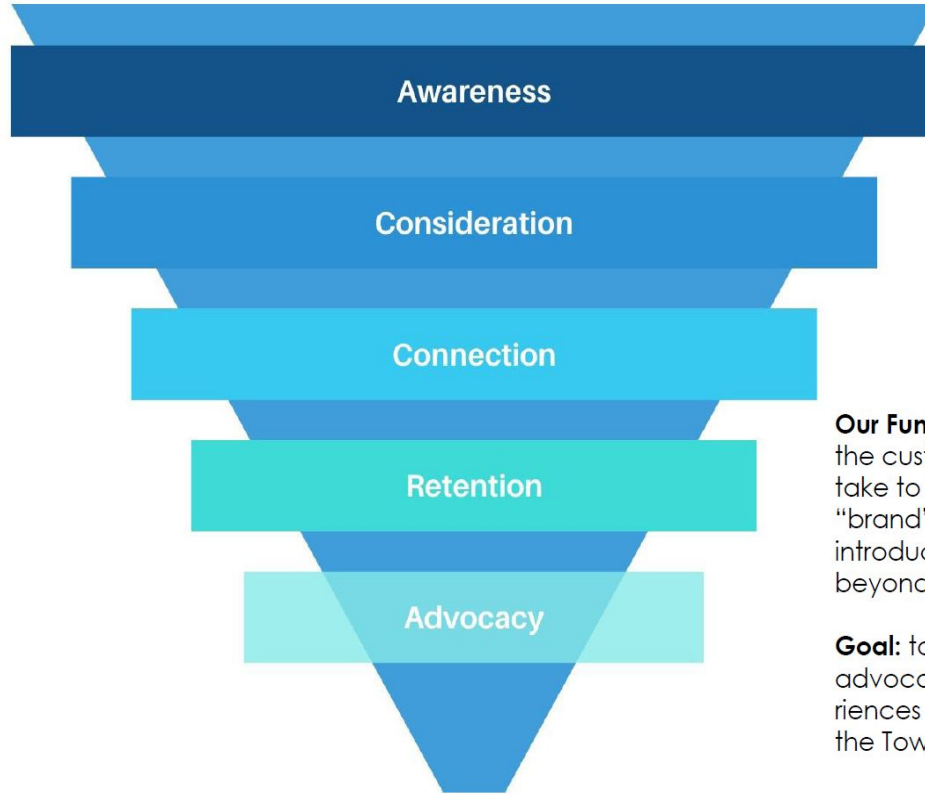
# Communications Framework Funnel



**Traditional Funnel:** a tool that helps to visualize the customer's journey, and path they take to building a relationship with your "brand" or organization. From initial introduction to a loyalist customer and beyond.



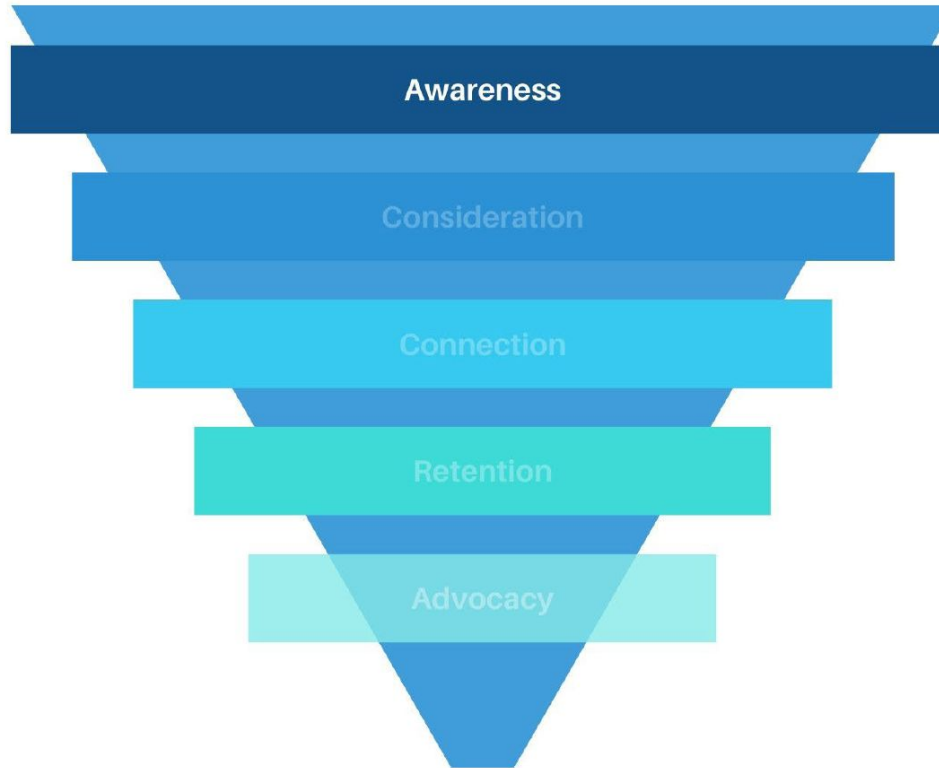
# Our Framework Funnel



**Our Funnel:** a tool that helps to visualize the customer's journey, and path they take to building a relationship with your "brand" or organization. From initial introduction to a loyalist customer and beyond.

**Goal:** to develop and grow community advocates that celebrate their experiences working, living, and playing in the Town of Manchester.

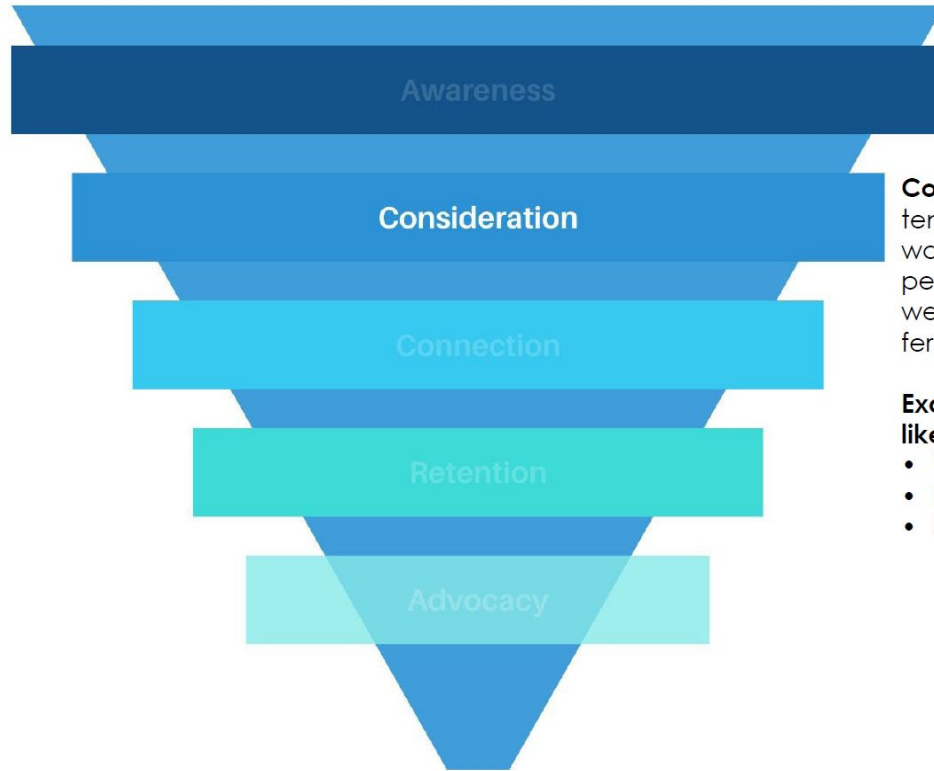




**Awareness:** Create awareness of our Town by informing, educating, and celebrating our “brand” through storytelling and communications tactics.

**Examples of what this might look like:**

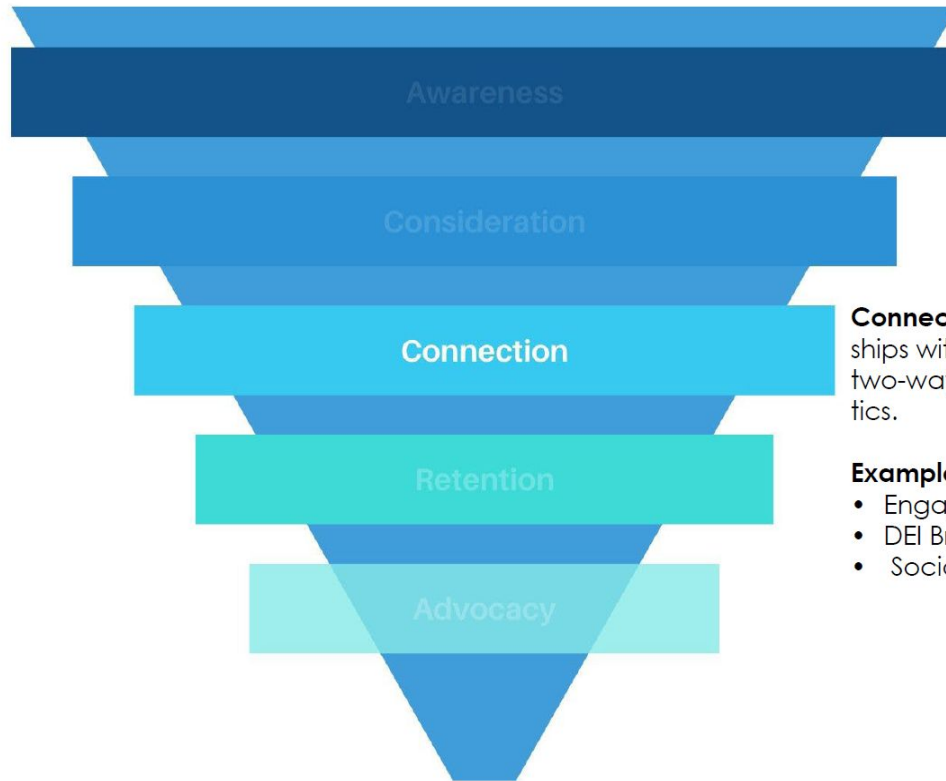
- Branding Initiatives
- Social Media Marketing
- Word of Mouth



**Consideration:** Connect consistently with the community in a way that resonates and reminds people about who we are, what we do, and the resources we offer.

**Examples of what this might look like:**

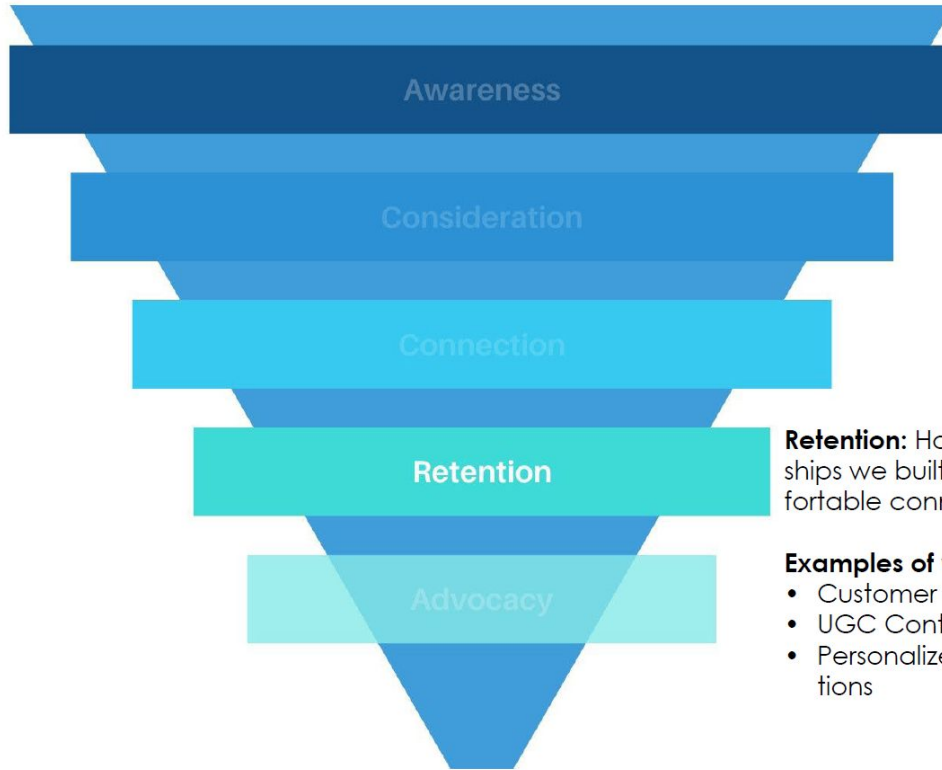
- Website Re-Development
- Email Newsletters
- Social Advertisements



**Connection:** Building stronger relationships with the community by instilling two-way inclusive communication tactics.

**Example of what this might look like:**

- Engagement HQ
- DEI Brand related marketing
- Social Media Management

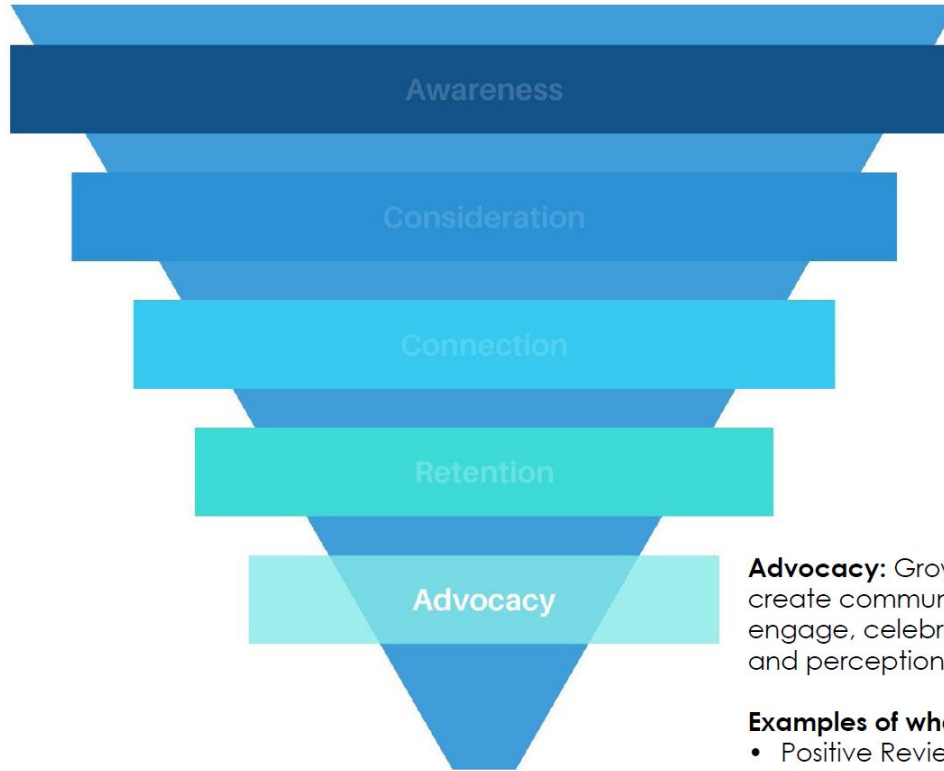


**Retention:** Honor and celebrate the relationships we built so that the community is comfortable connecting and sharing with us.

**Examples of what this might look like:**

- Customer Service Initiatives
- UGC Content on Social Media
- Personalized/Customized Email Notifications





**Advocacy:** Grow and nurture relationships to create community advocates that positively engage, celebrate, and share their experiences and perception of the Town of Manchester.

**Examples of what this might look like:**

- Positive Reviews & Feedback
- Sharing community stories



# Recommended Plan

# RECOMMENDED PLAN



2020 Focus: Building the Foundation Pt.1



2021 Focus: Building the Foundation Pt.2



2022 Focus: Preparing for Growth



2023 Focus: Nurturing Growth and Optimizations



## 2020 Focus: Building the Foundation Pt. 1

### Digital Transformation

- Website Redesign
- Optimizing Town Social Media Channels

### Community Engagement Tools

- Engagement HQ, Your Voice Matters Community Engagement Tool

### Communications Standards & Resources

- Communications 101 Session
- Social Media 101 Session
- Social Media Guidelines
- Crisis Communications Guide

### Supporting Key Department Communications

- 1x1 Working Sessions
  - Internal Communications Eval. & Support
  - External Communications Eval. & Support





In-progress

In-progress

In-progress

In-progress

## 2020 Focus: Building the Foundation Pt. 1

### Digital Transformation

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### Communications Standards & Resources

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Social Media Optimizations	COVID-19 Efforts	Supporting Departments
<div data-bbox="0 156 469 219">What's been accomplished</div> <ul style="list-style-type: none"> <li>Gained momentum on Twitter &amp; Facebook</li> <li>Added an Instagram</li> <li>Re-vamped our LinkedIn</li> <li>Re-organized Department Facebooks</li> </ul>	<div data-bbox="624 156 1097 219">What's been accomplished</div> <ul style="list-style-type: none"> <li>COVID-19 specific webpage(s)</li> <li>COVID-19 PSA &amp; educational content sharing</li> <li>Flyers &amp; posters distribution</li> <li>Your Voice Matters engagement platform COVID-19 feature</li> </ul>	<div data-bbox="1304 156 1777 219">What's been accomplished</div> <ul style="list-style-type: none"> <li>BMM online transition</li> <li>MFRE recruitment effort</li> <li>HR new job posting reach</li> <li>WatchForMe CT initiative</li> <li>Departmental social media establishment</li> </ul>
<div data-bbox="0 530 471 594">Goals Reached</div> <ul style="list-style-type: none"> <li>Increase in the number of followers, likes, reach, and engagement.</li> <li>Increase in frequency of information sharing.</li> <li>Ability to reach new audiences.</li> <li>Expansion in our overall communications channels.</li> <li>Increase in inter department social sharing and connecting.</li> </ul>	<div data-bbox="624 530 1097 594">Goals Reached</div> <ul style="list-style-type: none"> <li>Increase in reach.</li> <li>Increase in awareness.</li> <li>Increase in information sharing.</li> <li>Piloting of new ways to connect with the community and share timely and relevant COVID-19 information.</li> </ul>	<div data-bbox="1304 530 1777 594">Goals Reached</div> <ul style="list-style-type: none"> <li>Transitioned BMM to a fully online functioning website..</li> <li>Executed #HappyThings campaigns within BMM.</li> <li>Increase in HR calls specific to paid advertising for MFRE recruitment.</li> <li>Increase in reach of MFRE new job postings.</li> <li>Reach of new audiences through LinkedIn for HR recruitment.</li> <li>Kick-off and coordination for Pedestrian Safety Initiative.</li> </ul>

## Results

## Facebook:

- **+750** followers since Nov. 2019.
- **+558** likes since Nov. 2019.
- Reached **over 27K** people on organic posts.
- Our top posts average between **300-400** engagements.

## Twitter:

- **+126** followers since Nov. 2019.
- Earned **79.5K** impressions since Nov. 2019, which is **874** impressions per day.
- **.8%** engagement rate (compared to Twitter's avg. between .02%-.09%).

## Instagram:

- **+261** followers per month since Feb. 2020.
- Avg. **4.7K** impressions per week.

## Results

## COVID-19 Website:

- Over **20.3K** pageviews on the COVID webpage since Feb. 2020.
- An average of **2 minutes** per session spent on the page.
- Over **1.2K** visits from other communication channels to the Town COVID-19 webpage.

## COVID-19 Edu. &amp; Informational Content:

- Average COVID-19 related posts are reaching over **29K** people.
- Average engagement of COVID-19 related posts range from **600-1K** per post.

## Print &amp; Email:

- Printed over **300** COVID-19 prevention flyers and posters and shared them amongst Town offices, buildings, local business and restaurants in Manchester.
- Reached over **4,000** email subscribers.





## 2021 Focus: Building the Foundation Pt. 2

### Digital Transformation

- Website Redesign **Continued**
- Optimizing Social Media Channels **Continued**
- Email & Phone Optimization

### Community Engagement Tools

- Engagement HQ, Your Voice Matters Community Engagement Tool **Continued**
- ZenCity Community Engagement Tool

### Communications Standards & Resources

- Communications 101 **Continued**
- Social Media 101 Session **Continued**
- Town Social Media Strategy

### Supporting Key Department Communications

- 1x1 Working Sessions **Continued**
- Department Communications Playbooks

### Create a Cohesive Look, Feel, Message & Story for the Town.

- Branding Initiative
- Go-To-Market Plan



## 2020 Measurement Plan



Initiative	Tactic	Goals	KPIs
<b>Digital Transformation</b>	Website Redesign	<ul style="list-style-type: none"> <li>• Increase traffic to the website.</li> <li>• Create a user-friendly, visually representative, and purposeful website.</li> </ul>	<ul style="list-style-type: none"> <li>• %increase in site visits</li> <li>• %increase in repeat site visits</li> <li>• %decrease in drop off rate</li> </ul>
	Optimizing Town Social Media	<ul style="list-style-type: none"> <li>• Increase traffic to social media.</li> <li>• Expand social media channels to reach new audiences.</li> <li>• Develop a solid social foundation.</li> </ul>	<ul style="list-style-type: none"> <li>• # of likes</li> <li>• # of follows</li> <li>• # of comments</li> <li>• % engagement</li> </ul>
<b>Community Engagement Tools</b>	Your Voice Matters	<ul style="list-style-type: none"> <li>• Explore new ways of engaging and expanding our engagement reach with the community.</li> </ul>	<ul style="list-style-type: none"> <li>• # of sign ups</li> <li>• # of comments</li> <li>• Frequency of engagement</li> </ul>
<b>Communications Standards &amp; Guidelines</b>	Communications Guidelines	<ul style="list-style-type: none"> <li>• Establish standards and best practices for communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in cohesive messaging Town wide.</li> <li>• Town wide comm. growth.</li> </ul>
	101 Sessions	<ul style="list-style-type: none"> <li>• Provide education around communication best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased in Dept. confidence around comm.</li> </ul>
<b>Supporting Key Depts. Communications</b>	1x1 Working Sessions	<ul style="list-style-type: none"> <li>• Evaluate current communication needs.</li> <li>• Support Depts/Divisions.</li> </ul>	Measured on a case by case basis.

# 2021 Measurement Plan



Initiative	Tactic	Goals	KPIs
<b>Digital Transformation</b>	Email & Phone Optimization	<ul style="list-style-type: none"> <li>• Increase traffic to the website.</li> <li>• Create a user-friendly, visually representative, and purposeful website.</li> </ul>	<ul style="list-style-type: none"> <li>• %increase in site visits</li> <li>• %increase in repeat site visits</li> <li>• %decrease in drop off rate</li> </ul>
<b>Community Engagement Tools</b>	ZenCity Engagement Tool	<ul style="list-style-type: none"> <li>• Explore new ways of engaging and expanding our engagement reach with the community.</li> </ul>	<ul style="list-style-type: none"> <li>• # of sign ups</li> <li>• # of comments</li> <li>• Frequency of engagement</li> </ul>
<b>Communications Standards &amp; Guidelines</b>	Town Social Media Strategy	<ul style="list-style-type: none"> <li>• Establish a cohesive purpose and guidebook for the Town's social media.</li> </ul>	<ul style="list-style-type: none"> <li>• # of thoughtful content pieces.</li> <li>• % increase in engagement.</li> </ul>
<b>Supporting Key Depts. Communications</b>	Dept. Comm. Playbooks	<ul style="list-style-type: none"> <li>• Establish best practices and personalized guides for each Dept.</li> </ul>	Measured on a case by case basis per Dept. need.
<b>Create a cohesive look, feel, message, and story for the Town.</b>	Branding Initiative	<ul style="list-style-type: none"> <li>• Garner insights that inform the initiative.</li> <li>• Establish a brand for the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• % of positive feedback from the internal and external community.</li> </ul>
	Go-To- Market Plan	<ul style="list-style-type: none"> <li>• Increase brand awareness.</li> <li>• Increase brand engagement.</li> <li>• Extend the brand.</li> </ul>	Measured case by case basis on the smaller tactics.



# Appendix



# Appendix

**Brand:** a person's gut feeling about a product, service, or organization. It's the sum of and perception from the experiences and interactions that people have with the product, service, or organization.

**Brand Identity:** the look and feel of a product, service, or organization made up of aspects such as a name, logo, color palette, tagline, typography, imagery.

**GTM:** "Go-to-market" is an action plan that specifies how an organization will reach and communicate with an audience.

**Marketing Assets:** types of content for example: images, promotional material, presentations, advertisements, brochures, email campaigns etc.

**Playbook:** a customized living document that outlines goals, objectives, and overall guidelines acting as a go-to resource for people in an organization.

**Website Redevelopment:** the development and designing of a website.

**CMS:** "Content Management System" is a user-friendly software application used to manage the creation and modification of digital content for example it helps to create and modify a website.

**CRM:** "Customer Relationship Management" uses data analysis to learn about customers and specifically focuses on customer retention. Can show up in the form of a digital software for example, Hoot Suite for email.

**UGC Content:** "User Generated Content" any form of visual media created by users for example: Manchester road race photos posted on Facebook by a resident.



Thanks!  
**Questions?**