

2014-2015 Public Information, Community Relations, and Marketing Plan



City of Logan Parks and Recreation Department

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City of Logan, Utah

CITY OF LOGAN MISSION STATEMENT:

The mission of the City of Logan is to sustain and enhance the quality of life for the citizens of Logan.

The Parks and Recreation Department is dedicated to fulfilling the City's mission statement of sustaining and enhancing the quality of life for the citizens of Logan.

DEPARTMENT VISION STATEMENT:

We create quality life-long experiences for men, women, and children.

DEPARTMENT CORE VALUES:

- Safe and Clean Parks and Facilities
- Attention to Citizen Input
- Stewardship of City-Owned Spaces
- Partnerships and Alliances
- Continuous Improvement
- Management of City Resources
- Diversity in Public Places

PUBLIC INFORMATION:

The City of Logan Parks and Recreation Department is committed to informing the residents of Logan, the Mayor and Council, the business community and the local media of events, activities, services, programs, facilities, future projects, and recognitions involving the Department. It is the Department's policy that information will be provided in a timely, accurate and objective manner with equal access to all interested parties. Department information on official projects or events is openly disseminated to the public and media with the exception of information deemed to be "private" or "protected".

Local news media typically contact the department when pursuing a story or following an event. All inquiries are directed to the Director of Parks and Recreation or his designee (i.e. the Public Information Representative or appropriate Parks and Recreation Division Manager for comment). This is not to restrict access of the media to any public employee but to ensure that the information provided is accurate and reflective of the most current City policy on the issue.

Publicity about upcoming programs, tournaments, and special events is disseminated to the public through many different media. Staff responsible for each event will determine the appropriate media, timing, frequency and market penetration needed based on the target audience, size and scope of the program, applicable marketing research, and budget.

Following each major event, a program evaluation or survey and analysis will be done to determine the effectiveness of the stated program objectives and customer level of satisfaction.

In an effort to ensure quality customer service and to strengthen integrity and consistent brand image, Logan Parks and Recreation Department will create effective internal and external communications. All flyers, brochures, and other department information will be distributed through the Program Information Representative.

All public information, community relations, and marketing mediums currently in use include both internal and external communications:

Logan Parks and Recreation Department Communication Matrix

Communication	Objective	Medium	Owner	Frequency	Audience	Distribution	Timeline	Other	Type
Banners, Signs	Promote Special Events, program registration periods	Face to Face	Program Information Representative	As Needed	Public Elected Officials Businesses Media	Drive By	1 Year	No Cost	External
Board Meetings	Share information, discuss issues, make recommendations to staff	Face to Face	Boards Members, Management Staff	Monthly	Board Members Public Staff	Agenda Meeting Minutes	7 Days	No Cost	External Internal
Brochures and Flyers Print Media Materials	Promote programs, facilities, and special events to various publics, Department Branding	Print, Electronic	Program Information Representative, Program Coordinator, Facility Manager	As Needed	Public Staff Media	Hardcopies Rack PDF Web Links	21 Days	No Cost, Printed In-House	External Internal
Cache Valley Radio Group, Jennie Christensen Show	Promote programs, facilities, and special events to all publics	Radio	Program Information Representative, Program Coordinator, Facility Manager	As Needed	Public Media	Email	28 Days	No Cost, Trade	External
Community Calendars	Promote programs, facilities, and special events to various publics	Electronic	Program Information Representative	As Needed	Public Staff Elected Officials Businesses Media	Web	28 Days	No Cost	External Internal
Department Traveling Display	Promote programs, facilities, and special events to all publics, Department Branding	Face to Face	Program Information Representative	As Needed	Public Elected Officials Businesses	Event	21 Days	No Cost	External
E-mail Blasts	Market programs, facilities, and special events to all publics	Electronic	Program Information Representative	As Needed	Public Elected Officials Staff	E-mail	7 Days	No Cost	External Internal
Employee Net	Share information including news and updates	Electronic	Program Information Representative	As Needed	Staff	Web	7 Days	No Cost	Internal
Employee Staff Meetings	Share information, provide updates, discuss issues, establish rapport	Face to Face	Department Head, Division Managers	Weekly, Monthly, Dailey	Staff	Agenda Meeting Minutes	7 Days	No Cost	Internal
Facebook (City Page)	Provide Customer engagement opportunity, promote programs, facilities, and special events, promote two-way communication, Department Branding	Electronic	Program Information Representative	As Needed	Public Elected Officials Businesses Media	Web	7 Days	No Cost	External

Communication	Objective	Medium	Owner	Frequency	Audience	Distribution	Timeline	Other	Type
Leisure Guide	Market programs, facilities, and special events to all publics	Print	Program Information Representative	Winter (February) and Summer (July)	Public Staff Elected Officials Businesses Media	Herald Journal, Library, Chamber, Visitors Bureau, Logan Community Recreation Center	48 Days	\$3,500, 26,000 Homes	External Internal
Logan City School District Youth Flyer	Market programs to youth age 17 years and younger	Print	Program Information Representative, Program Coordinator	Fall and Spring	Youth and Parents	Home through School Classes	14 Days	\$287, 4,700 Students	External
Logan Inbox	Provide information to Public opting in to email service	Electronic	Program Information Representative	As Needed	Public	E-mail	7 Days	No Cost	External
News Releases	Provide information about programs, facilities, and special events to all publics and media outlets, provide potential story ideas to media, Department Branding	Electronic	Program Information Representative, Program Coordinator, Facility Manager	As Needed	Public Staff Elected Officials Businesses Media	E-mail, Web	14 Days	No Cost	External Internal
NRPA/URPA/NURPA	Network, share industry information and news, establish relationships, share best practices, discuss trends	Face to Face Electronic	Department Staff	As needed Monthly	Staff Colleagues Other Agencies	Email, Web, Print	Varies	No Cost	External Internal
Paid Advertisements	Market special events or programs to various publics	Print	Program Information Representative, Division Managers	As Needed	Public	Subscribers	21 Days	Cost based on Size	External
Permanent Displays	Promote programs, facilities, and special events to various publics, Department Branding	Face to Face	Program Information Representative	Ongoing	Public Staff Elected Officials Businesses Media	Lobby, Hallways, Windows	21 Days	No Cost, Printed In-House	External Internal
Posters	Promote programs, facilities, and special events to various publics, Department Branding	Print	Program Information Representative, Recreation Division Manager	As Needed	Public Businesses	Local Businesses	60 Days	\$175 per 150	External Internal
Poster Holder Campaign	Promote programs, facilities, and special events to those using the Logan Community Recreation Center	Print	Program Information Representative	Weekly	Public Staff	Stall Poster Holders	1 Year	No Cost	External Internal
Special Promotional Items	Department Branding	Face to Face	Program Information Representative	As Needed	Public Businesses	Event	28 Days	Varies on Product	External

Communication	Objective	Medium	Owner	Frequency	Audience	Distribution	Timeline	Other	Type
SportsMan, Online Registration	Provide opportunity for publics to register/reserve for programs/facilities, purchase tickets for special events	Electronic	Recreation Division Manager	As Needed	Public Staff	Web	28 Days	No Cost	External Internal
Twitter	Provide Customer engagement opportunity, promote programs, facilities, and special events, promote two-way communication, Department Branding	Electronic	Program Information Representative	As Needed	Public Elected Officials Businesses Media	Web	14 Days	No Cost	External
USU Statesman, Paid Advertisements	Promote programs, facilities, and special events to various publics, Department Branding	Print	Program Information Representative, Program Coordinator, Facility Manager	As Needed	USU Students and Employees	Rack, Web	14 Days	Cost based on Size	External
Utility Bills	Promote programs, facilities, and special events to various publics, Department Branding	Print	Program Information Representative, Recreation Division Manager	As Needed	Public Businesses	Mail	1 Year	No Cost	External
Valley Channel	Promote programs, facilities, and special events to various publics, Department Branding	Television	Program Information Representative, Program Coordinator, Facility Manager	As Needed	Public Elected Officials Businesses Media	Cable TV	28 Days	No Cost	External
Website	Promote programs, facilities, and special events to various publics, Department Branding	Electronic	Program Information Representative	Ongoing	Public Staff Elected Officials Businesses Media	Web	21 Days	No Cost	External Internal

MEDIA COMMUNICATION PROCEDURES:

- The City of Logan’s media policy requires that, when appropriate, questions from the media should be submitted in writing and they will be responded to in a timely manner, usually within 24 hours. The intent of this policy is to ensure that the information provided to the media is accurate and timely and that the appropriate personnel have an opportunity to comment. The City will use common sense in evaluating when questions are routine and can be answered verbally and when they require more thought and input from City personnel.
- The Program Information Representative is authorized to issue all official department news releases to the media after final approval from staff requesting the news release and the Director of Parks and Recreation.
- Items requested through the Freedom of Information Act are to be referred directly to the Director of Parks and Recreation.
- Requests by the media for information on departmental issues, funding, City policies, or controversial topics will be handled in accordance to the City media policy and will require a written request which will be referred to the Director of Parks and Recreation for response.

- The Director of Parks and Recreation should be notified whenever a government (elected) official or media member visits or schedules a visit to a recreation or park facility.
- Written publicity materials should be proofread and checked for accuracy by at least two other staff members prior to publication.
- Any correspondence from staff written on City letterhead, that expresses an opinion or explains the City's policy on an issue, should be approved by the Director of Parks and Recreation prior to its release.

STAFF MEDIA COMMUNICATION RESPONSIBILITIES:

In the event of media communication, the following staff members have the following responsibilities:

- **Director of Parks and Recreation**
 - The Director of Parks and Recreation is the designated person who will respond to written media inquiries pertaining to department policy and personnel as near to 24 hours after the request as possible.
 - The director shall also respond or designate appropriate personnel to respond to media questions that have been submitted in writing within 24 hours, if possible.
- **Public Information Representative**
 - The Program Information Representative will provide media members with appropriate News Releases and other materials for department programs, events, facilities, happenings, and incidents upon the approval of the Director of Parks and Recreation.
 - Facilitate interviews between Logan Parks and Recreation Department personnel and the media and provide current contact information for Department personnel.
- **Division Managers**
 - Each Division Manager will, in consultation with the Director of Parks and Recreation, respond to written media inquiries in relation to events, activities, and incidents within their respective divisions.
 - If the Director of Parks and Recreation is not available to respond to a written request within a 24 hour time frame, he will appoint a designee to respond.
- **Facility Supervisor**
 - Each Facility Supervisor will refer media inquiries to the Director of Parks and Recreation or appropriate Division Manager.
 - Supervisors will, with consultation from their Division Manager and the Director of Parks and Recreation, provide media information relevant to the activities in their respective facilities occurring during normal operations upon receiving the written request.
- **Program Coordinator**
 - Each Program Coordinator will refer to the Director of Parks and Recreation or appropriate Division Manager regarding media inquiries.

- Coordinators will, with consultation from their Division Manger and the Director of Parks and Recreation, provide media information relevant to the programs they are currently overseeing or have implemented upon receiving the written request.

EMERGENCY COMMUNICATIONS:

The department will provide media representatives with the most up-to-date information with regard to events and incidents relating to the Logan Parks and Recreation Department. This information, with the exception of that which would jeopardize an ongoing investigation, violate the privacy of an individual and/or violate the provisions of the Freedom of Information Act (5 U.S.C. § 552), shall be provided in a timely manner. In all cases, the public's right to know will be given the greatest degree of respect in consultation with the City Attorney's office, as deemed necessary by the Director of Parks and Recreation.

In the event of a crisis or emergency, parks and recreation staff on the scene may be asked to make statements or give on-the-spot interviews. If that happens, the following guidelines (provided by the State of Utah Department of Public Safety, Division of Emergency Services and Homeland Security, Basic Public Information Officer Course) should be followed:

- Even if pressured by a reporter, you are not required to give an interview. Just say, "I'm not the best person to answer that question. The person to discuss this with is (name), the (title)." Don't be pressured by the reporter's need to make a deadline.
- Never guess at the answer to a reporter's question. It is perfectly acceptable not to know the answer, just openly admit, "I don't know." If you do give an answer, make absolutely sure it is 100% correct!
- It is okay to express sympathy for someone injured during the crisis. However, direct specific questions concerning the nature or severity of the injuries to the appropriate medical personnel.
- Don't say, "No comment." Reporters may interpret the "No comment" phrase to imply guilt and reluctance to talk with the media. You can say, "At this time, it would be premature and speculative to discuss the matter, pending further investigation."
- Don't speculate on what happened or repeat what you have heard from others at the scene. Many times, one person will speculate on what they think happened and it quickly gets spread by word of mouth to everyone at the scene as fact. Just because everyone is saying it, don't assume it is accurate.
- Don't say anything you don't want to see in print. A negatively phrased joke or sarcasm loses its humor in print and can be very embarrassing when it is read later.
- Never make an "off-the-record statement." The confidentiality of off-the-record statements cannot be guaranteed.
- Feel free to compliment the fire or police departments or fellow staff members for their prompt and professional actions. However, do not make any negative comments about their actions, even if you believe that they are accurate or warranted.

- Never speculate on the liability, damage costs, cause, or future actions that the City might take because of the incident.
- Do not agree to provide any one reporter an “exclusive” interview or story. Provide equal access and identical information to any reporter who requests it.
- If you give an interview or provide information to members of the press, notify the Director of Parks and Recreation of the information provided as soon afterwards as possible.

COMMUNITY RELATIONS PLAN:

The Logan Parks and Recreation Department places a very high priority on the development of good community relations with Department partners and residents within the Department jurisdiction. Numerous methods are used by the Logan Parks and Recreation Department to keep the City’s residents informed, engaged, and to address the needs of the community. Some examples include:

- The Mayor’s Office initiates meetings on a regular basis to discuss City projects and priorities, meet and confer with City officials and develop a feeling of community. The Parks and Recreation Department plays a vital role in these meetings.
- The Program Information Representative makes a conscious effort in all City and Department communications to portray a professional Department image and encourages all agents to act in a professional manner.
- The Parks and Recreation Department maintains a close relationship with Logan City School District through regular oversight committee meetings. The Department also participates, facilitates, records meeting minutes and disburses them with numerous special event groups, committees, and boards. These include the Pioneer Day Celebration Committee, Freedom Fire Independence Day Celebration and Fireworks Show, Cache Valley No Child Left Inside Community Committee, Cache Valley Tourist Council Board, Bear River Health Department Northern Utah Hispanic Health Coalition, BRAG Aging Advisory Council, Parks and Recreation Advisory Board, Logan River Golf Course Advisory Board, Willow Park Zoo Board, Alliance for Youth Partnership, youth and adult sports associations, Tree Advisory Board, and by attending and participating in City Council meetings and as needed City Council workshops.

These groups provide Logan Parks and Recreation Department staff and elected officials valuable insight into their particular interests and issues. The meetings also give Department management staff the opportunity to explain upcoming projects, programs, and actions with interested citizens, to ensure that they fully understand what is being planned and why.

Focus groups and/or public meetings are assembled for specific projects such as the review and update of the Logan Parks and Recreation Department Parks, Recreation, Trails, and Open Space Comprehensive Plan and a multitude of capital improvement projects.

Other examples of focus groups and public forums initiated with citizens include:

- Parks and Trails Public Input Meeting
- Northern Utah Hispanic Health Coalition Focus Group

- Youth City Council

These groups help Parks and Recreation staff members make decisions about the size and scope of the projects, set priorities, determine the best funding sources, and create community support and excitement for the projects.

Logan Parks and Recreation Department staff is available to give presentations or speeches before college, community, and civic groups as requested. Normally, staff members representing the Department are invited to speak at civic and special Interest groups each year. These meetings allow staff to provide information about programs, services, activities, and special events.

Streaming and archived Logan City Council meetings can be viewed online live or can be viewed later via Ustream.com. Included in these meetings are many informative briefings on parks and recreation issues, accomplishments and programs. The Logan Parks and Recreation Department programs and events are included in almost every City Council meeting agenda and workshop agendas as needed.

COMMUNITY RELATIONS GOALS:

- **Tell Our Story**
 - Logan Parks and Recreation Department will look for opportunities to tell our own story rather than rely on external sources to accurately interpret our services, actions, and challenges.
- **Proactive vs. Reactive**
 - Logan Parks and Recreation Department will take a proactive approach to increase the likelihood of accurate interpretations. We will create communication tools that will allow employees and citizens to have complete, accurate and timely information, which will enable audiences to make informed judgments.
- **Engage Stakeholders**
 - Through improved, consistent and proactive communications, Logan Parks and Recreation will strive to increase awareness, participation, and feedback from employees, and citizens.
- **Consistent Messages**
 - Communication activities should support, reinforce and reflect Logan Parks and Recreation's key mission, objective, vision, and core values. This approach will position Logan Parks and Recreation as an essential and effective Department with a common purpose and direction.

MARKETING PLAN:

MARKETING STATEMENT:

The City of Logan Parks and Recreation Department is committed to providing accurate, timely, and balanced information through a variety of community forums to develop and maintain a close and supportive relationship with its constituents and ensure that its programs, services and initiatives are reflective of the needs of the citizens of Logan.

MARKETING PHILOSOPHY:

The City of Logan Parks and Recreation Department is committed to developing and implementing effective marketing, research, and strategies that result in a variety of customer driven programs, which meet or exceed the customer's expectations for stated program objectives, price, convenience, scheduling, and customer service.

MARKETING OBJECTIVES:

- Provide accurate, timely information about programs and services to the citizens of the City of Logan.
- Educate the public on how their tax dollars are being used.
- Encourage participation from under-served groups within the City.
- Motivate/encourage the public to participate in planned parks, recreation, leisure, special event, and community service programs.
- Educate internal and external customers on the health benefits of recreation participation.
- Improve community relations through partnerships with groups and organizations to enhance community services.
- Support and advocate the City of Logan Parks and Recreation Department Strategic Plan – mission, objective, vision, and core values through parks and recreation programs/services.

MARKETING RESEARCH:

- Solicit feedback from customers to ensure programs/activities and facilities meet the needs and desires of the citizens and that stated program objectives are achieved.
- Increase customer feedback and opportunities by participating on community committees targeting specific populations (teens, seniors, Hispanics, volunteers, and the obese). Information collected and participation will be analyzed and used to target market to each of these specific populations.
- Increase survey opportunities (internal and external).
- Track usage of the Logan Parks and Recreation website (hit counter).
- Use customer feedback to develop and test the success of at least one new “demonstration project” program or activity. Develop a target market plan for the specific program or activity. Examples include:
 - Existing program evaluation data analysis used to develop a new program or expand an existing program.

- Annual customer survey response assessment to determine community needs.

MARKETING STRATEGY:

- Include the health benefits of all programs and services offered by Logan Parks and Recreation Department on all communications to the public.
- Through training, increase understanding of the employee's role in achieving department marketing objectives by delivering outstanding customer service. Examples include:
 - Logan Community Recreation Center, Logan Aquatic Center, Parks Division, Cemetery Division, Golf Course Division and the Afterschool Club staff meetings include a variety of training topics dealing with customer service.

MANAGEMENT STAFF RESPONSIBILITIES:

- The Director of Parks and Recreation is the chief contact with the media.
- The Program Information Representative is responsible for layout and design of printed material, coordination of printing with internal and external print shops, timely updates of electronic web media, completion and disbursement of the Department's semiannual Leisure Guide, and issuing official department new releases.
- Division Managers and Program Coordinators meet when needed with the Program Information Representative and are responsible for helping to identify marketing and promotion strategies for their area of responsibility. They are also responsible for gathering evaluation data through program evaluations, surveys, and public input.
- All Logan City Parks and Recreation Department staff is responsible for familiarizing themselves with program materials and distributing information for walk-in and telephone customers.
- Numerous City and Department Boards and Committees assist staff by distributing marketing materials, answering questions and provide networking assistance to citizenry.

SUMMARY:

- Through training, Logan City Parks and Recreation Department staff can be in a position to correctly, accurately, and in a timely manner address and provide information to the public and the media.
- Logan City Parks and Recreation staff can be skilled and professional in our relationship with the public and the media.
- Logan City Parks and Recreation staff can strengthen community relations using a variety of avenues and available resources.

- Logan City Parks and Recreation staff can address the needs of the community through marketing objectives, research, and strategies.