

# KENAI PENINSULA BOROUGH

## Communications Strategy and Implementation Plan

### EXECUTIVE SUMMARY

The Kenai Peninsula Borough (KPB) Communications Strategy and Implementation plan is a tool for organizing communications about KPB initiatives and services to residents, businesses, employees and visitors. The plan is assessed and updated annually and includes measurable objectives and outcomes.

#### KPB Mission and Brand

Currently, the KPB does not have a mission, vision, or values statement. It is our recommendation that the Borough engage in strategic planning to establish a clear mission, vision, values and to use those to establish a brand identity. These elements should be used to coordinate communications and marketing efforts and establish continuity between administrations.

#### What is a Brand Identity?

A brand is the way an organization is perceived by those who interact with and experience it. More than a name, term, design, logo or symbol, a brand identity is the recognizable feeling an organization evokes. The brand identity is the feeling we hope the KPB will evoke over the next five to seven years as this plan is implemented.



#### Communications Structure

We recommend that the Borough continue to move towards a more centralized communications structure. The creation of a Public Relations Officer position and a Strategic Communications Advisory Workgroup will help establish clear goals, processes, and styles of communications. The strategic priorities established and maintained by the Strategic Communications Advisory Workgroup will help to reinforce the brand, tie the departments and service areas of the borough together, provide continuity and consistency and provide clear actionable communications strategies. The specialization and capacity added by creating a Public Relations Officer position will increase the consistency and quality of communications and improve efficiency by allowing professionals for focus on their areas of expertise. A recommended list of roles and responsibilities is included in the full KPB Communications Strategy and Implementation Plan.

# STRATEGIES AND IMPLEMENTATION PLAN

## PRIORITY TASKS AND TIMELINES

### **Objective A: Effective and Efficient Operation**

Strategy 1: Develop organizational infrastructure designed to improve and integrate effective communication at all service areas and departments.

Task A. NEAR TERM: Create an internal Strategic Communications Advisory Workgroup that will work to define the on-going communication program and develop specific goals and action steps.

Task B. NEAR TERM: Create Public Relations (PR) Officer position and hire a PR Officer.

Task C. NEAR TERM: Purchase and utilize a social media management tool (i.e. Hootsuite) to allow greater efficiency, brand continuity and timeliness in the management of Borough social media posts, marketing and responses to comments.

Strategy 2: Conduct regular research and evaluation of communication efforts.

### **Objective B: Increase Awareness and Understanding**

Strategy 1: Develop Borough mission, vision, values and brand identity.

Task A. NEAR TERM: Conduct a strategic planning session to identify and formalize mission, vision, values.

Task B. NEAR TERM: Define Borough brand identity.

Task C. NEAR TERM: Develop materials and plan to engage and educate Borough employee about mission, vision, values and brand identity.

Strategy 2: Align service area brands with Borough mission, vision, values and brand identity.

Strategy 3: Apply branding consistently across Borough and service areas.

### **Objective C: Improve Internal Communications**

Strategy 1: Emphasize the role of employees as "Borough Ambassadors".

Task A. NEAR TERM: Collect and distribute stories that focus on successes.

Task B. NEAR TERM: Use existing tools to highlight current Borough efforts, services and projects.

Task C. NEAR TERM: Create and distribute talking points and summaries of work for service areas, initiatives and projects.

Strategy 2: Provide communications training and tools to public-facing employees.

Strategy 3: Evaluate use and efficacy of internal communications tools.

### **Objective D: Increase Engagement**

Strategy 1: Continue to develop public engagement/outreach strategies.

Task A. NEAR TERM: Continue to provide/expand opportunities for public input that don't require meeting attendance (e.g. comments in Facebook live read into public record, print submitted comments, etc.).

Task B. NEAR TERM: Continue to develop collaborative partnerships with other agencies (cities, tribal governments, etc.).

Task C. NEAR TERM: Provide access to Borough meetings/events remotely and at public spaces.

Strategy 2: Establish a key communicator network.

Strategy 3: Continue to develop a "shared leadership" style across the Borough and service areas.

Task A. NEAR TERM: Close the communication loop on new initiatives by explaining rationale for actions and result of efforts.