



**COMMUNITY RELATIONS & PUBLIC AFFAIRS COMMITTEE**  
**MONDAY, MAY 2, 2022**  
**11:00 A.M.**  
**REMOTE ATTENDANCE**

The Community Relations & Public Affairs Committee meeting will be conducted both remotely, and in person.

The public may attend the meeting in person in the Council Chambers at Lacey City Hall, 420 College Street SE, Lacey, Washington, or you may view or listen to the meeting by using one of the following platforms:

Live through Zoom: <https://us02web.zoom.us/j/86462262864>

Live or as a recording on YouTube: <https://youtu.be/DEpbK2S4WNU>

Listen via telephone: **(888) 788-0099** or **(877) 853-5247** (Webinar ID: **864 6226 2864**)

**CITY COMMUNICATIONS PLAN**

*SHANNON KELLEY-FONG, ASSISTANT CITY MANAGER*  
*(BRIEFING)*



**DRAFT**  
**CITY OF LACEY COMMUNICATIONS PLAN**



April 2022

# ACKNOWLEDGEMENTS

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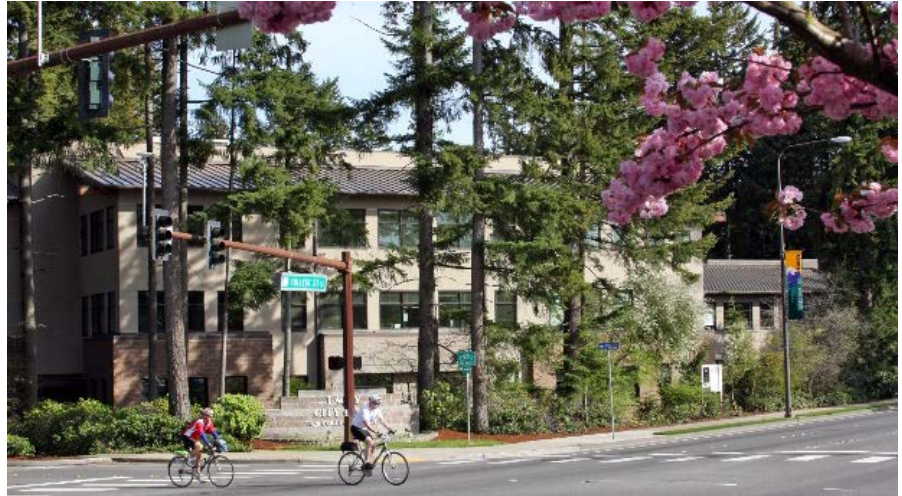
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# I. INTRODUCTION

The words **communication** and **community** come from the same Latin root, *Communis*, which means something shared. The following Communication Plan (“Plan”) was created to improve the connection between the City and the greater community by enhancing ways information, ideas, and priorities are shared, as well as increasing opportunities to meaningfully connect with community stakeholders.

Over the last two decades, Lacey has evolved from a small suburban town into a leading, full-service city with the largest population of all municipalities in Thurston County. This growth stimulated a corresponding investment in additional infrastructure, services, and resources to meet new, and changing, demands. While more resources, including City staff, are in place



that allow the City to move quickly to keep up with the demands of continued growth, the City recognizes the need to take a strategic approach on the ways it connects and engages with community stakeholders.

In this Plan, the terms “community stakeholders” and “community members” are used to include residents, business owners, visitors, workers, partner entities, those internal to the organization, such as staff, volunteers, and City Councilmembers, and so much more.

This Plan, along with the City’s Communication Policies, provides a framework for ensuring effective and timely internal and external communications as the City adapts to its rapidly and constantly changing environment. To help with this effort, the Plan offers a roadmap for informing and engaging a diverse range of community members.

***Throughout the Communications Plan, the terms “community members” and “community stakeholders” are used to include residents, business owners, visitors, workers, partners, City staff, volunteers, appointed and elected officials, and anyone else who plays a role in shaping the great community of Lacey.***

The Plan’s goals, objectives, and target actions build upon insights shared by community members collected through a variety of engagement efforts, including the Lacey Cares Initiative in 2021. The Plan also considers how to reach Lacey’s ever-evolving community and new opportunities to utilize the latest advancements in communications technologies. Some of the Plan’s objectives and target actions are led exclusively by the City, while others are carried out through partnerships with other community organizations and stakeholders.

From all of the research and engagement efforts that culminated in this Plan, it is very clear that good communication continues to be essential in creating, enhancing, and sustaining a healthy, robust, and flourishing Lacey.

# Goals

The following provides a brief overview of three goals and target audiences that make up the foundation of this Plan. Chapter III includes a detailed account of the Plan’s goals, objectives, and target audiences.



**1. Augment internal communications to increase cross-departmental collaboration and awareness.**

To be a better all-around community provider and partner, the City strives to strengthen its internal communications leading to increases in cross-departmental awareness, improved message alignment, and advanced information access and management.



**2. Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**

The only constant is change. Lacey is a constantly growing and diversifying community.

With this in mind, the City endeavors to find new and innovative ways to reach a wider range of audiences. Similarly, the City is committed to evaluating what is and what is not working to ensure that limited resources are directed in meaningful ways. This includes focusing on enhancing diversity, equity, and inclusion efforts. The City will continuously look for improved ways to keep community members informed about events, opportunities and major decisions, and increase access to engagement and participation opportunities, particularly when decisions impact the greater community.



**3. Proactively craft communications and establish a defined Lacey brand.**

The City will continue to refine the City and the Lacey community’s overall image through a variety of opportunities, including developing materials that resonate with existing and future residents, investors, and other community stakeholders alike.

## Targeted Actions, Priority & Timeline (in brief)



### 1. Augment internal communications to increase cross-departmental collaboration and awareness.

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Develop and implement an organization-wide intranet communications system.	High	Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High	Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High	Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium			Implementation	Implementation	Enhance / Continue	Enhance / Continue
E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium		Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue
F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue



**2. Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
a. Create one-stop location for subscribing to email notifications.	High						
b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
b. Provide an annual report on Communications Plan.	High						
c. Perform a comprehensive evaluation and overhaul of the Communications Plan at year six.	High						
C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						





### 3. Proactively craft communications and establish a defined Lacey brand

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High		Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue
B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High	Implementation	Implementation	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High			Implementation	Implementation	Enhance / Continue	Enhance / Continue
D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
F. Implement Communications Policies, see <b>Appendix B</b> .	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue
G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue	Enhance / Continue

## Target Audiences in Brief

The following target audiences are described in greater detail in following sections, but include:

- City of Lacey residents, Lacey Urban Growth Area residents, and other nearby residents
- Business Community
- Community Partners (Nonprofits, governmental entities, etc.)
- Underrepresented Populations
- Visitors and tourists
- Elected Officials, Advisory Board Members, Volunteers
- City Staff



## II. COMMUNITY CONTEXT

The Plan’s goals, objectives, and target actions were created to improve communication with Lacey community members. The first step in accomplishing this is to “know your audience.” This Chapter identifies the greater Lacey environment and key target audiences, including their respective priorities and communication preferences.

This Chapter includes:

- A review of the most current United States Census Bureau data (2020 Preliminary Census data & the 2015-2019 American Communities Survey).
- A more in-depth socioeconomic analysis using ESRI tapestry data.
- A comprehensive analysis of target audiences.
- Key messaging and impact-evaluation tools.
- An overview of existing City communication tools and channels.
- An assessment of community communication preferences and priorities as identified through 2020 and 2021 engagement opportunities. This includes information from the Lacey Cares initiative, a Lacey Business Community survey, and interviews from internal City stakeholders, including City staff and Lacey City Councilmembers.

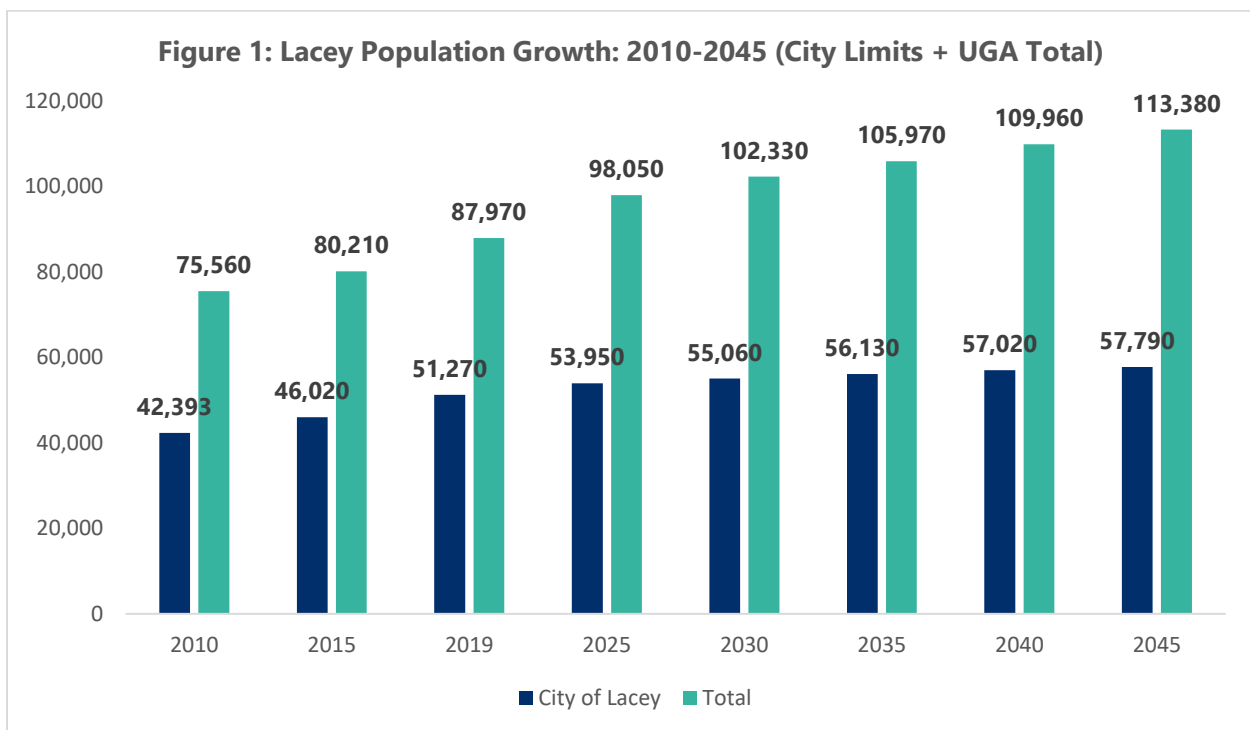


## Lacey Today

This section provides a high-level overview of Lacey sociodemographic trends, conditions, and forecasts to provide a better understanding of the existing and future greater residential community. While this section primarily focuses on the City’s residents, it is important to note that other community members play a significant role in shaping Lacey, including business owners, visitors, workers, partners, City staff, volunteers, and appointed and elected officials, and more.

### Lacey Population Growth Forecast

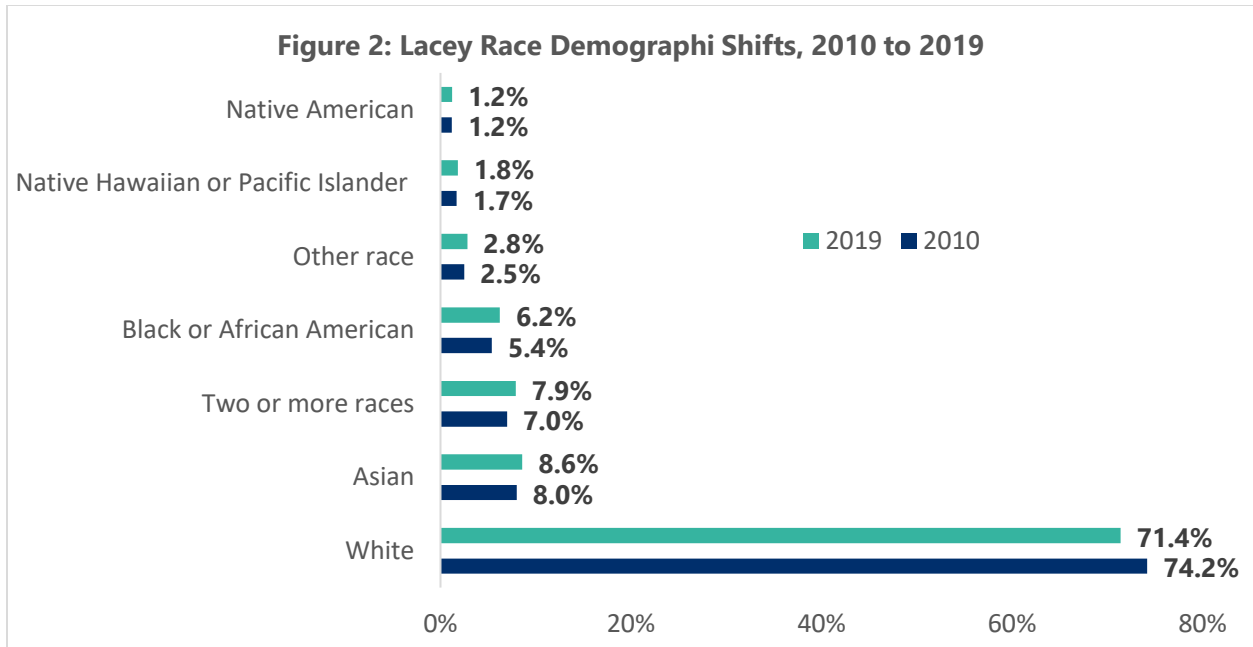
Over the last decade, Lacey and its Urban Growth Area (UGA) welcomed over 15,000 new residents. By 2035, Lacey’s population, including its UGA, is forecast to surpass 100,000. The proportion living within city limits will depend on the pace of annexations and other considerations. The increase in population will impact City-managed assets (roads, utilities, and other infrastructure), demand for goods and services, and communication needs. The latter which are likely to continuously change and, more than likely, continue to diversify in preferred channels and methods.



Source: Thurston Regional Planning Council

### Race Demographics

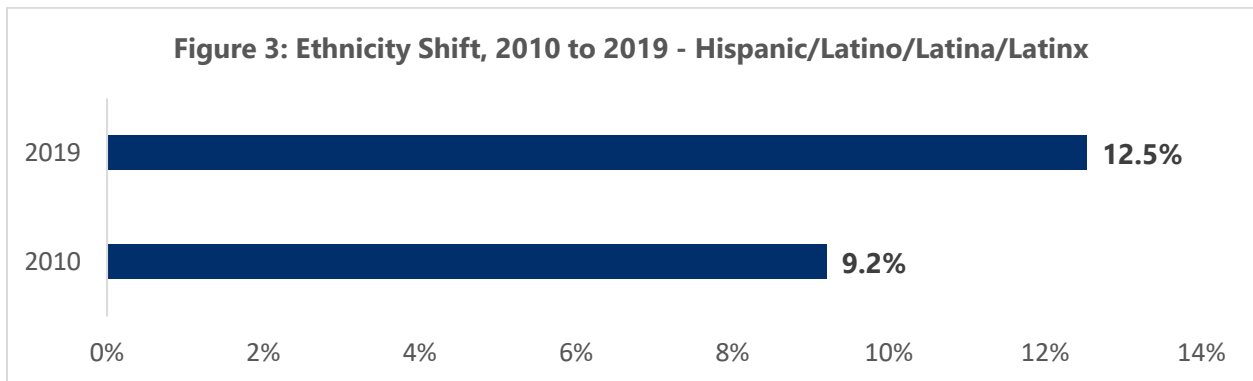
While Lacey remains predominately white, it is the most diverse city in Thurston County and includes sizeable Asian, Black or African American populations, and many others. As in much of the country, the largest and fastest growing population segment is people of two or more races.



Source: US Census Bureau 2010 and ACS 2019 Estimates

### Ethnicity Demographics

The Hispanic/Latino/Latina/Latinx population has grown over 3% since 2010.

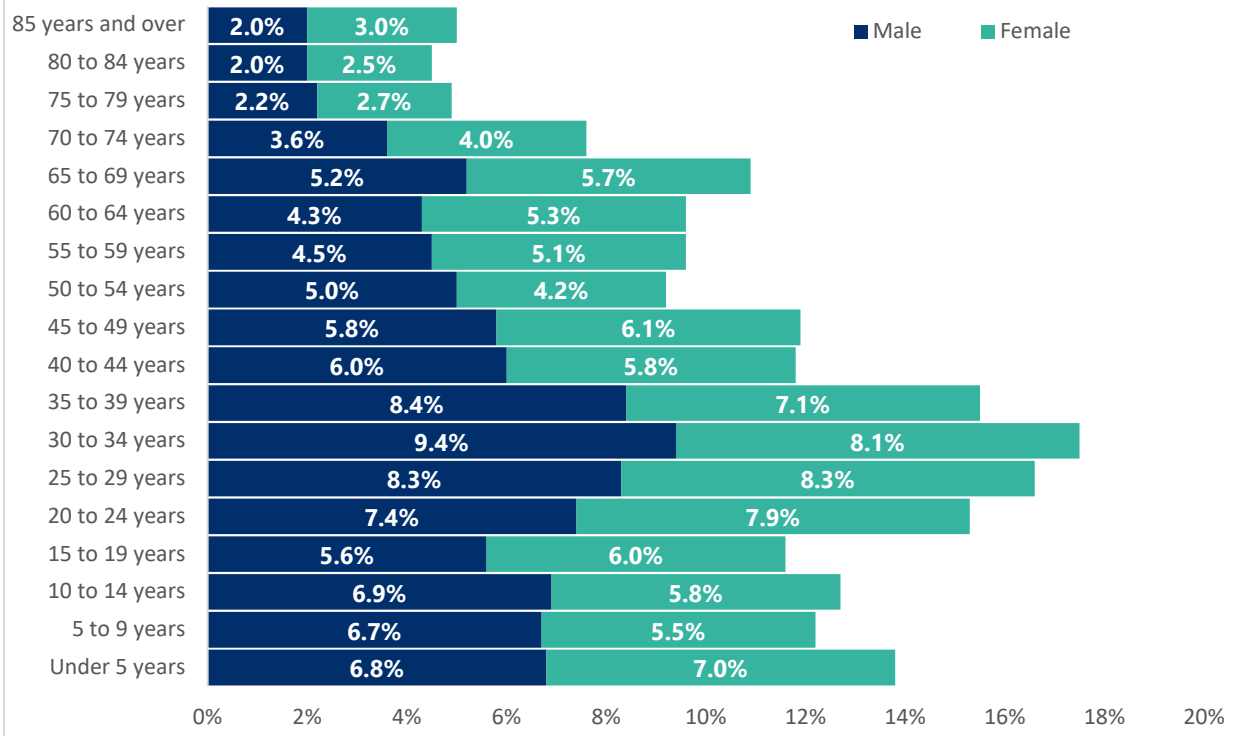


Source: US Census Bureau 2010 and ACS 2019 Estimates

### Age and Sex Demographics

Lacey is 53% female with a median age of 36.4, and a median age of 34.4 for men. About 65% of all residents are age 20-39. There are 38,810 adults, including 8,141 adults over the age of 65.

**Figure 4: Lacey Age and Gender Demographics, 2019**

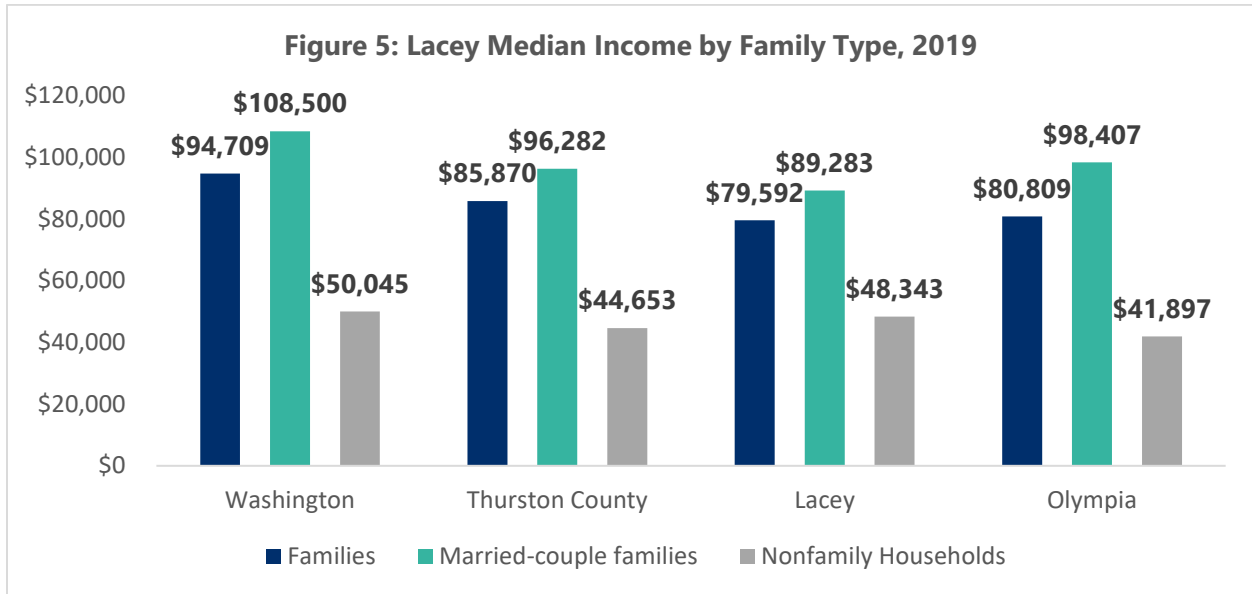


Source: 2020 U.S. Census American Community Survey, 2019

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## Median Income by Family Types

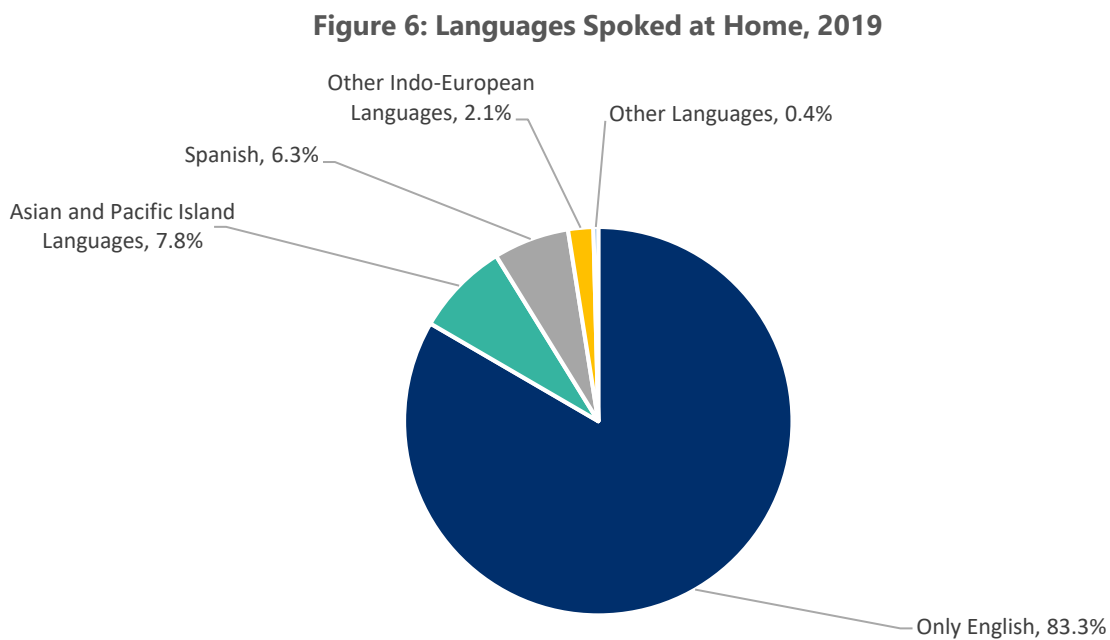
While Lacey’s household income has grown, it continues to be less than neighboring jurisdictions and the state average, with the exception of non-family households.



Source: 2020 U.S. Census American Community Survey, 2019

## Languages Spoken at Home

Nearly 17% of Lacey households speak a language other than English at home. Asian and Pacific Island languages and Spanish are the most prevalent.



Source: 2020 U.S. Census American Community Survey, 2019

**Figure 6: Top 7 Languages Spoken at Home for Populations 5 Years and Over**

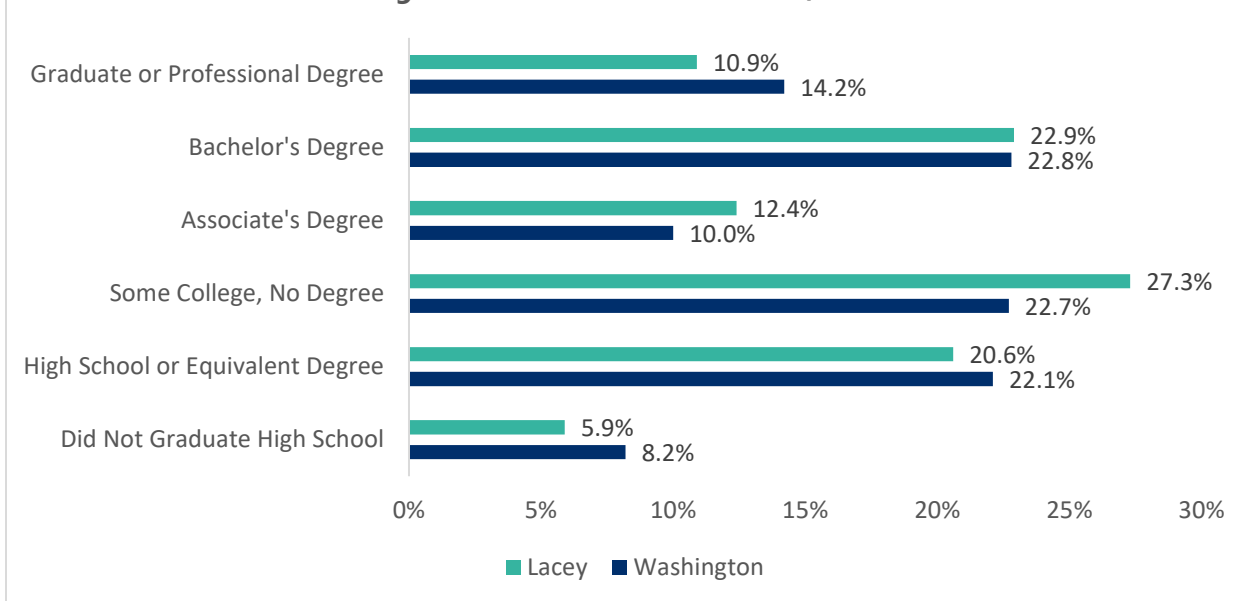
		Estimate	% of Total
	<b>Total:</b>	<b>45,849</b>	-
1	Speak only English	38,210	83%
2	Spanish	2,900	6%
3	Korean	1,035	2%
4	Tagalog (incl. Filipino)	573	1%
5	German or other West Germanic languages	540	1%
6	Vietnamese	402	1%
7	Chinese (incl. Mandarin, Cantonese)	354	1%
<b>Other Languages Spoken at Home</b>			
8	Other Asian and Pacific Island languages	1,207	3%
9	Other Indo-European languages	233	1%
10	Russian, Polish, or other Slavic languages	165	0%
11	Arabic	123	0%
12	Other and unspecified languages:	65	0%
13	French, Haitian, or Cajun	42	0%

Source: 2020 U.S. Census American Community Survey, 2019

### Educational Attainment

Lacey has a lower percentage of individuals with graduate and professional degrees than the state, on average. It also has a lower percentage of people who did not graduate high school. Lacey has a high percentage of people who attended some college but did not complete their degree.

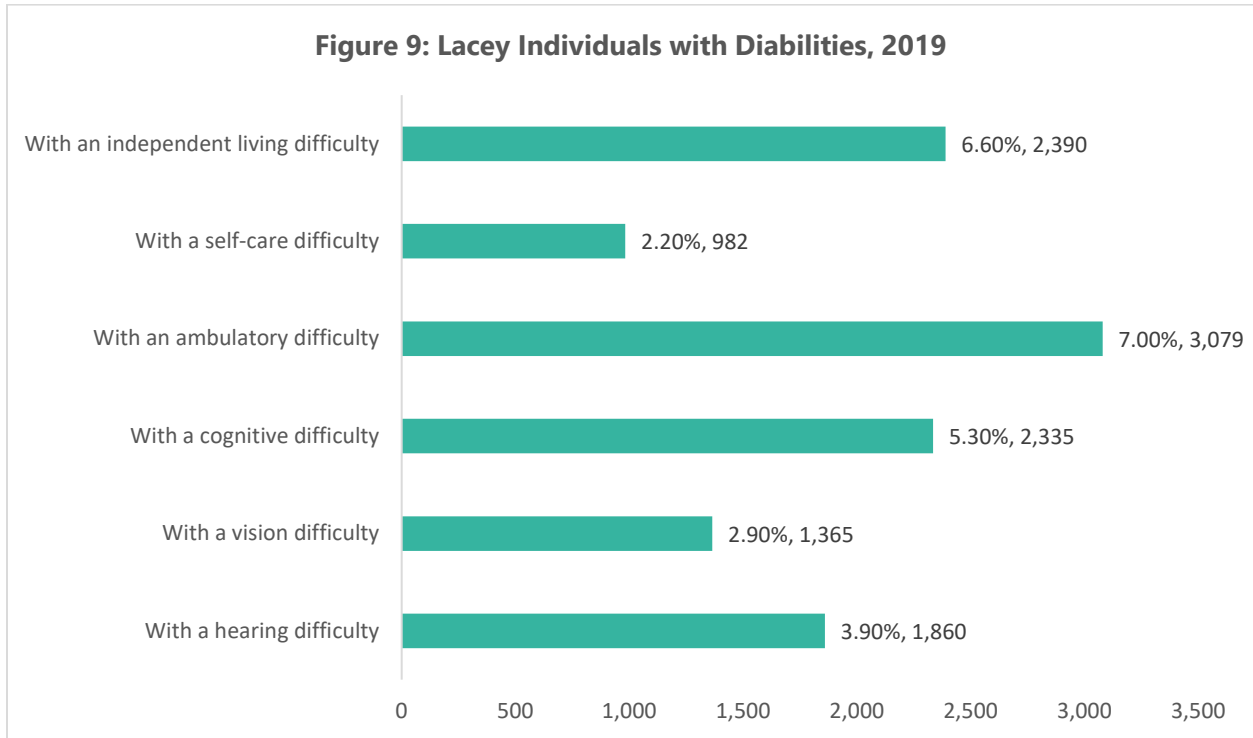
**Figure 8: Educational Attainment, 2019**



Source: 2020 U.S. Census American Community Survey, 2019

## Individuals with Disabilities

According to the most recent U.S. Census American Community Survey (ACS) data, about 25% of Lacey’s population (about 6,300 people) self-identify as having one or more hearing, vision, cognitive, or ambulatory disabilities.



Source: 2020 U.S. Census American Community Survey, 2019

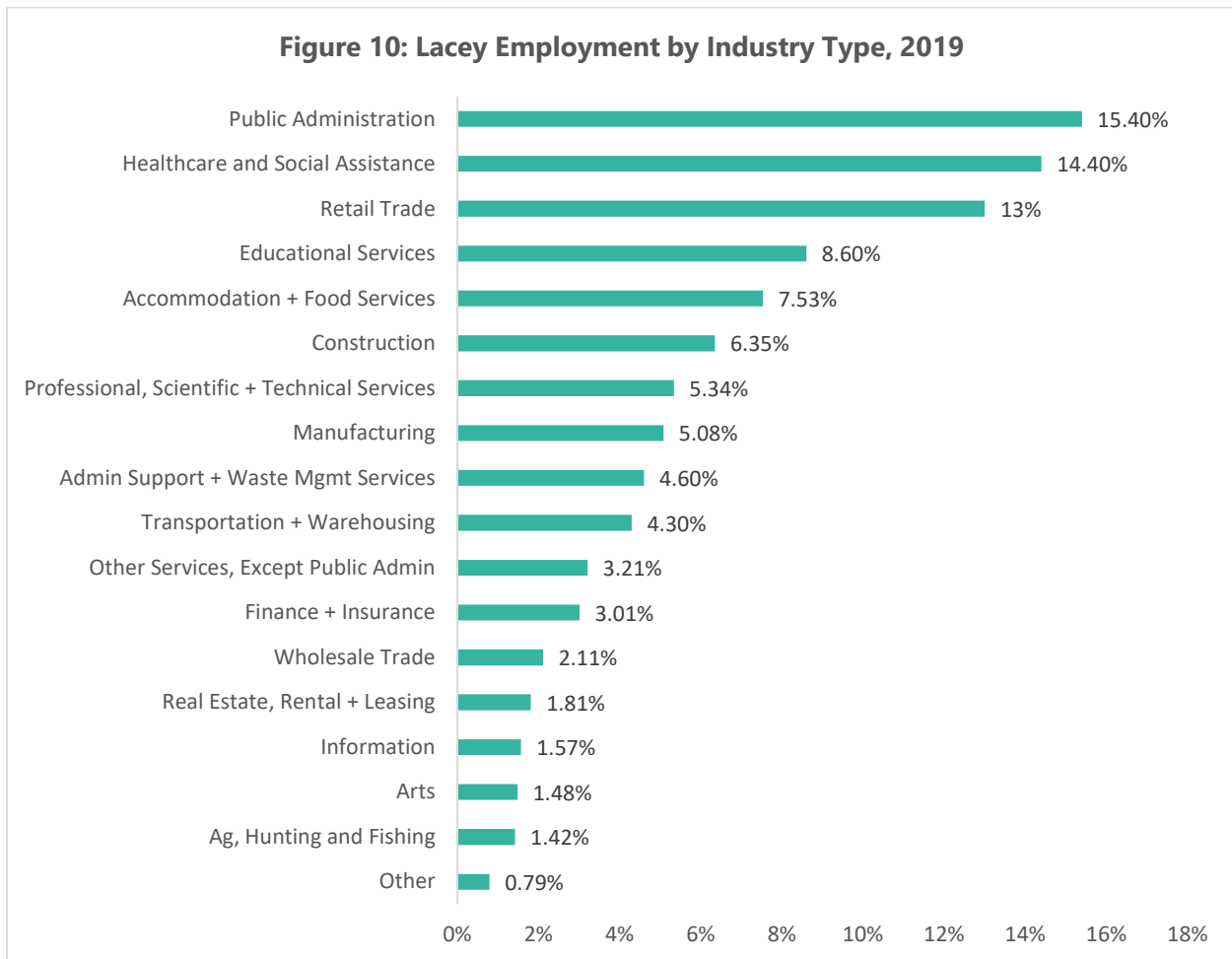
Other important **sociodemographic considerations** of note (ACS 2019):

- Over 5,800 **military Veterans** live in Lacey. Although current active-duty soldier and civilian-support worker data is not available, previous studies indicate that Lacey is home to the highest concentration of JBLM-affiliated personnel in Thurston County.
- Approximately 38% of Lacey residents were **born in Lacey** and 89% were born in the U.S. Of the 11% of foreign-born residents, the largest percentage are from Asia.
- Lacey’s **poverty rate** is highest, by far, for those with a high school education or below. It is exponentially higher for unemployed females and Native Americans.
- Housing is 55.4% **owner-occupied** in Lacey. Married couples represent the highest ownership percentage at 67.2%, while single females represent the lowest at 43%.
- Almost 94% of households reported having a computer present, and 90% report having a **broadband internet subscription**.

## Economic Structure by Industry

- The most common industries, by number of employees, are Public Administration (3,335 people), Health Care & Social Assistance (3,116 people), and Retail Trade (2,800 people).
- Compared to other places, Lacey has an unusually high number of Public Administration (3.34 times higher than average\*), Agriculture, Forestry, Fishing & Hunting (1.2 times), and Retail Trade (1.16 times) industries.
- The highest paying industries, by median earnings, are Public Administration (\$65,134), Utilities (\$56,786), and Professional, Scientific, & Technical Services (\$51,957).

\*Higher than average = there is a higher concentration of a particular industry than is typical for the U.S. on average. A location quotient (LQ) of 1.0 means a community has the average representation of an industry, while a 3.0 would equate to three times the average share. Conversely, an LQ of 0.05 would indicate a presence of just half the norm.

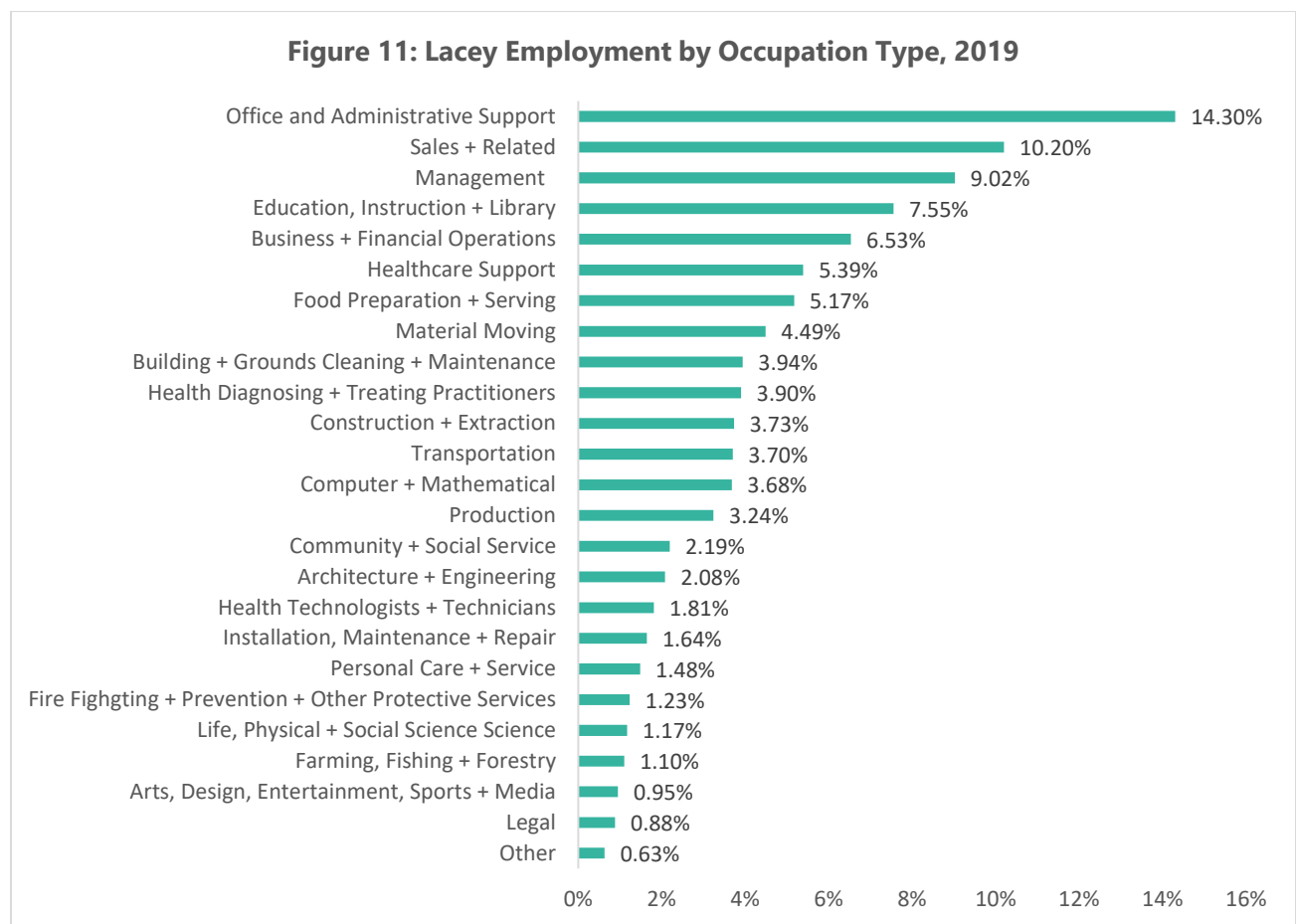


Source: Data USA (2019)

## Economic Structure by Occupation and Employment

- The most common jobs held by residents, by number of employees, are Office & Administrative Support Occupations (3,097 people), Sales & Related Occupations (2,212 people), and Management Occupations (1,948 people).
- Compared to other places, Lacey has a high than average number of residents working as Farming, Fishing, & Forestry Occupations (1.69 times higher than expected), Healthcare Support Occupations (1.64 times), and Office & Administrative Support Occupations (1.25 times).
- The highest paid jobs held by residents, by median earnings, are Health Diagnosing & Treating Practitioners & Other Technical Occupations (\$76,578), Architecture & Engineering (\$72,284), and Computer, Engineering, & Science Occupations (\$69,795).

*\*Higher than average = there is a higher concentration of a particular industry than is typical for the U.S. on average. A location quotient (LQ) of 1.0 means a community has the average representation of an industry, while a 3.0 would equate to three times the average share. Conversely, an LQ of 0.05 would indicate a presence of just half the norm.*



Source: Data USA (2019)

### III. TARGET AUDIENCES DETAILED

Community members are this Plan’s target audience. As mentioned earlier, the terms “community members” and “community stakeholders” are used broadly to include residents, business owners, visitors, workers, partners, City staff, volunteers, and appointed and elected officials, and anyone else that plays a role in shaping the great community of Lacey.

One of this plan’s key target groups, within the broad category of community members, is the 54,000+ individuals who call Lacey home and the additional 50,000 who live in Lacey’s UGA.

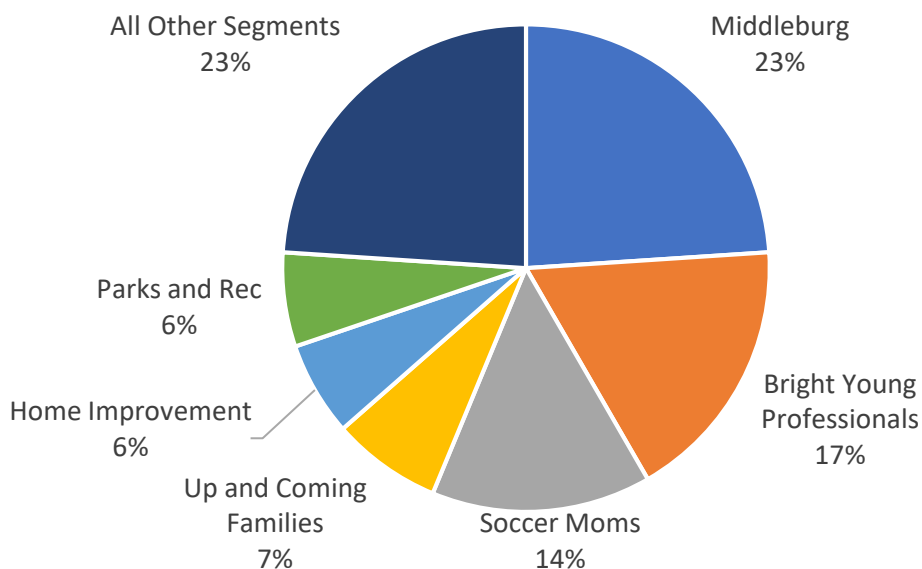
The following sections of this chapter provide a more nuanced overview of the people who live in Lacey and how to meaningfully connect with them. There are also sections provide limited insight into non-resident community members and how to best connect and engage with them.

#### Socioeconomic Tapestry Insights

To better understand the greater residential community, the City conducted an analysis of Lacey households using sociodemographic and spending statistics from ESRI data. The resulting tapestry segmentation yields additional insights into local consumer interests and communication platform preferences. Findings reinforce the fact that consumers search for and access information in a wide range of formats. The full report is included as **Appendix E**.

Of 67 unique tapestry segments found across the United States, **6** segments encompass nearly **73%** of Lacey’s population. The following table provides a high-level overview of these 6 segments and provides information on how to best connect with them.

Figure 12: Primary Lacey Community Tapestry Segments



**Figure 13: Tapestry Segment Descriptions**

Tapestry Segment	Esri Segment Description
A. Middleburg	Middleburg neighborhoods transformed from country to semirural over the last decade with the housing boom. Residents are conservative, family-oriented, more country than rock and roll, thrifty but willing to carry debt, and investing in their futures. This market is <b>younger, but growing in size and assets</b> .
B. Bright Young Professionals	Bright Young Professionals are primarily in outskirts of large metros: home to young, educated, working professionals. One in three householders is under 35. Slightly more diverse couples, with <b>more renters than owners</b> . Over 40% live in single-family homes; 1/3 live in 5+ unit buildings. Labor-force participation is high, generally white-collar, with mix of food service and part-time jobs (college students). Median income, home value, and rent are close to US values. Residents are physically active and <b>up on latest tech</b> .
C. Soccer Moms	Soccer Moms is an affluent, family-oriented market with a country flavor. Residents prefer new housing away from the bustle of the city, but close enough to commute to job centers. Life in this suburban wilderness offsets the hectic pace of <b>two working parents with growing children</b> . They <b>favor time-saving devices</b> , like banking online or housekeeping services, and family-oriented pursuits.
D. Up and Coming Families	Up and Coming is a market in transition. Residents are younger and <b>more mobile and ethnically diverse</b> than the previous generation. They are ambitious, work hard to get ahead, and willing to take risks to achieve goals. The recession impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is <b>one of the fastest-growing markets</b> in the country.
E. Home Improvement	Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are <b>owner-occupied, single-family homes</b> , with only 1/5 of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families <b>spend a lot of time on the go</b> and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.
F. Parks and Rec	These suburbanites have achieved the dream of home ownership. They purchased within their means. Their homes are older, and town homes and duplexes are not uncommon. Many are two-income, married couples <b>approaching retirement</b> ; they are comfortable in their jobs and homes, budget wisely, but do not plan on retiring soon or moving. Neighborhoods are well established, as are <b>amenities and programs that supported their children through school</b> . The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

**Market Demographics**

Tapestry segmentation (**Appendix E**) provides a starting point for understanding Lacey household characteristics. The following groupings show the percent of Lacey households that fall under specific market demographics. These categories are used by site selectors and marketing

professionals to tailor engagement strategies. About 70% of Lacey households fall within the suburban-semirural descriptions, and the other 30% in urban-metro categories. The latter group is more diverse, younger, and mobile.

### **Suburban Periphery (46.5% of Lacey households)**

- Urban expansion: affluence in the suburbs or city-by-commute
- The most populous and fast-growing Urbanization group
- Commuters value low-density living, but demand proximity to jobs, entertainment, urban center amenities
- Well-educated, two-income households accept long commutes to raise kids in family-friendly neighborhoods
- Many are heavily mortgaged in newly built, single-family homes
- Older householders have either retired in place, downsized, or purchased a seasonal home
- Suburbanites are the most affluent group, working hard to lead bright, fulfilled lives
- Residents invest for future, insure against unforeseen circumstances, but also enjoy the fruits of their labor



### **Semirural (22.6% of Lacey households)**

- The most affordable housing—in smaller towns and communities
- Single-family and mobile homes in the country, but still within reach of some amenities
- Embrace quiet, country lifestyle including listening to, attending country performances, riding ATVs, camping
- Prefer domestic products and vehicles, especially trucks
- Shop at large department and discount stores like Walmart
- Fast food and frozen meals are much more common than fine dining
- Many make a living off the land through agriculture, fishing, and forestry
- Time off is spent visiting nearby family rather than flying to vacation destinations
- When services are needed, the yellow pages are within reach

### **Urban Periphery (19.1% of Lacey households)**

- City life for starting families in neighborhoods that fringe major cities
- The earliest suburbs, built before 1970, primarily single-family housing with some apartments
- Young families with children, diverse population
- Homeowners living closer to the city, with below-average vacancy rates
- Leisure focus on children (visit theme parks, water parks), sports (soccer, basketball, football), and movies

- Spending also emphasizes the children—clothing, toys, and baby products
- Parents of small children favor family restaurants and fast food
- Smartphones are popular, for social contacts, downloading apps, games, and music

### **Metro Cities (10.3% of Lacey households)**

- Affordable city life including smaller metro cities that feature mix of single-family and multi-unit housing
- Single householders seeking affordable city living; usually multi-unit buildings
- Average monthly rents and home value below the U.S. average
- Consumers include college students, affluent Gen X couples, and retirement communities
- Student loans more common than mortgages; debit cards more popular than credit cards
- Residents share an interest in city life and its amenities, from dancing and clubbing to museums and concerts
- Convenience and mobility favor cell phones over landlines
- Many rely upon the Internet for entertainment (music, online games) and as a useful resource (job search)

### **Other Community Member Subcategories**

#### **Property Tax and Utility Rate Payers**

Property tax and utility rate payers exist in a broad mix of all audience categories. This audience is best reached and engaged through iterative, tailored approaches.

Best practice examples include:

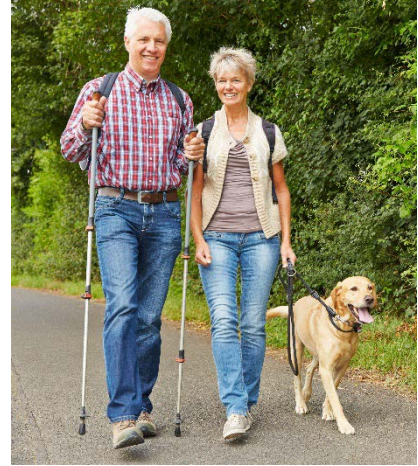
- Providing updates on system performance, use of funds, anticipated needs, upcoming projects
- Explaining development initiatives, mitigation strategies, and anticipated outcomes
- Showing return on investment for all past and proposed public investments
- Seeking feedback on viable, preferred investment alternatives
- Requesting assistance reaching tenants in property-management cases



## Retirees and Retirement Age

Retirees are a growing segment of Lacey’s residential population. They are present in all profiles with increasing numbers in the “secure and affluent” categories. This segment expects value for their investment as many are, or will be, on fixed incomes. Communications with retirees and retirement-age households should:

- Be proactive, include a combination of in-person, email, and direct-mail engagement
- Seek to understand priorities and preferences for new spending
- Show how spending achieves their goals and priorities as well as how it reduces long-term costs
- Show how City initiatives can help resolve gaps in care, housing, and other priorities



## Military Personnel and Families



Lacey is home to many military personnel, Veterans, department of defense, defense contractor workers, and their families. Many others live near Lacey and commonly access City services and amenities. While this is in part a function of the City’s proximity to Joint Base Lewis-McChord (JBLM), it is also a matter of choice. Prior surveys have shown these households value the City’s urban amenities, parks and recreation offerings, and the safe and friendly environment. While some personnel are transitory community members, others choose to stay or return to the greater Lacey area following their exit from military service. Notably, JBLM is one of the top selections nationwide for military personnel’s final assignment before exiting service in the armed forces.

Reaching this audience is complicated due to changing work shifts and assignments. In addition, many do not know much about Lacey before they arrive, or obtain information from a narrow set of information resources – which are not always accurate (e.g., school ratings, childcare, etc.). Some communities located near military bases have improved communications with military personnel using the following measures:

- Sharing information, soliciting input through social media pages set up for family and spouses.
- Communicating through existing Veteran service organizations.
- Connecting through workforce programs that serve spouses and exiting service members.
- Hosting or participating in existing military service appreciation events.

## Community Partners

The City coordinates and interacts with a broad cross-section of community partners, such as nonprofits and other governmental entities at the local, state, and federal level. This category includes neighboring municipalities, local tribes, educational institutions, nonprofits, neighborhood groups, community organizers, and many others. In the future, the City can strengthen and reinforce these partnerships through a variety of means including, but not limited to:



- Hosting engagement opportunities to connect partners with City leadership and staff
- Including community partners' projects and initiatives in City communication materials
- Assigning staff to attend and represent the City at major partner events
- Inviting partners to provide feedback on important policy and program decisions

## Unserved or Underrepresented Populations

Unserved or underrepresented populations include a mix of community members that, for a variety of reasons, have not been offered or have not fully participated in decisions impacting the greater community. In many places, this includes historically marginalized communities and individuals, e.g., Black, Indigenous, and People of Color (BIPOC), minority and immigrant populations, and others that encounter language or cultural barriers to active engagement.



Underrepresented populations can also include individuals too busy to participate through traditional mediums, people who have given up because they feel that “no one listens,” and others. As reflected throughout this Plan, the objective is to use a variety of engagement tools to involve the broadest possible cross-section of the community. Some best practices include:

- **Meeting the Community in the Community:** Visits to different neighborhoods, business centers, and large apartment complexes are a good opportunity to engage with community stakeholders where they are. This may become easier to do once community connections

and liaisons are established. Approaches can include door-to-door visits, but generally are held at established community events at nearby parks, community centers, or other common spaces.

- **Translating Key Document and Meetings (in real time):** For critical community conversations, translated information conveys the City is going the extra mile to include all people.
- **Leveraging Partnerships:** Sharing information through other partners is an effective way to reach more eyes and hear from a greater diversity of voices. This can include schools, colleges, nonprofits, business associations, and many others. In some instances, especially with respect to historically marginalized populations, other organizations may have already established relationships and trust. Working through those partners may offer an effective way to deliver information to and hear from those audiences while also building connections over time.

The City is in the process of creating a Diversity, Equity, and Inclusion Strategic Plan (“DEI Strategic Plan”). This project is led by the Commission on Equity and is anticipated to be completed in summer 2022. Once approved by City Council, the DEI Plan will provide additional insight, goals, strategies, and benchmarks for improving communications and engagement with underserved community members.

## Business Community

The business community is a unique audience. Some Lacey business owners/operators live in Lacey. Others live outside of Lacey. They engage in a variety of interactions with the City, as business owner/operators, employers, and potentially, residents. Small

businesses are often the primary source of new investment and job growth in a given community. It is important to maintain ongoing dialogue with them and include their perspective in local decision-making discussions.

The City can enhance communications and engagement with businesses by:

- **Increasing interactive features:** Provide periodic “mini-polling” opportunities for businesses registered in Lacey. Whether done through, or in partnership with, the Lacey South Sound Chamber, the goal is to show businesses the City values their input and to ensure the City is aware of future priorities, and current impediments from their perspective.



- **Continuing partnerships with regional economic development organizations** including, the Thurston Economic Development Council, Thurston Chamber of Commerce and Visitor and Convention Bureau to increase message reach and business constituent input.
- **Continuing networking with business community leaders** to promote the availability of and access to local and regional data resources, workforce training and recruitment support and other insights.

## Parks, Culture and Recreation Users

This audience includes community members who use City facilities or participate in a range of passive and active events hosted by Lacey’s Parks, Culture and Recreation Department (PCRD). The PCRD recently added a number of communications enhancements, including a more robust website, electronic newsletter, new branding, and connecting end-users with information in specific areas of interest. Through the Lacey Cares visioning initiative, the PCRD is beginning to identify and plan for future priorities. Additional communications priorities include:

- Reaching community members who are unaware of, or do not currently use the City’s parks, facilities, events, recreation programming, etc.
- Conducting focus groups to refine broader community goals (e.g., what types of recreation opportunities, what kinds of new programming for different age groups, etc.)
- Developing return on investment or value proposition fact sheets to help people understand the many ways parks contribute to Lacey’s quality of life
- Continuing “Did you Know” features in e-newsletter and short videos that help people get to know and access parks, culture, and recreation resources
- Providing additional information about Lacey parks, as well as nearby regional parks, to visitors/potential future residents – i.e., people visiting Lacey for sporting events, community events, etc.



## Visitors and Tourists

Visitors come to Lacey for work, family/friends, sports events, destination shopping and dining, access to local and regional parks and open spaces, historical and cultural amenities, and many other reasons.

Many visitors contribute to the City's tax revenue by staying in local lodging facilities, dining in food/beverage establishments, and spending in local retail businesses. They are also important, potential advocates for Lacey. A Nielsen report found that 92% of consumers trust recommendations from friends and families above all other forms of communications with visitors could include:

- Adding kiosks with Lacey information in key locations such as popular business districts and tourist destinations, e.g., Regional Athletic Complex (RAC), Rainier Vista Park, Lacey Depot, and locations around Lacey's Midtown District, etc.
- Gathering feedback from visitors about their perceptions of Lacey – what works now, what could be better, what would convince them to visit again or make Lacey home.
- Leveraging partnerships to develop and promote features stories that increase visitor awareness of Lacey destinations and events.
- Creating a branding campaign focused on attracting residents, visitors, etc.
- Working directly with local businesses, e.g., local lodging facilities, to promote specific Lacey experiences, community events, or entertainment options.



## Elected Officials, Advisory Board Members, and Volunteers

Individuals in official or volunteer positions represent Lacey and can, at times, serve as City ambassadors. The City can help empower these representatives with baseline City information and messaging by providing a consistent and comprehensive onboarding process that may include:

- Key sociodemographic trends and conditions.
- Summaries of upcoming initiatives, projects, events, outreach and engagement opportunities.
- Contact information for specific questions or assistance.

## City Staff

City staff are often the frontline connection to community members, visitors, and neighboring jurisdictions. Making sure they are aware of current City programs, initiatives, issues, and needs will give them the tools they need to effectively communicate key messages to external stakeholders. Specific suggestions for accomplishing this are identified in the Goals section in Chapter V.



{INSERT PICTURE}

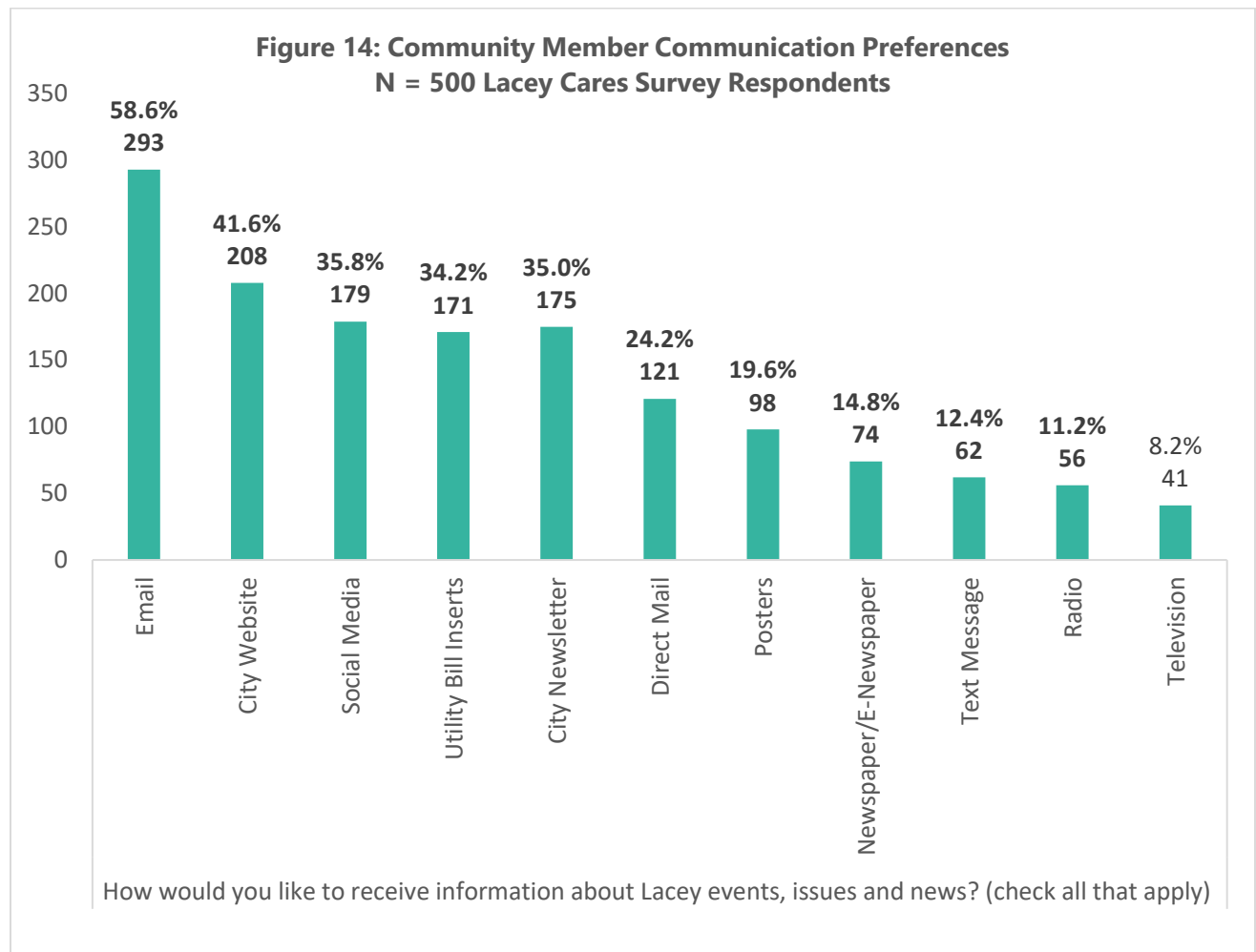
## IV. COMMUNICATION PREFERENCES, THEMES & TOOLS

In March 2021, the City launched a community-engagement initiative, Lacey Cares, to better understand community members interests and aspirations about the City’s future growth and evolution. In addition to asking people what they would like to see or do, the survey also asked how they would like to receive information.

**Email remains the preferred method** (58.6%) for receiving information, with the City website coming in second (14.6%). Television and radio were identified as the least preferred channels. (See Figure 10.)

Email offers effective ways to deliver information. It can be easily adapted to deliver specific information to audiences based on self-selected interest areas.

### Community Communication Preferences (from Lacey Cares Survey)



## Topics of Community Interest

Based on community interest collected during the Lacey Cares initiative, community members appear most interested in receiving information on one or more of the following topics:

- Parks and recreation programming and updates.
- Community events and festivals.
- Arts and cultural offerings.
- Future and on-going residential and commercial development projects.
- Road, utility, and other infrastructure updates (e.g., septic conversion, bike lanes, and sidewalks).
- Public safety updates.
- City financial reports, including budget and taxes.
- Tree and natural area preservation efforts.
- Small and independent business success stories and new openings.

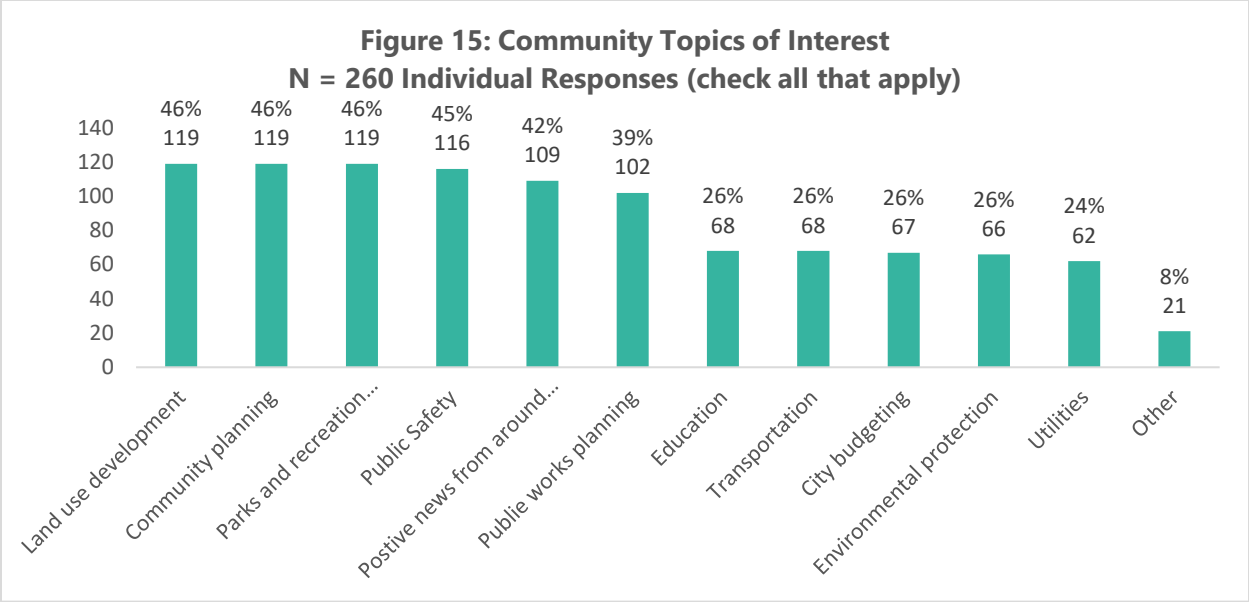
Since not all parties are necessarily interested in receiving information on all topics, continuing to allow people to opt-in to specific community interest categories is a great solution to ensure people receive the information they want. While the topics listed above provide a good starting point, the City will need to periodically engage community members and update community interest categories, as necessary.

{INSERT PICTURE}

## Lacey Business Input

In May 2020, the City conducted a communications survey with local businesses to better understand where they get local information and what topics they most value receiving information about or would like to receive more information about in the future. Approximately 260 business representatives participated. Key takeaways are summarized below. The full presentation is included as **Appendix F**.

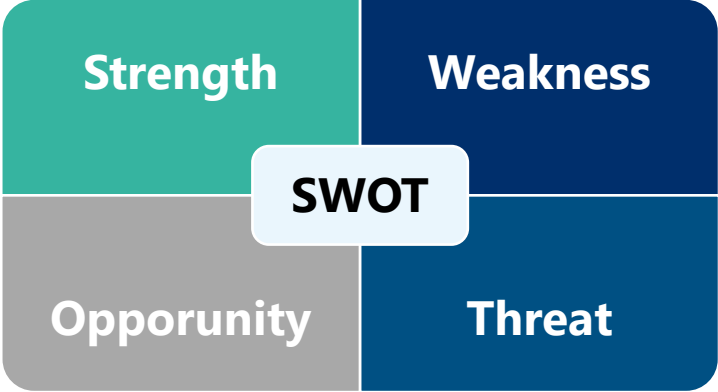
- Lacey businesses are most interested in receiving communications about:
  - Future and on-going residential and commercial development projects
  - Long-range, community planning
  - Parks and recreation programming and updates
  - Public safety
  - Positive news from around the community
- Lacey businesses are mildly interested in receiving communications about education, transportation, City budgeting, the environment, and utilities.
- 82% of respondents have never attended a City planning session or public forum. The most common reasons for not attending: 1) they did not know it was happening; or 2) they don't have enough time to attend. Notably, only 38% indicated that they would attend a forum without barriers.
- Email is the preferred method for communications. City mailers, website, newsletters, social media platforms, and utility bill inserts were indicated as good for some, but less effective for others.
- When asked to rate City governance, participants gave high marks to parks and recreation, business, and environmental friendliness. They were less enthusiastic about community development initiatives and communications. A considerable number of survey takers selected "I don't know."
- When asked for further input the two most-requested actions were to 1) address homelessness in the community, and 2) enhance City communications.



**Internal SWOT Analysis**

In 2020, staff leadership and the Lacey City Council were asked to provide an assessment of communications strengths, weaknesses, and future opportunities. Complete responses are provided in **Appendix D**. Insights include:

- Using more sophisticated technologies to manage data.
- Increasing use of visual materials, including videos, story maps, and interactive dashboards.
- Providing timely communications through text alerts.
- Reaching out to underrepresented audiences in innovative ways.
- Ensuring consistent messaging across the organization.
- Ensuring consistent messaging externally.
- Expediting website enhancements.
- Conducting interactive meetings and engagement sessions.
- Crafting a stronger social media presence and adapting to evolving communication preferences.



## Key Messaging Themes

Across all target audiences, several key themes resonate and should be incorporated in communications where appropriate. During community-outreach activities, community members most often cited the following values when asked to share what they'd like to be able to say about Lacey in the future:

- **Clean and Safe** – Public safety is of paramount importance. People appreciate the Lacey Police Department and want to see policing continue to evolve with best practices. There is also high interest in the City's response to homelessness, including helping people connect with resources, but protecting public and private spaces. Community members also value clean and safe roadways, parks, and trails.
- **Welcoming and Dynamic** – Community members enjoy community events and festivals. There is strong support for equity and inclusion efforts, as well as opportunities for enhanced cultural awareness and experiences. People love their parks and support a variety of recreation programs that allow access for all.
- **Military-Friendly** – Lacey is home to many active duty servicemembers, Veterans, and their families. Many of these individuals choose JBLM as the final stop in their military career due to quality-of-life considerations and the welcoming community. Prior studies have shown the annual economic impact this has on the greater south sound.
- **Business-Friendly** – The community is especially supportive of small and independent businesses, and incentives that help them stay and grow. There is a desire to grow the dining and entertainment portfolio and diversify the employment base with job opportunities at all wage levels.
- **Affordable** – Housing affordability is top of mind for many, whether as a renter or a homeowner. Conversely, retirees and individuals on fixed incomes are sensitive to rising inflation, utility bills, and property taxes. Communicating how the City responsibly uses public resources and minimizes costs is critical, as is explaining efforts to encourage affordable housing.

The way people feel about their community is largely connected to the ability to advance and communicate achievements in these areas. Existing and proposed communications tools are outlined below.

## Existing Communications Tools and Channels

The City of Lacey currently utilizes an array of communications tools and channels, including:

**Figure 16: Existing Communication Tools and Channels**

Tool/Channel	In-person	Online	Mobile accessible	Print copies	Frequency
City of Lacey website		X	X		Frequently
Email alerts		X	X		Semi-frequently
Text alerts			X		As needed
LaceyLife newsletter		X	X	X	Monthly
Lacey Playbook newsletter		X	X	X	Monthly
StreamTeam newsletter		X	X	X	Periodically
Economic Development newsletter		X			Periodically
City of Lacey / Lacey Police social media channels		X	X		Frequently
We Care Form (soon to be 311 request app)		X	X		As needed
Council meetings and workshops	X	X	X		Weekly
Various boards and commission meetings	X	X	X		Varies
Open houses, forums and design charrettes	X	X	X		As needed
Video features		X	X		Varies
Public events, hearings and notices	X	X	X		As needed
Surveys		X	X	X	As needed
Mailers				X	As needed
Utility bill inserts					Monthly
Water quality reports		X	X	X	Annual
Press releases		X	X		As needed
Flyers and brochures		X	X	X	As needed
Door hangers				X	As needed
Signage	X				As needed

## Prioritizing the Use of Tools and Channels for Future Outreach

The tables on the following page identify “best bet” methods for reaching diverse audiences on various topics. High-impact methods have the best chance to succeed. Low-impact may not be as effective, but still useful in maximizing content reach. However, in cases where resources may be limited, the City will have to be strategic about the use of tools and channels. In these cases, the City will need to determine the balance between high-impact methods and maximizing reach. Diversity, equity, and inclusion efforts should be considered when making these decisions.

**Figure 17: Non-Emergency External Communications Tool Matrix (Topic-Specific Audience Communication Preferences)**

High Impact: **H** Low Impact: **i**

Communication Type	Communications Tool														
	Email	LaceyLife newsletter	Parks E-newsletter	Direct mail	Social media	Text alert	City website	Location Lacey website	Utility bill inserts	Council listening session	Banner display	Press release	Video streaming	Public meetings	Kiosks, posters & flyers
Policy/budget discussion	H	H					H		H	i		i	H	H	
Community event	H	H	H		H	i	H		H		H	H			i
Construction impact	H	H		H	i	H	H	H	H			H			i
Good news update		H			H		i		H			i			
Economic impact	i	i			i		i	H	i			H			
Public safety issue	i				i	H				H		i	H	i	
Engagement opportunity	H	H	i	H	H	i	H	i	H	i	i	H		H	i

**Figure 18: Non-Emergency External Communications Tool Matrix (General Audience Communication Preferences)**

High Impact: **H** Low Impact: **i**

Target Audience	Communications Tool														
	Email	LaceyLife newsletter	Parks E-newsletter	Direct mail	Social media	Text alert	City website	Location Lacey website	Utility bill inserts	Council listening session	Banner display	Press release	Video streaming	Public meetings	Kiosks, posters & flyers
General	i	i			H		H		H			H		H	i
Teens					H	H									
Young Adult	i				H	H					i				
Working Families	H	H	H	H	H	i	H		H	i	H		i		i
Seniors	H	H	H	H	i	i			H	i	i		i	i	
Business Owners	H			H		H		H	H	i		H			
Taxpayers	i	H	i	H	i		H	H	H	H		i	H	H	

## V. GOALS, OBJECTIVES, AND TARGETED ACTIONS

This Plan will be updated periodically to reflect advances in communications technology and approaches, as well as evolving community needs, interests, and priorities. Current goals, objectives, and targeted actions are outlined below.

### GOAL 1



**Augment  
departmental**

**internal communications to increase cross-  
collaboration and awareness.**

#### OBJECTIVES

With this goal, the City endeavors to:

- Provide tools and policies that facilitate internal awareness of City issues and plans.
- Ensure citywide messaging alignment across departments.
- Enhance and maintain collaboration and cross-department interaction as the City's workforce continues to grow and develop.

#### TARGETED ACTIONS

- A. Develop and implement an organization-wide intranet communications system.
- B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.
- C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City to make more data-driven decisions.
- D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.
- E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.
- F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.
- G. Increase online accessibility to City documents through a variety of means for internal and external use.

{INSERT PICTURES}

## GOAL 1: IMPLEMENTATION MATRIX

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Develop and implement an organization-wide intranet communications system.	High						
B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						
F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						

## GOAL 2



### **Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**

#### **OBJECTIVES**

With this goal, the City endeavors to:

- Provide information on the topics residents and businesses are most interested to hear about.
- Diversify communication channels to reach a broader cross-section of community stakeholders.
- Increase awareness of local events, successes, challenges and engagement opportunities.
- Ensure City policies, programming, and initiatives engage a broad group of community stakeholders.
- Expand the audience that receives important information news from and about Lacey.

#### **TARGETED ACTIONS**

(For more information on *priority level and timeline*, please see **Appendices G/H**)

- A. Leverage email, text, and other technologies that allow end users to opt-in to their preferred information channels.
  - a) Create one-stop location for subscribing to email notifications. See **Appendix B** for email notification categories.
  - b) Use text messaging for emergency alerts, construction updates, and critical events, as well as other information categories that end users may opt-in to.
- B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.
  - a) Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.
  - b) Provide an annual report on the Communications Plan.
  - c) Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.
- C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.
- D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.

- E. Expand community access to documents, reports, forms, and other materials through the Document Management System, 311 App, online Municipal Code, and Public Records Request system.
- F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.

{INSERT PICTURES}

For target **Action 2. D (Communications Methods)**, the following are additional action items the City should continue to enhance and/or implement:

- i. Create internal and external focus groups to dive-down into perceived communications gaps or inefficiencies and to explore best practices for reaching target audiences.
- ii. Ensure City websites are updated and a trusted source of information for all current programs, policies, services, and City-led or sponsored events.
- iii. Expand the City's social media presence, particularly with respect to announcing or promoting events, Council meetings, engagement opportunities, and/or other critical date and time activities.
- iv. Leverage videos and multi-/mixed-media methods to succinctly communicate important news, topics, and information.
- v. Issue communications associated to announce major projects, accomplishments, and public-engagement opportunities.
- vi. Continue to strategically offer printed materials while also offering digital versions.
- vii. Incorporate interactive opportunities (polls, surveys, other opportunities for input) on all major communications channels including website, social media, email, and text.
- viii. Construct reader boards and/or partner with entities that have reader boards to communicate critical information.
- ix. Continue to send notices by mail to impacted residents or businesses prior to starting major City initiatives, e.g., road, utility, or construction projects.
- x. Continue to provide in-person and remote access to City-led meetings and engagement opportunities. Continue to provide streaming access to all past public meetings.
- xi. Continue to provide City Council listening sessions (Conversations with Council, et al) to discuss topics of high importance to the community.
- xii. Use kiosks, posters, banners, and flyers when conducting significant initiatives, events, and celebrations.



## GOAL 2: IMPLEMENTATION MATRIX

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
a. Create one-stop location for subscribing to email notifications.	High						
b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
b. Provide an annual report on the Communication Plan.	High						
c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						

# GOAL 3

## Proactively craft communications and establish a defined Lacey brand.

### OBJECTIVES

With this goal, the City endeavors to:

- Design communications in anticipation of community interests and trending topics.
- Establish and reinforce an identity and sense of place for Lacey.
- Reinforce shared community-building goals through collaboration with partners.

### TARGETED ACTIONS

- A. Establish consistent City materials by establishing a citywide style guide, logo, and flag-use policy, and pursuing other comprehensive changes to communication materials.
- B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.
- C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.
- D. Expand community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.
- E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)
- F. Implement Communications Policies, see **Appendix B**.
- G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large citywide initiatives.

### GOAL 3: IMPLEMENTATION MATRIX

TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
		Implementation			Enhance / Continue		
		2022	2023	2024	2025	2026	2027 & Beyond
A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						
C. Enhance the City’s image by developing a comprehensive marketing and branding campaign that raises awareness of the City’s amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High						
D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
F. Implement Communications Policies, see <b>Appendix B</b> .	Medium						
G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						

## VII. PERFORMANCE INDICATORS

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The following provides a few ways the City may consider tracking progress on communication enhancements and reach over time:

1. Utilize web-based internal and external polls to rate current methods, identify messaging and information gaps, and solicit ideas for enhancing communication services.



2. Perform a biannual, statistically valid survey that includes questions on communications performance and preferences.

3. Hold annual work sessions with Council to focus on communications performance, including reviewing the implementation of this Plan.



4. Hold formal and informal conversations with diverse stakeholders and partners that regularly interact with the City.

and

5. Track and analyze print and digital media coverage for negative and positive reads and reactions to determine what is trending in the community.

6. Track community member complaints, complaint-resolution times, and positive and negative outcome rate.



7. Track overall and individual webpage usage with Google Analytics; analyze referral links.

8. Use social media insights to track usage, reach, followers, engagement, hashtags, and views.



9. Track newsletter distribution list growth, open rate and engagement for interactive components.

10. Monitor event participant volume and demographics (per event or annually for recurring events).



# APPENDICES

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## Appendix A – Proposed Sections for City Intranet System

The following is a preliminary section list for the City’s new intranet system. Additional sections may be added, or existing ones removed, as deemed valuable over time.

1. Vision, Mission, and Goals
2. Performance Measures
3. City Manager’s Report (Message)
4. City Style Guide (forthcoming)
5. Policies & Procedures
6. Official Documents and Forms
7. Organization Charts
8. Staff, Committee, Commission Directory
9. Facility Information
10. Energizer/Lantern Employee Newsletters
11. Latest and Most Staff-Relevant City News
12. New Hire Orientation Materials
13. Contract/ILA/Doc Management System
14. Naviline
15. Timesheet and Time Schedule
16. Upcoming Trainings / Events / Holidays
17. Help Desk Requests and Ticker
18. 311 requests
19. Polls and Surveys
20. Templates
21. Submit Ideas
22. Submit Expense Reports
23. Thank You and Compliments Page
24. City Website
25. Department Pages
26. Agenda Tracker and Form(s)
27. Employment Opportunities

## Appendix B – City of Lacey Communications Policy

The City of Lacey (“City”) is committed to providing open, honest communication with the media, residents, businesses, City employees, visitors, and other community stakeholders (collectively referred to as “community stakeholders”).

All City personnel are involved in communication efforts on a daily basis, whether it is dealing one-on-one with customers and/or the general public; working with one another; or responding to the media.

Due to the growing complexity and volume of City communication activities, an organized and formal plan is deemed necessary.

To provide a more coordinated and comprehensive approach, the following provides policies for City communications with community stakeholders.

The City utilizes a variety of print and digital communication means as a means to keep the public informed of City services, programs, events and initiatives.

### **1. Purpose:**

- 1.1. Establish procedures for responding to routine and non-routine information inquiries.
- 1.2. Provide more coordinated communications across the organization, as well as to track, benchmark, monitor, and assess City communication efforts.
- 1.3. Provide useful and accurate information in a timely, professional manner regarding City services, programs, events, and initiatives.
- 1.4. Present information in a manner consistent with the City of Lacey’s policies and goal, mission, vision.
- 1.5. Establish a uniform procedure for working with community stakeholders that will help ensure accuracy, citywide coordination, and a timely response to meet media deadlines.
- 1.6. Provide timely, accurate, and prompt exchange of information regarding City services, programs, and policies with community stakeholders.
- 1.7. Use communication mediums as a resource, particularly in emergency, disaster, or crisis situation.
- 1.8. Foster a cohesive working relationship between the City and community stakeholders.

## 2. Scope:

- 2.1. This policy applies to all City personnel and appointed officials of City advisory boards and commissions.
- 2.2. Elected officials should refer to Chapter 5 of the City Council Policy and Procedures Manual. Lacey City Councilmembers are strongly encouraged to notify the City Manager when they are contacted by the media.

## 3. Public Affairs Department

- 3.1. The Public Affairs Department (PA) is responsible for overseeing all City communications, with certain exceptions as delineated in this policy or at the City Manager or their designee's discretion. PA will work in collaboration with City Departments to plan, create, finalize, schedule, and publish communication content.

## 4. City communication outlets:

### 4.1. External communication outlets:

- Media Contacts
- Press Releases
- City websites
- Social Media (Facebook, Twitter, and Instagram)
- LaceyLife
- StreamTeam newsletter
- Economic Development newsletter
- E-Mail newsletters / campaigns (Parks)
- Parks Playbook
- Police Department Quarterly Newsletter (Palmer)
- Utility Bill inserts
- City YouTube Channel
- Police Department YouTube Channel
- PEG Channel
- City Council Meetings (virtual and in-person)
- Paper, phone, and online surveys
- Email
- Lacey "We Care" Forms
- Lacey Comprehensive Podcast (on hold)
- Virtual Webcast – Conversations with Council
- Virtual open houses / webinars
- Water Quality Reports (Direct mail)
- Job Listings
- *Coming Soon* – Customer Request Form / Application
- *Coming Soon* – Text Alerts / Emergency Text Alerts
- Latest in Lacey / Other short PSAs
- Public Presentations

### 4.2. Internal communication mediums:

- Email
- *Coming Soon* – Intranet

- Energizer / Lantern
- Teams
- Staff Meetings (i.e., within workgroups)
- Hard copy flyers/posters

## 5. Definitions:

- 5.1. **“Appointed officials”** refers to members of the City of Lacey Advisory Boards and Commissions.
- 5.2. **“City personnel”** is defined as regular, non-regular, contract employees of the City of Lacey, and City volunteers, excluding elected and appointed officials.
- 5.3. **“City Spokesperson”** is defined as the person most knowledgeable and informed about a particular subject matter. Depending on the medium, the spokesperson may be the City Manager, the Assistant City Manager, Department Directors, Public Affairs personnel, or other designated City staff. The City Manager, or designee, will appoint the City spokesperson, depending on the situation. The City Spokesperson will work with the City Public Information Officer to provide appropriate information to the public or organization.
- 5.4. **“City Public Information Officer”** (PIO) is defined as the individual who oversees the coordination of City Communications, including online, print, television, radio, and other media outlets regarding city issues, events, and information. Unless specified otherwise by the City Manager or designee, the PIO is the Assistant City Manager. The Assistant City Manager may appoint other City personnel to serve as the PIO for a duration or incident. In emergency situations the PIO is the Emergency Coordinator, or designee. In public safety situations the PIO is the Lacey Chief of Police or designee. PIOs in emergency situations and public safety situations will provide frequent updates to the Assistant City Manager.
- 5.5. **“Community Outreach Campaigns”** refers to outreach and engagement efforts led by the City, or campaigns in which the City serves a significant role. Community Outreach Campaigns include, but are not limited to, visioning, planning, marketing, and branding initiatives, and engagement and collaboration events, such as town meetings, dialogues, charrettes, surveys, etc.
- 5.6. **“Community stakeholders”** refers to media entities, residents, businesses, City personnel, visitors, and other external community stakeholders. External community stakeholders are those outside of the City. Internal community stakeholders include City personnel.
- 5.7. **“Elected officials”** refers to Lacey City Council members.
- 5.8. **“External communication”** refers to the exchange of information regarding City services, programs, and policies with community stakeholders, other than City personnel.
- 5.9. **“Internal communication”** refers to the exchange of information to all, or most, City personnel. Internal communication is not intended to include individual emails or emails to small groups of City personnel.

- 5.10. **“Media” and “Media entities”** refers to the Olympian, Seattle Times, other local media outlets (e.g., JOLT, Thurston Talk, etc.) and local TV news channels. It can include other local, national, and international print, radio, television, and digital syndications or groups.
- 5.11. **“Press Release(s)”** refers to information prepared for dissemination to community stakeholders reproduced on letterhead identifying the City of Lacey as the source.
- 5.12. **“News Conference”** refers to a scheduled media gathering, planned by the City Public Information Officer (PIO) when an emergency, announcement, or other significant information must be disseminated in a timely, coordinated manner to multiple media outlets.
- 5.13. **“News Briefings”** refers to opportunities for the City spokesperson to grant interviews with the media representatives on an individual basis. Typically, news briefings include an in-depth questioning by the media.
- 5.14. **“Non-routine Requests”** refers to requests from external community stakeholders that typically involve responses that require interpretation of policy, involve employee information, and/or responses to an emergency situation/controversial issue.
- 5.15. **“Not for attribution”** is a media relations term that refers to the desire of the person providing information to a media source to not have the information attributed to the person providing it. The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.16. **“On Background”** is a media relations term that refers to the person providing information that creates an understandable context for the media person with the understanding that it will not be used in the story. The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.17. **“Off the Record”** is a media relations term that refers to the person providing information does so with the perception that the information will not be used in a public news forum. See “Not for Attribution.” The City does not provide off the record comments or information, including comments that are not for attribution and on background.
- 5.18. **“Routine Requests”** refer to requests from external community stakeholders that typically involve responses that require information that is incidental or inconsequential in nature. Routine information can include general questions about a department's function, items listed on a Council agenda or board/commission agenda, meeting times and locations, facility locations, special events or news conferences planned by a department, questions about a particular program offered by a department, etc. External routine information requests can come from members of the media, the general public, businesses, community stakeholder groups, etc.
- 5.19. **“Public Affairs Division”** (PA) refers to the City Department that is responsible for administering the City's communication plan and public information programs, including external and internal communications.

- 5.20. **“Social Media”** refers to web applications that enable the user to create and share content or to participate in social networking.
- 5.21. **“Sensitive and Controversial Issues”** as the term applies to this policy may include, but isn’t limited to:
- 5.21.1. Personnel issue(s) related to any City employee, such as performance evaluation, reasons for termination, reasons for not hiring, harassment claims.
  - 5.21.2. Legal claims or lawsuits filed against the City or any of its employees or agents.
  - 5.21.3. Existing or potential threats to public safety, welfare or property.
  - 5.21.4. Issues that may affect the City’s public image or confidence in the City.

## **6. External communication policies:**

- 6.1. **Media Requests.** Common media entities that contact the City include the Olympian, other local media, Seattle Times, and local TV news channels, and other entities recognized as press by the City’s Press pool credentialing standards and procedures, this can include small or upcoming media sources. Other media entities can include other local, national, and international syndications or groups.
- 6.1.1. **Elected Officials:** Elected officials should refer to Chapter 5 of the City Council Policy and Procedures Manual. Lacey City Councilmembers are strongly encouraged to notify the City Manager when they are contacted by the media.
  - 6.1.2. **Routine Media Requests:** If the information requested by the media is considered routine, the contacted City personnel should proceed with giving the requestor the information if permitted to do so by their respective department director.
    - 6.1.2.1. Following the media request and/or interview with the media, the contacted City personnel shall notify their immediate supervisor or department director of the contact, as well as the PIO. The PIO will notify the City Manager or designee, if determined to be of high importance. Lacey Police Department does not need notify the PIO of routine media requests.
    - 6.1.2.2. Appointed officials should pass on all media requests to their respective City personnel points of contact for City responses under these policies.
  - 6.1.3. **Media inquiries regarding emergency and/or public safety situations.**

6.1.3.1. Lacey Police Department (LPD) designee serves as the PIO for public safety situations. Following contact with the media, the LPD designee shall notify the PIO and the City Manager or designee.

6.1.3.1.1. LPD will adhere to Lacey Police Policy 13.1 – Media Relations.

6.1.3.2. The Emergency Coordinator may serve as the PIO for emergency situations. Following contact with the media, the Emergency Coordinator shall notify the PIO and the City Manager or designee.

6.1.4. **Non-Routine Media Inquiries.**

6.1.4.1. For any inquiries that require extensive research, involve multiple departments, deal with policy issues, are corporate in nature, or may be controversial, PA shall be consulted prior to any response by the City. PA is responsible for notifying the City Manager or designee of these incidents.

6.1.4.2. A designee from the department(s) involved, along with PA, will be responsible for coordinating the response to ensure accurate and complete information is given to the requestor.

6.1.4.3. PA, in consultation with the involved department(s), will determine who should serve as the City spokesperson for this request. This must be done in a timely fashion to meet the media deadlines and public expectations.

6.1.4.4. City Councilmembers will receive notification of all non-routine media inquiries by email from the City Manager or designee as determined appropriate by the City Manager or designee.

6.1.4.5. **Training.** PA will work with selected City personnel and elected officials regarding obtaining media training on a regular basis.

**Press Releases**

6.1.5. PA is responsible for preparing, reviewing, and approving all City press releases. Departments shall submit draft press releases to PA. While PA will work with departments to ensure content is accurate, PA retains final discretion on the content and timing of the release.

6.1.6. If deemed appropriate by PA, the City will collaborate in the creation of shared press releases on joint ventures with external organizations or partner entities.

6.1.7. If deemed appropriate by PA, press releases of external entities may be shared by the City. This may include, but is not limited to, press releases from public health entities, transit entities, Thurston County, and state departments.

- 6.1.8. The Lacey City Council shall receive copies of all City press releases via email.
- 6.1.9. All City staff shall receive copies of all City press releases via email or it will be made available on the intranet (forthcoming).

**6.2. Lacey Police Department Media Alerts**

- 6.2.1. LPD is responsible for all LPD Media Alert materials and the dissemination of these materials. The City will share LPD Media Alerts when appropriate as determined by the City Manager or designee. LPD Media Alerts include, but are not limited to, missing person alerts, at-large suspect alerts, silver alerts, amber alerts, blue alerts, and other urgent event alerts.

**6.3. News Conferences**

- 6.3.1. News Conferences will be held at the direction of the City Manager or designee to announce or respond to an issue of significance or controversy with a united voice pertaining to facts, information, rules, and emergency or crisis situation or the established policy/rules of the City. News conferences will be planned in advance and coordinated by PA.
- 6.3.2. A spokesperson for the news conference will be selected by the City Manager or designee, or if appropriate by circumstances, the Mayor.

**6.4. News Briefings**

- 6.4.1. News Briefings may be conducted to educate the news media about potentially controversial issues and provide reporters an opportunity to ask in-depth questions. In most briefings, the City provides extensive background materials, facts sheets, and explanatory materials. PA will be responsible for scheduling any such briefings.

**6.5. Emergencies that require Emergency Operations Center - Media Relations.**

- 6.5.1. In the event of a disaster or emergency that requires the Lacey Emergency Operations Center (EOC) to be activated, the Emergency Coordinator or designee, Lacey Fire & Life Safety District PIO or designee, or Thurston County Sheriff Office PIO or designee will be responsible for primary media relations. The parties listed above will work with the City Manager and PIO to prepare for a news conference.

**6.6. Telephone Communications (Media entities excluded).**

- 6.6.1. If the information requested by the community stakeholder is considered routine, the contacted City personnel should proceed with giving the requestor the information.

- 6.6.2. For any inquiries that require extensive research, involve multiple departments, deal with policy issues, are corporate in nature, or may be sensitive or controversial issues, PA shall be consulted prior to any response by the City. PA is responsible for notifying the City Manager or designee of these incidents immediately upon occurrence.

## 6.7. City Websites

- 6.7.1. Current City web domains include:

- 6.7.1.1. [CityofLacey.org](http://CityofLacey.org) – this page is in the process of being overhauled.

- 6.7.1.2. [Home - City Of Lacey \(locationlocationlacey.com\)](http://Home-CityOfLacey(locationlocationlacey.com)) – this page is dedicated to economic development.

- 6.7.1.3. LaceyParks.org - Parks, Recreation, and Culture Department page.

- 6.7.2. PA is responsible for approving, in conjunction with Information Services (IS), requests for additional web domains in addition to those listed above. In general, the City should strive to limit the number of web domains it uses to reduce confusion for community stakeholders and ensure that the City is capturing all necessary materials for record and retention purposes. The new City site will allow for the creation of special landing pages for unique City services or programs.

- 6.7.2.1. Departments can request a new web domain from PA. This request shall be in writing and shall outline why the City's existing web domains are not adequate. PA will determine if a new web domain is warranted. This includes projects performed with contractors. PA will work collaboratively with departments to find solutions to website needs.

- 6.7.3. PA is responsible for defining the standards, procedures, and best practices for providing information services on the web and establishing a governing policy.

- 6.7.3.1. PA will establish website guidelines for the City's new website.

- 6.7.3.2. PA will identify appropriate personnel ("Department Reps") within each Department to have editor access to the new website as approved by the respective Department head.

- 6.7.3.3. PA will provide Department Reps, and their directors, with adequate training on the new website.

- 6.7.3.4. Technical issues shall be forwarded to PA. PA will try to resolve technical issues as they come up. PA shall coordinate with a consultant or IS, as necessary to resolve technical issues that PA cannot resolve.

- 6.7.3.5. PA is responsible for determining what graphics standards are appropriate for the City's website. A new Website Guide and User Manual is forthcoming.
- 6.7.3.6. All City websites shall have the City logo included on the home page and consistently displayed on all subsequent pages.
- 6.7.4. PA is responsible for all website content; however, departments will assist in the drafting of content and in the maintaining of department webpages, as well as non-department web pages where appropriate.
  - 6.7.4.1. Department Reps will perform routine departmental updates and serve as web liaisons to PA. PA may review and edit content or ask Web Reps to perform these tasks as deemed necessary by PA.
  - 6.7.4.2. PA will work with Departments to establish systematic audits of website pages to ensure content is up to date.
- 6.7.5. PA will determine what information is highlighted on the City's home page.

6.8. **Social Media (Facebook, Twitter, Instagram, etc.)**

- 6.8.1. Current City Social Media accounts include:
  - 6.8.1.1. City of Lacey Facebook
  - 6.8.1.2. Lacey Police Department Facebook
  - 6.8.1.3. Parks Facebook – forthcoming
  - 6.8.1.4. Lacey Museum Facebook- forthcoming
  - 6.8.1.5. City of Lacey Twitter
  - 6.8.1.6. Lacey Police Department Twitter
  - 6.8.1.7. City of Lacey Instagram
  - 6.8.1.8. Lacey Police Department Instagram
  - 6.8.1.9. City of Lacey Youth Council Instagram
- 6.8.2. PA is responsible for all City social media accounts and content, with the exception of Lacey Police Department (LPD) social media accounts. All new social media accounts must be approved by PA prior to creation.
  - 6.8.2.1. LPD shall share all social media content with PA.

- 6.8.3. PA will be included as an administrator on all City social media accounts, including the social media accounts for the LPD.
- 6.8.4. Departments may request the use of new social media platforms and accounts to PA. This request shall be in writing and shall outline why the City's existing social media accounts are not adequate. PA shall decide if a new social media account is warranted. PA will work collaboratively with departments to find solutions to social media needs. Content posted to agency social media accounts is a public record. The City needs to maintain content on agency social media accounts in accordance with applicable retention requirements.
- 6.8.5. PA will audit and evaluate the on-going need, use, and efficacy of City social media accounts.
- 6.8.6. PA will evaluate viability of new platforms, including use, resources, and duration.

#### 6.9. **LaceyLife**

- 6.9.1. PA will establish a mechanism to allow Departments to provide input on content for the LaceyLife.
- 6.9.2. PA will post the newsletter on the City's website, send via email on the City's digital marketing platform (Constant Contact), and other platforms as determined by PA.
- 6.9.3. PA will make the newsletter available on the City's intranet.
- 6.9.4. All LaceyLife editions will include the City logo.

#### 6.10. **Other Print Campaigns**

- 6.11.1. All Department print materials and print advertisements, shall be approved by PA for consistency with City messaging and graphic standards, with the exception of legal notifications and PD materials and notifications.
- 6.11.2. Any communication sent to the general public to announce a special event, program, etc. will have a City logo included on the materials, unless an exception is approved by PA.
- 6.11.3. PA will notify the City Manager or designee regarding any print advertising being considered for placement, with the exception of legal notifications and reoccurring newsletters, which include but are not limited to, the LaceyLife, Parks Playbook, Stream Team newsletter, posters, kiosks, flyers, etc.

## 6.11. Legal Notices

- 6.11.1. Legal notices should follow standards that identify the notices as advertisements from the City as determined by the City Clerk in consultation with PA.

## 6.12. Digital newsletters / campaigns

- 6.12.1. Existing Digital newsletters / campaigns include:
  - 6.12.1.1.Parks Newsletter
  - 6.12.1.2.Latest in Lacey
  - 6.12.1.3.LaceyLife
  - 6.12.1.4.Transportation / Utility project updates – forthcoming
  - 6.12.1.5.Economic Development Update
  - 6.12.1.6.Stream Team
  - 6.12.1.7.Police Department Quarterly Reports
  - 6.12.1.8.Utility Billing Inserts
- 6.12.2. PA shall approve any new digital newsletters / campaigns. Departments may request the addition of a new digital newsletter / campaign in writing to PA. PA will determine if a new digital newsletter / campaign is necessary by consulting with the department requesting the new digital newsletter / campaign.
- 6.12.3. All digital newsletters / campaigns will be sent out from the City's digital marketing platform (Constant Contact) account. PA will serve as the administrator to this account. PA will determine appropriate City personnel to be added as administrators to the City's digital marketing platform account as approved by Department heads.
- 6.12.4. Prior to digital newsletters / campaigns being distributed to subscribers, they shall be reviewed and approved by PA. PA will work collaboratively with departments on this.

## 6.13. Digital materials - newsletters, campaigns, and advertisements

- 6.13.1. All Department digital materials, including newsletters, campaigns, and advertisements, shall be approved by PA for consistency with City messaging and graphic standards, with the exception of legal notifications and PD materials and notifications.
- 6.13.2. Any communication sent digitally to the general public to announce a special event, program, etc. will have a City logo included on the materials, unless an exception is approved by the PA.
- 6.13.3. PA will notify the City Manager or designee regarding digital print advertising being considered for placement, with the exception of legal notifications and reoccurring

newsletters, which include but are not limited to, the LaceyLife, Parks Playbook, Stream Team newsletter, posters, kiosks, flyers, etc.

6.13.4. All digital advertisements shall be approved by PA for consistency with messaging and graphic standards.

6.13.5. PA will notify the City Manager or designee regarding any advertising being considered for placement in digital outlets.

**6.14. Text Campaigns (Non-emergency) – forthcoming**

6.14.1. PA will serve as the administrator for all City text-based applications.

6.14.2. All text campaigns shall be approved by PA for consistency with messaging.

**6.15. Video Content and Video Streaming Platforms**

6.15.1. PA will serve as the administrator to all video streaming platforms by the City, including but not limited to, YouTube and Facebook.

6.15.2. Video content designed and created by the City shall be coordinated with PA and approved by the City Manager or designee.

**6.16. Public, Education, and Government (PEG) Channel**

6.17.1. The City's PEG Channel offers a way to broadcast City meetings and events across the community. Because of some limitations – namely access to the station and competing mediums – the PEG Channel shall be used as one mechanism among many to disseminate information on a variety of City issues.

6.17.2. All content for the PEG Channel will be approved by PA and approved by the City Manager or their designee.

6.17.3. PA, with input from the Departments, will evaluate ways to incorporate key City messages through the PEG Channel.

6.17.4. Requests from outside sources to air programming on the PEG Channel will be considered on a case-by-case basis.

**6.17. Public Meetings (virtual and in-person)**

6.17.1. All City public meetings, including City Council meetings, Committee meetings, Ad Hoc Committee meetings, Advisory Board and Commission meetings, and Hearing Examiner sessions, will be streamed on platforms determined by PA.

- 6.17.2. PA will serve as the administrator to meeting platforms used for City public meetings, as well as those used for intergovernmental boards and commissions.
- 6.17.3. PA will establish “Meeting Streaming Reps” for each meeting to more effectively and efficiently stream meetings across the organization.
  - 6.17.3.1. Meeting Streaming Reps will be responsible for live streaming their respective department’s public meetings. PA will provide training and support for Meeting Streaming Reps.

## **7. Internal communication mediums:**

### **7.1. City Email**

- 7.1.1. **Emails to all City Staff.** PA is responsible for reviewing and approving e-mail messages to be distributed to all (or most) City personnel that are not sent by the City Manager or designee, department director or designee, and Police Chief or designee.
- 7.1.2. **Emails from City Councilmembers to City Personnel.** Councilmembers are encouraged to work directly with the City Manager when dealing with administrative services of the City. Pursuant to RCW.13.120, Councilmembers are not to direct staff or become involved in or attempt to influence personnel matters that are under the direction of the City Manager.
  - 7.1.2.1. All emails from City Councilmembers to City personnel shall be forwarded to the City Manager or designee for response coordination.
- 7.1.3. **Emails from the External Community Stakeholders to City Councilmembers.**
  - 7.1.3.1. The Executive Assistant in the City Manager’s Department serves as the gatekeeper for these accounts. The Executive Assistant responds to all routine messages within 2 business days, working collaboratively with appropriate City departments when necessary.
  - 7.1.3.2. Non-routine emails shall be responded to by PA. All responses shall be forwarded to City Councilmembers and the City Manager or designee. PA shall work with City departments on the response when applicable.
- 7.1.4. **Emails from External Community Stakeholders to City Personnel.**
  - 7.1.4.1. Routine emails shall be responded to by City personnel.
  - 7.1.4.2. Non-routine emails shall be responded to by City personnel if they are not high-risk or sensitive and controversial issues.

7.1.4.3. High-risk or sensitive and controversial topic emails shall be routed to PA for collaboration on the response. PA shall apprise the City Manager or designee of these emails in a timely manner.

7.1.5. **Emails from External Community Stakeholders to Public Affairs Account**

7.1.5.1. The DAIII in the City Manager’s Department serves as the gatekeeper for this account. The DAIII responds or coordinates the response to all routine messages within 2 business days.

7.1.5.2. DAIII forwards all non-routine emails to PA for response.

7.1.5.3. DAIII forwards all public records requests to the Deputy City Clerk for response.

7.1.6. **Emails to Public Comment Inbox (for Council Meetings)**

7.1.6.1. The City Clerk serves as gatekeeper of this account.

7.1.6.2. Emails that require a response are routed to PA for response.

7.1.6.3. Emails are captured as a PDF and provided to the Lacey City Council for the next Council meeting date.

7.2. **Citywide Communications meetings**

7.3.1. PA will hold quarterly communications meetings with City personnel designated by Department heads to represent their department. The meetings will be used to discuss short- and long-term projects across City departments that concern City communications and Community Outreach Campaigns.

7.3. **Energizer and Lantern**

7.3.1. PA will help edit and design the Energizer and Lantern newsletters.

7.4. **Intranet – forthcoming**

7.4.1. PA is responsible for creating standards and procedures for posting to the City’s internal and external websites and SharePoint sites.

7.4.2. PA will work in conjunction with IS to resolve technical issues.

7.4.3. PA will establish “Intranet Reps” from each department to maintain department related materials on the intranet.

7.4.3.1. PA will work with Departments to establish systematic audits of intranet content to ensure it is up to date.

**7.5. Customer Request Management / Customer Response Management System (forthcoming)**

- 7.5.1. PA is responsible for administering the Customer Request Management (CRM) System .
- 7.5.2. PA will work in conjunction with IS to resolve CRM technical issues.
- 7.5.3. PA will work with departments to create a workflow for CRM requests. Users will be allowed to make requests for certain issues (e.g., potholes, park maintenance, speeding, etc.). These requests will automatically be sent to the most appropriate staff person at the City for a timely response (rate determined in the future).

When service requests come into the City via phone or email, City personnel are guided to enter in requests they receive from members of the public into the CRM system. If the individual requesting the services does not want to provide their name and email address, City personnel may enter this information into the CRM using their respective City account.

**7.6. Project Notifications – Community Development & Public Works**

- 7.6.1. Updates on high-profile development projects or projects that may become high-profile development projects, such as those requiring Hearing Examiner approval, shall be given to PA on a regular basis.
- 7.6.2. Updates on code enforcement or abatement cases or properties that may become high-profile code enforcement or abatement cases shall be given to PA on a regular basis.
- 7.6.3. Updates on significant infrastructure projects shall be given to PA on a regular basis.

**7.7. City Presentations for the Public**

- 7.1.1. To help ensure consistent messaging, PA may be used as a resource for reviewing presentations to the public.

**7.8. Branding**

- 7.8.1. PA is the custodian of the City’s brand, and all representations of the brand must be approved by PA prior to being distributed.
- 7.8.2. Third parties requesting use of City branding in promotional or advertising material must seek the relevant approvals from the PA prior to printing or posting on digital platforms.
- 7.8.3. City logo shall appear on all external and internal City communications, unless approved by PA.

- 7.8.4. In addition to the City's logo, other logos of the City include:
  - 7.8.1.1. Lacey Parks, Culture, and Recreation Department and sub-logos
  - 7.8.1.2. Regional Athletic Complex
  - 7.8.1.3. Lacey Museum and Cultural Center
  - 7.8.1.4. LPD logo (need to trademark)
  - 7.8.1.5. LPD patch
  - 7.8.1.6. Greg Cuoio Park and Greenways
  - 7.8.1.7. Food Trucks @ the Depot
  - 7.8.1.8. Lacey Youth Council
  - 7.8.1.9. Midtown

## Appendix C – Social Media Policy: General Disclaimer and Commenting Policy

### General Disclaimer

When you access, browse, or use a City of Lacey social media account, you accept without limitation or qualification this Social Media Use Policy.

When visiting a third-party social media website such as Facebook or Twitter, you are leaving the official City of Lacey website and are subject to the privacy and security policies of the owners or sponsors of the third-party site. The City of Lacey is not responsible for transmissions users make to or receive from third-party social media websites. Reference to any specific commercial products, processes, or services, or the use of any trade, firm, or corporation names does not constitute endorsement or recommendation by the City of Lacey, its employees, or representatives.

The City of Lacey's third-party social media accounts are maintained as a public service to provide information about City programs, services, projects, issues, events, and other communications with the public. The City of Lacey does not guarantee that the third-party social media sites it uses will be uninterrupted or error-free. Communications and/or requests made through such third-party social media sites in no way constitute a legal notice to or from the City of Lacey and will not become a part of the official record for any particular issue.

For questions requiring detailed answers, or to comment about a specific city project or program, please contact the appropriate department at [www.ci.lacey.wa.us/city-government/directory-of-services](http://www.ci.lacey.wa.us/city-government/directory-of-services), or by calling Lacey City Hall at 360-491-3214 or TDD 1-800- 833-6388. You can also visit Lacey City Hall, 420 College Street SE, during normal business hours.

### Public Disclosure

Posts and comments on City's social media accounts may be subject to public disclosure under the Public Records Act (RCW 42.56).

**The City of Lacey cannot accept public records requests through third-party social media accounts.** Comments do not constitute a legal or official notice or comment to the City of Lacey. For example, a post or comment that asks the city or a city representative to provide public records will not be considered a public records request.

All public records requests must be directed to the Lacey City Clerk's Office. For more information, or to submit a public records request, visit [www.ci.lacey.wa.us/records-request](http://www.ci.lacey.wa.us/records-request); call the City Clerk's Office at 360-438-2625 or TDD 1-800- 833-6388; or visit Lacey City Hall, 420 College Street SE.

### Commenting Policy

Comments posted to City of Lacey third-party social media accounts are monitored on a limited basis and are considered limited public forums. We expect comments to be relevant and courteous. To that end, the City of Lacey has established commenting criteria, and reserves the right and discretion to remove or block comments as outlined below.

The following activities and uses **are prohibited** on City of Lacey third-party social media sites:

- Comments or content not directly related to the subject or post being commented on.
- Comments or content that impersonate a person or entity, or otherwise mislead as to origin of the comment or content.
- Uncivil comments or personal attacks of any kind, including defamatory, libelous, combative, offensive, disparaging, demeaning, or threatening materials related to any person or group.
- Comments or content that promote, foster, or perpetuate discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, sexual orientation, or any other status protected by law.
- Profane language or content.
- Sexual content or obscene material, or links to sexual content or obscene material.
- Conduct or encouragement of illegal activity.
- Provision of information that could compromise the safety or security of the public or public systems.
- Provision of information that could compromise an ongoing law enforcement investigation or legal proceeding.
- Personal, private, sensitive, or confidential information of any kind, such as email addresses, phone numbers, home address, school, or place of employment

## Appendix D – Communications Plan Stakeholder Interview Responses

### Staff Leadership

Interview	Role	Clients	Drivers	Tools	Contacts	Demos	Needs	Methods	CRM
<b>Adams</b>	CMO	Staff, Elected, Region, Vendors, Community	Requests for info, complaints, emergencies	Email, phone	Outlook	None	Demo metrics	Social	Any
<b>Andrews</b>	CDD	Staff, permits, contractors, public, biz, neighborhoods	Notices, public input	IP list, Facebook, utility bill, phone, email	Excel	Property owners via assessor, GIS	Consistent messaging	Story maps	By topic
<b>Bauersfeld</b>	Comms	Public, Council	Events, programs, meetings, staff, citizens	Email, phone, social, web and podcasts, website, flyers, posters, events	Access, HOA list, Outlook	None	Website enhancement, support staff	Next Door	Any
<b>Brandt</b>	CDD	Residents, business, staff, PC	Notices	Social, web, PRs, inserts, HOA lists, mailers, partners	Project-specific lists	No	Reaching underrepresented audiences	Online engagement platform	Any
<b>Clerks</b>	CMO	Council, boards, region, employees	Record requests, notices, leg process, IGAs, Contracts, bids	Email, web, portal, Granicus, social, print	Outlook, Access, GOVQA	No	ECMS, DocuSign	NA	Any
<b>Fant</b>	CDD	Public	Notices, inquiries	Phone, email, in-person	Files, notes, email	NA	NA	None	Any
<b>HR</b>	HR	Employees, CCC, DB, EMS	Recruitment-related	Phone, web, email, in-person	Excel	NEOGOV	Social	Helpdesk (maybe)	Any
<b>Parks</b>	Parks	Residents, visitors, partners	Promotion, emergencies, notices, complaints	Brochure, presentations, phone, text, counter, web, email/CivicRec, social, boards,	CivicRec, IP list, Outlook	Random	Comms Plan, Central info storage, Social package, subscriber email list	Text alert system	Transparency, consistency, efficiency, quicker

Interview	Role	Clients	Drivers	Tools	Contacts	Demos	Needs	Methods	CRM
				kiosks, radio, ads					
<b>Police</b>	Police	Business and resident needs, visitors, info sharing, emergencies, schools, other partners	Emergencies, general security needs and alerts	Email, phone, meetings, social, PRs, in-person	Outlook, cell phones, linked-in, Smarsh	Random	Mass communications system, press release protocol; easier to use website, ability to communicate in multiple languages (quickly)	Twitter for Chief, push to talk cells, video production hardware, online chat, snapchat	Any, quicker mass alerts
<b>PW</b>	Public Works	Public, contractors, developers, external agency partners	Project support, alerts, notices, NPDES	Email, phone, in-person	Outlook, Vantage Point, public can opt in via website for project updates, stream team website, mailers, Cervis for stream team volunteers	No	Texting capability, automated calling to ratepayers (*you could get a good start on this via NTPS)	More website efficiency	Any
<b>Seymour</b>	CDD	Same CDD + Tribes	Applications, complaints	Email, phone, in-person	Same CDD + posters	No	NA	No	Any, if it saves time
<b>Smith</b>	CDD	Businesses	Inquiries, notifications	Stand-alone website, email, phone, in-person	Outlook, locationlocationlacey	No	Streamlined content mgmt..	No	Executive Pulse CRM
<b>Spence</b>	CMO	Residents, business, faith, 300 employees, council, region	Policies, projects, services, info requests	Phone, email, in-person	Outlook	No	City intranet, video, Wikipedia-type system to preserve info	Mass alert notification system; text system, mass VMs	Any, to track trends and help with consistency
<b>Woo</b>	Finance	Departments, utility and passport customers	Budget, tax changes	Utility billing, email, phone	Billing system	NA	Resident and business contact info	Emergency notification system	Any to streamline 4,000 calls/mo.

## City Council

Interview	Overall	Good Ex	Bad Ex	City Response	Role	Tools	Misperceptions	Channels	Other
<b>Cox</b>	Good except strategic part	COVID	Homeless	Quick But can be vague, patronizing	Coordinate talking pts w staff	PRs, social, televised Council, web, newsletters, utility inserts, mail, ads, word of mouth	Not understanding how local gov works – need strategic comms plan to address	More, better outreach (homeless TF is good start)	Use PI to inform City decisions; recognize we're going from small town to big city
<b>Greenstein</b>	Fair – hard to reach people	NA	NA	Very well	Yes (ha)	Social, web, open mtgs., utility bills	No	Same. Increase + repeat	No
<b>Pratt</b>	Very well	COVID, providing business info	RVs + temporary mitigation site	Well, but could be more personable v. public relations	Help provide personal response to citizens	Website good (could be better), Facebook	That we only care about businesses, not residents. That we're not concerned about environment.	Town Hall meetings around town. I like our booths at events.	Alerts App
<b>Steadman</b>	Very well	CMS event re bag ban	When BOCC tried to opt us into the convention center (public not knowing)	Great. Storm drain clearing comes to mind.	Help city staff open lines of communication	Website, Facebook. Innovation is key. Use what people use.	That we're just a public taxing authority. They don't engage.	Any, all. Use what most other cities use.	None

# *Lacey Cares*

## Community Tapestry Socioeconomic Insights

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December 2020

**J ROBERTSON + COMPANY**



## I. BACKGROUND

The City of Lacey is undertaking a new effort to better understand and connect with local residents and businesses. The *Lacey Cares* initiative will identify preferred means of communication as we transition out of pandemic conditions, help determine local goals and priorities as we plan for the future and serve as the seed effort for a broader community-defined vision for Lacey’s long-range growth and evolution.

As a first step in the process, the City retained J Robertson and Company (JRO) to develop a socioeconomic profile reflecting the city’s diverse collection of residents and neighborhoods. The methodology and findings are presented below.

## II. PROFILE METHODOLOGY

To build the socioeconomic profile, JRO utilized *ESRI Tapestry*. Tapestry segmentation provides an accurate, detailed description of America's neighborhoods—U.S. residential areas are divided into sixty-seven distinctive segments based on their socioeconomic and demographic composition—then further classifies the segments into LifeMode and Urbanization Groups. The underlying data is generally the same individual sources (Census, ACS, consumer spending data) used to build a static demographic snapshot. Tapestry combines them to build a more robust, dynamic profile.

The sixty-seven distinct markets of Tapestry detail the diversity of the American population. Grouping the segments can simplify these differences by summarizing markets that share similar traits. Market segments can be bundled, using overlapping traits, to build unique LifeMode groups (fourteen combinations) and/or Urbanization groups (six possibilities).

Attached to each *LifeMode* segment and *urbanization* grouping is a characterization that distills key demographic data, market preferences and other lifestyle proclivities that help give form to different substrates of the broader community population. In short, tapestry segmentation provides a starting point for determining and deploying effective communication and engagement strategies. The following page displays the various tapestry segments represented across the U.S. as of 2020. A larger version, including a second page showing where segments are represented geographically, can be downloaded by following the source link.

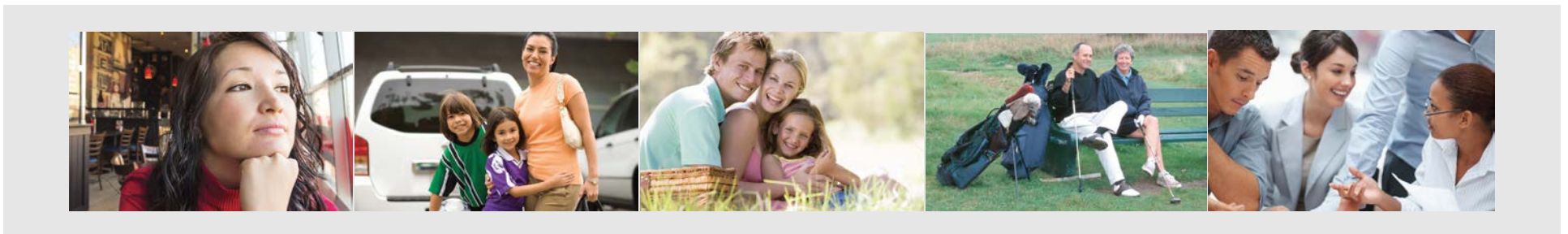
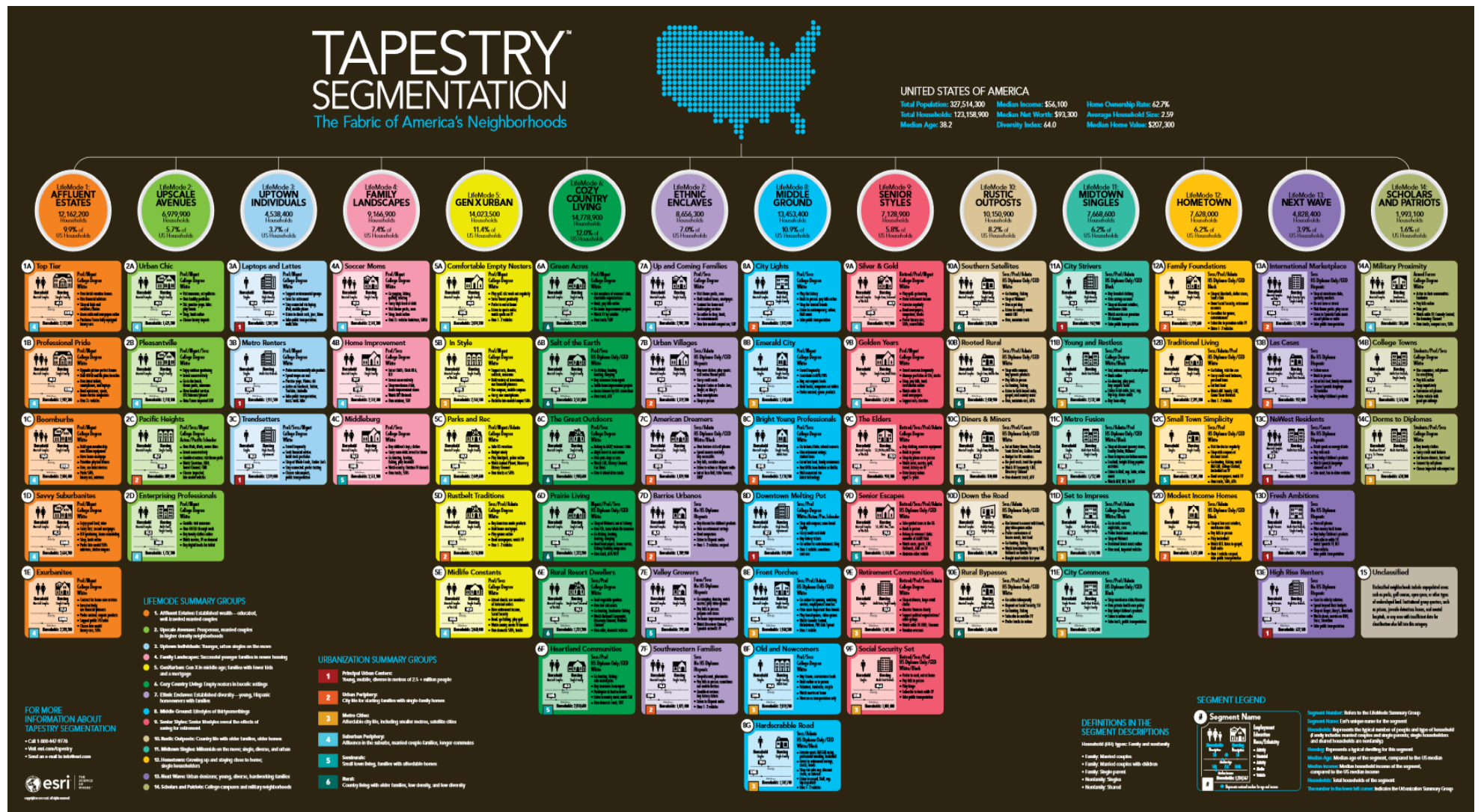


Figure 1: Tapestry Poster by LifeMode Grouping Cohort (US)



Source: <https://www.esri.com/content/dam/esrisites/sitecore-archive/Files/Pdfs/library/brochures/tapestry-segmentation.pdf>

### III. CITY OF LACEY SEGMENTATION

Of sixty-seven unique tapestry segments found across the U.S., just **six** segments encompass nearly **seventy-three** percent of Lacey’s population. They include:

#### Top City of Lacey Tapestry Segments

Tapestry Segment	% Lacey Households	ESRI Segment Description
B. <b>Middleburg</b>	23%	Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.
C. <b>Bright Young Professionals</b>	17%	Bright Young Professionals are primarily in urban outskirts of large metros: home to young, educated, working professionals. One in three householders is under 35. Slightly more diverse couples dominate, with more renters than owners. Over two-fifths live in single-family homes; a third live in 5+ unit buildings. Labor force participation is high, generally white-collar, with a mix of food service and part-time jobs (college students). Median household income, home value, and rent are close to US values. Residents are physically active and up on latest tech.
D. <b>Soccer Moms</b>	14%	Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.
E. <b>Up and Coming Families</b>	7%	Up and Coming Families is a market in transition. Residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.
F. <b>Home Improvement</b>	6%	Married-couple families occupy well over half of these suburban households. Most Home Improvement residences are owner-occupied single-family homes, with only one-fifth of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on

Tapestry Segment	% Lacey Households	ESRI Segment Description
		the go and therefore tend to eat out regularly. When at home, weekends are consumed with home improvement and remodeling projects.
G. <b>Parks and Rec</b>	6%	These suburbanites have achieved the dream of home ownership. They purchased within their means. Their homes are older, and town homes and duplexes are not uncommon. Many are two-income married couples approaching retirement; they are comfortable in their jobs and homes, budget wisely, but do not plan on retiring soon or moving. Neighborhoods are well established, as are amenities and programs that supported their children through school. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Effectively all Lacey households are captured in **seventeen** of the sixty-seven ESRI Tapestry segments, as displayed below (Figure 3). Details for each segment are available to review via link within the table, and in the companion Lacey Tapestry **PPT Presentation**. However, the analysis in this summary report focuses on LifeMode groupings (see section IV), where like segments are integrated and better-suited for communications planning.

### Individual Lacey Tapestry Segments v. US Comparison

#### Table Definitions

**Tapestry Segment:** One of sixty-seven unique sociodemographic groupings

**Percent:** Number of households (Lacey, US) categorized within each segment

**Cumulative Percent:** Total number of households (Lacey, US) categorized within each segment after combined with previous segment(s)

**Households:** Number of people living under one roof and/or provider structure, as defined by US Census

**Lacey Index:** The concentration of a segment compared to U.S. average (an index of 700 = segment 7 times more prevalent compared to U.S. ave.)

Rank	Tapestry Segment	City of Lacey Tapestry Segments		Comparative Segment Presence in U.S.		Lacey Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Middleburg (4C)	22.6%	22.6%	2.9%	2.9%	768
2	Bright Young Professionals (8C)	17.1%	39.7%	2.3%	5.2%	759
3	Soccer Moms (4A)	13.4%	53.1%	3.0%	8.2%	455
4	Up and Coming Families (7A)	7.2%	60.3%	2.5%	10.7%	282
5	Home Improvement (4B)	6.3%	66.6%	1.7%	12.4%	371
6	Parks and Rec (5C)	5.6%	72.2%	2.0%	14.4%	286
7	Set to Impress (11D)	4.3%	76.5%	1.4%	15.8%	309
8	The Elders (9C)	3.9%	80.4%	0.7%	16.5%	517
9	Comfortable Empty Nesters (5A)	3.7%	84.1%	2.4%	18.9%	150
10	Exurbanites (1E)	3.1%	87.1%	1.9%	20.8%	158
11	Young and Restless (11B)	3.1%	90.2%	1.7%	22.5%	175
12	Golden Years (9B)	2.6%	92.8%	1.3%	23.8%	197
13	Old and Newcomers (8F)	2.3%	95.1%	2.3%	26.1%	99
14	Front Porches (8E)	2.1%	97.1%	1.6%	27.7%	131
15	City Lights (8A)	2.0%	99.1%	1.4%	29.1%	137
16	In Style (5B)	0.5%	99.6%	2.2%	31.3%	23
17	Savvy Suburbanites (1D)	0.4%	100.0%	3.0%	34.3%	13
		<b>100.0%</b>		<b>36.9%</b>		

### Retirement Community Insights

Individually, no single ESRI retirement-age segment breaks the top-seven tapestry segment list. Yet, when combined, retirement-age segments account for more than ten percent of Lacey households. A cross-analysis of those segments reveals a number of commonalities for communication planning purposes, as displayed in the table below. Combined, these retirement-age and the top-seven segments cover just over eighty-three percent of total Lacey households.

## Retirement-Age Tapestry Segments

Tapestry Segment	% Lacey Households	Emsi Segment Description
<b>8. The Elders</b>	3.9%	With a median age of 72.3 years, this is Tapestry Segmentation’s oldest market. <i>The Elders</i> residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations. Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.
<b>9. Comfortable Empty Nesters</b>	3.7%	Residents in this large, growing segment are older, with nearly half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average (Index 314). Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.
<b>12. Golden Years</b>	2.6%	Independent, active seniors nearing the end of their careers or already in retirement best describes <i>Golden Years</i> residents. This market is primarily singles living alone or empty nesters. Those still active in the labor force are employed in professional occupations; however, these consumers are actively pursuing a variety of leisure interests—travel, sports, dining out, museums, and concerts. They are involved, focused on physical fitness, and enjoying their lives. This market is smaller, but growing, and financially secure.

## Smaller Segments

The remaining 17% of Lacey households fall under eight much smaller segments as shown in Figure 5.

**Figure 5: Other Lacey Tapestry Segments**

Tapestry Segment	% Lacey Households	Emsi Segment Description
<b>7. Set to Impress</b>	4.3%	<i>Set to Impress</i> depicted by medium to large multiunit apartments, lower than average rents. Often nestled in neighborhoods with other businesses or single-family housing. Nearly 1/3 is 20-34 years old, and over half are single person and nonfamily households. Although many live alone, they preserve close connections with family. Income levels are low; many work in food service while attending college. This group is always looking for a deal. They are very conscious of image and seek to bolster status with the latest fashion. <i>Set to Impress</i> residents are tapped into popular music and the local music scene.
<b>10. Exurbanites</b>	3.1%	<i>Exurbanites</i> residents are approaching retirement but showing few signs of slowing down. They are active in communities, generous in donations and seasoned travelers. They take advantage of proximity to metro centers to support arts but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.
<b>11. Young and Restless</b>	3.1%	Gen Y: Well-educated young workers, some completing education, employed in prof-tech jobs, sales and office-admin support. Not established but striving to get ahead and improve themselves. Market in top 5 for renters, movers, college enrollment, and labor force participation. 1 in 5 residents move each year. More than half under age 35, majority live alone or shared nonfamily dwellings. Median household income below US. Smartphones a way of life, use the Internet extensively. Consumers are diverse, favoring densely populated neighborhoods in large metro areas; over 50% located in the South, rest in the West and Midwest.
<b>13. Old and Newcomers</b>	2.3%	This market features singles' lifestyles on a budget. Focus is on convenience over consumerism, economy over acquisition. Composed of neighborhoods in transition, renters just beginning careers or retiring. Some still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.
<b>14. Front Porches</b>	2.1%	<i>Front Porches</i> blends household types, more young families with children or single households than average. More diverse than US. Over half are renters, and many homes are older town homes or duplexes. Friends and family are central and help influence household buying decisions. Households tend to own just one vehicle. Income and net worth are well below the US average.

Tapestry Segment	% Lacey Households	Emsi Segment Description
<b>15. City Lights</b>	2.0%	<i>City Lights</i> , a densely populated urban market, is the epitome of equality. The wide-ranging characteristics mirror passion for social welfare and equal opportunity. Households range from single to married-couple families, with and without children. A blend of owners and renters, single-family homes, town homes, midrise, high-rise apartments. Neighborhoods are racially and ethnically diverse. Many have completed some college or degree and earn good income in professional and service occupations. Willing to commute, they work hard and budget to support urban lifestyles, laying the foundation for stable financial futures.
<b>16. In Style</b>	0.5%	<i>In Style</i> denizens embrace an urbane lifestyle that includes support of arts, travel, and extensive reading. They are connected and make full use of mobile devices. Professional couples or single households without children, they have time to focus on their homes and interests. The population is slightly older and planning for their retirement.
<b>17. Savvy Suburbanites</b>	0.4%	Well-educated, well read, well capitalized. Families include empty nesters/empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

#### IV. CITY OF LACEY LIFEMODE TAPESTRY

Approximately eighty percent of Lacey households fall under five LifeMode tapestries. The table below provides overview characteristics for each relevant Lacey LifeMode, identifies the percentage of Lacey households categorized therein (in parentheses) and indicates which specific **Lacey segments** are present in each.

Other U.S. segments encompassed within a particular LifeMode that do not exist in Lacey remain listed to facilitate comparison and additional analysis. For example, Lacey's most prevalent LifeMode cohort, "Family Landscapes" includes three of three top Lacey segments. On the other hand, in the second most prevalent Lacey LifeMode cohort, "Middle Ground," only one of Lacey's top segments appears despite that LifeMode hosting seven total segments (meaning that particular segment, "Bright Young Professionals," is a particularly unique and important stakeholder group in Lacey).

## Predominant Lacey LifeMode Tapestries

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
<p><b>LifeMode 4: Family Landscapes</b> (42.3 percent of Lacey households)</p> <ul style="list-style-type: none"> <li>• Successful young families in their first homes</li> <li>• Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate</li> <li>• Homeowners (79%) with mortgages (second highest %), living in homes, with median value slightly higher than the U.S.</li> <li>• Two workers in family, contributing to the second highest labor force participation rate, as well as low unemployment</li> <li>• Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens</li> <li>• Sports enthusiasts, typically owning newer sedans or SUVs, dogs, savings accounts/plans, comfortable with latest tech</li> <li>• Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle</li> <li>• Especially enjoy bowling, swimming, golf, video games, movies rented via Redbox, and taking trips to zoo or theme park</li> </ul>	<p><a href="#">4A Soccer Moms</a>  <a href="#">4B Home Improvement</a>  <a href="#">4C Middleburg</a></p>
<p><b>LifeMode 8: Middle Ground</b> (17.1 percent)</p> <ul style="list-style-type: none"> <li>• Lifestyles of thirtysomethings</li> <li>• Millennials in the middle: single/married, renters/homeowners, middle class/working class</li> <li>• Urban market mix of single-family, townhome, and multi-unit dwellings</li> <li>• Majority of residents attended college or attained a college degree</li> <li>• Have ditched landline for cell phone: use for music, news, and to get the latest sports updates of their favorite teams</li> <li>• Online all the time: for entertainment (music, YouTube, dating), social (Facebook, Twitter, LinkedIn), to search for jobs</li> <li>• Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking</li> </ul>	<p><a href="#">8A City Lights</a>  <a href="#">8B Emerald City</a>  <a href="#">8C Bright Young Professionals</a>  <a href="#">8D Downtown Melting Pot</a>  <a href="#">8E Front Porches</a>  <a href="#">8F Old and Newcomers</a>  <a href="#">8G Hardscrabble Road</a></p>

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
<p><b>LifeMode 5: GenXurban</b> (9.2 percent)</p> <ul style="list-style-type: none"> <li>• Gen X in middle age; families with fewer kids and a mortgage</li> <li>• Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees</li> <li>• About a fifth of residents are 65 or older; about a fourth of households have retirement income</li> <li>• Own older single-family homes in urban areas, with 1 or 2 vehicles</li> <li>• Live and work in the same county, creating shorter commute times</li> <li>• Invest wisely, well-insured, comfortable banking online or in person</li> <li>• News junkies (read a daily newspaper, watch news on TV, and go online for news)</li> <li>• Enjoy reading, renting movies, board games + cards, crosswords, museums, rock concerts, dining out, walking exercise</li> </ul>	<p><a href="#">5A Comfortable Empty Nesters</a>  <a href="#">5B In Style</a>  <a href="#">5C Parks and Rec</a>  <a href="#">5D Rustbelt Traditions</a>  <a href="#">5E Midlife Constants</a></p>
<p><b>LifeMode 7: Ethnic Enclaves</b> (7.2 percent)</p> <ul style="list-style-type: none"> <li>• Established diversity—young, Hispanic homeowners with families</li> <li>• Multilingual + multigene households feature children that represent second-, third- or fourth-gen Hispanic families</li> <li>• Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980</li> <li>• Hard-working and optimistic, most residents 25 years or older have a high school diploma or some college education</li> <li>• Shopping and leisure also focus on children—from shoes to toys and games and trips to theme parks, water parks or zoo</li> <li>• Favor Hispanic programs on radio or TV; children enjoy video games on personal computers, handheld or consoles</li> <li>• Many households have dogs for domestic pets</li> </ul>	<p><a href="#">7A Up and Coming Families</a>  <a href="#">7B Urban Villages</a>  <a href="#">7C American Dreamers</a>  <a href="#">7D Barrios Urbanos</a>  <a href="#">7E Valley Growers</a>  <a href="#">7F Southwestern Families</a></p>

Lacey LifeMode Cohorts and Relevant Characteristics	Lacey Segments
<p><b>LifeMode 9: Senior Styles</b> (6.5 percent)</p> <ul style="list-style-type: none"> <li>• Senior lifestyles reveal the effects of saving for retirement</li> <li>• Married empty nesters or singles living alone; single-family homes, seasonal getaways, retirement communities</li> <li>• More affluent seniors travel, relocate to warmer climates; less affluent, settled seniors still working toward retirement</li> <li>• Cell phones are popular, but so are landlines</li> <li>• Many still prefer print to digital media: Avid readers of newspapers, to stay current</li> <li>• Subscribe to cable television to watch channels like Fox News, CNN, and The Weather Channel</li> <li>• Residents prefer vitamins to increase their mileage and a regular exercise regimen</li> </ul>	<p> <a href="#">9A Silver &amp; Gold</a>  <a href="#">9B Golden Years</a>  <a href="#">9C The Elders</a>  <a href="#">9D Senior Escapes</a>  <a href="#">9E Retirement Communities</a>  <a href="#">9F Social Security Set</a> </p>

DRAFT

## URBANIZATION GROUPS

ESRI apportions like sociodemographic segments into six distinct Urbanization Groups to facilitate market and communications analysis. Lacey tapestry segments appear in four of those units, but primarily in the “Suburban Periphery” group (close to half of all Lacey households). The total volume of and constituent makeup of each Lacey Urbanization Group is outlined in the table below, along with a high-level overview of relevant consumer attributes.

### Lacey Urbanization Groups

Urbanization Group and Characteristics	Lacey Segments
<p><b>Suburban Periphery</b> (46.5 percent of Lacey households)</p> <ul style="list-style-type: none"> <li>• Urban expansion: affluence in the suburbs or city-by-commute</li> <li>• The most populous and fast-growing Urbanization group; includes one-third of the nation's population</li> <li>• Commuters value low density living, but demand proximity to jobs, entertainment, urban center amenities</li> <li>• Well-educated, two-income households accept long commutes to raise kids in family-friendly neighborhoods.</li> <li>• Many are heavily mortgaged in newly built, single-family homes</li> <li>• Older householders have either retired in place, downsized or purchased a seasonal home</li> <li>• Suburbanites are the most affluent group, working hard to lead bright, fulfilled lives</li> <li>• Residents invest for future, insure against unforeseen circumstances, but also enjoy the fruits of their labor</li> </ul>	<ul style="list-style-type: none"> <li>Soccer Moms (4A) 13.4%</li> <li>Up and Coming Families (7A) 7.2%</li> <li>Home Improvement (4B) 6.3%</li> <li>Parks and Rec (5C) 5.6%</li> <li>The Elders (9C) 3.9%</li> <li>Comfortable Empty Nesters (5A) 3.7%</li> <li>Exurbanites (1E) 3.1%</li> <li>Golden Years (9B) 2.6%</li> <li>Savvy Suburbanites (1D) 0.4%</li> </ul>

Urbanization Group and Characteristics	Lacey Segments
<p><b>Semirural</b> (22.6 percent)</p> <ul style="list-style-type: none"> <li>• The most affordable housing—in smaller towns and communities located throughout the country</li> <li>• Single-family and mobile homes in the country, but still within reach of some amenities</li> <li>• Embrace quiet, country lifestyle including listening to/attending country performances, riding ATVs, and camping</li> <li>• Prefer domestic products and vehicles, especially trucks</li> <li>• Shop at large department and discount stores like Walmart</li> <li>• Fast food and frozen meals are much more common than fine dining</li> <li>• Many make a living off the land through agriculture, fishing and forestry</li> <li>• Time off is spent visiting nearby family rather than flying to vacation destinations</li> <li>• When services are needed, the yellow pages are within reach</li> </ul>	<p>Middleburg (4C) 22.6%</p>
<p><b>Urban Periphery</b> (19.1 percent)</p> <ul style="list-style-type: none"> <li>• City life for starting families in neighborhoods that fringe major cities</li> <li>• The earliest suburbs, built before 1970, primarily single-family housing with some apartments</li> <li>• Young families with children, diverse population</li> <li>• Homeowners living closer to the city, with below average vacancy rates</li> <li>• Leisure focus on children (visit theme parks, water parks), sports (soccer, basketball, football) and movies</li> <li>• Spending also emphasizes the children—clothing, toys and baby products</li> <li>• Parents of small children favor family restaurants and fast food</li> <li>• Smartphones are popular, for social contacts, downloading apps, games and music</li> </ul>	<p>Bright Young Professionals (8C) 17.1% City Lights (8A) 2.0%</p>

Urbanization Group and Characteristics	Lacey Segments
<p><b>Metro Cities</b> (10.3 percent)</p> <ul style="list-style-type: none"> <li>Affordable city life including smaller metro cities that feature mix of single-family and multiunit housing</li> <li>Single householders seeking affordable city living; usually multi-unit buildings from mid- to high-rise apartments</li> <li>Average monthly rents and home value below the U.S. average</li> <li>Consumers include college students, affluent Gen X couples, and retirement communities</li> <li>Student loans more common than mortgages; debit cards more popular than credit cards</li> <li>Residents share an interest in city life and its amenities, from dancing and clubbing to museums, concerts</li> <li>Convenience and mobility favor cell phones over landlines</li> <li>Many rely upon the Internet for entertainment (music, online games) and as a useful resource (job search)</li> </ul>	<p>Set to Impress (11D) 4.3%</p> <p>Young and Restless (11B) 3.1%</p> <p>Old and Newcomers (8F) 2.3%</p> <p>Front Porches (8E) 2.1%</p> <p>In Style (5B) 0.5%</p>

DRAFT

**Appendix F – Business Survey Results**



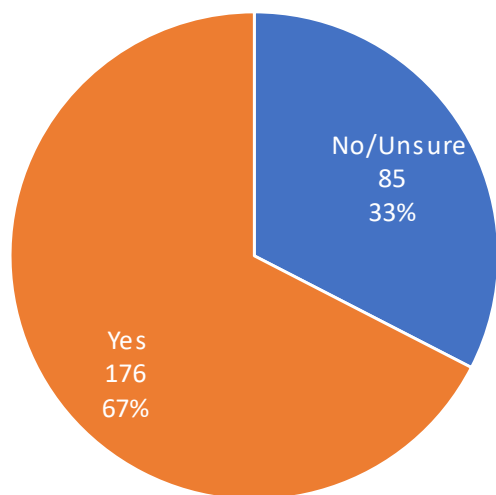
# Lacey Business Survey Results

May 2020

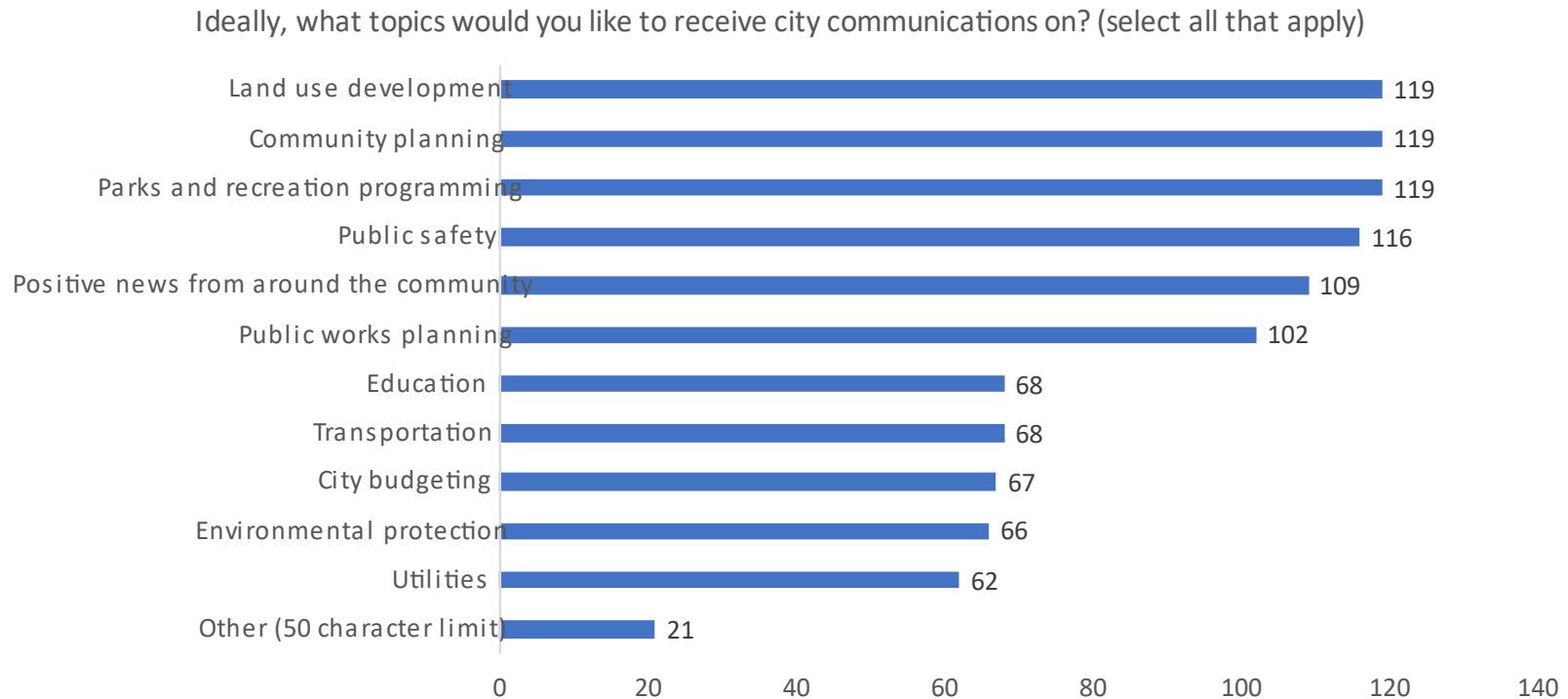


# One-Third of Business Respondents Do Not Identify as Lacey Residents

Do you live within the geographic boundaries of the City of Lacey?



# Clear Preference in Topics of Interest



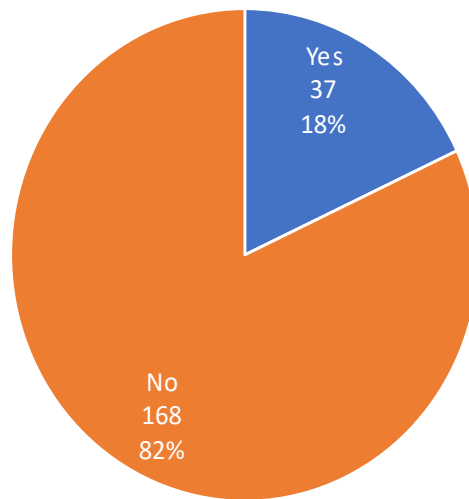
# Other Topics of Interest

- Homeless plan (6)
- Chamber of commerce/economic development (2)
- Business relations, small business, new businesses, codes
- Direct Communications from the Mayor and Council on Priorities
- Planned roadwork and road closures.
- Transparency with the Lacey Police dept. and updates on racial justice
- Events and festivals



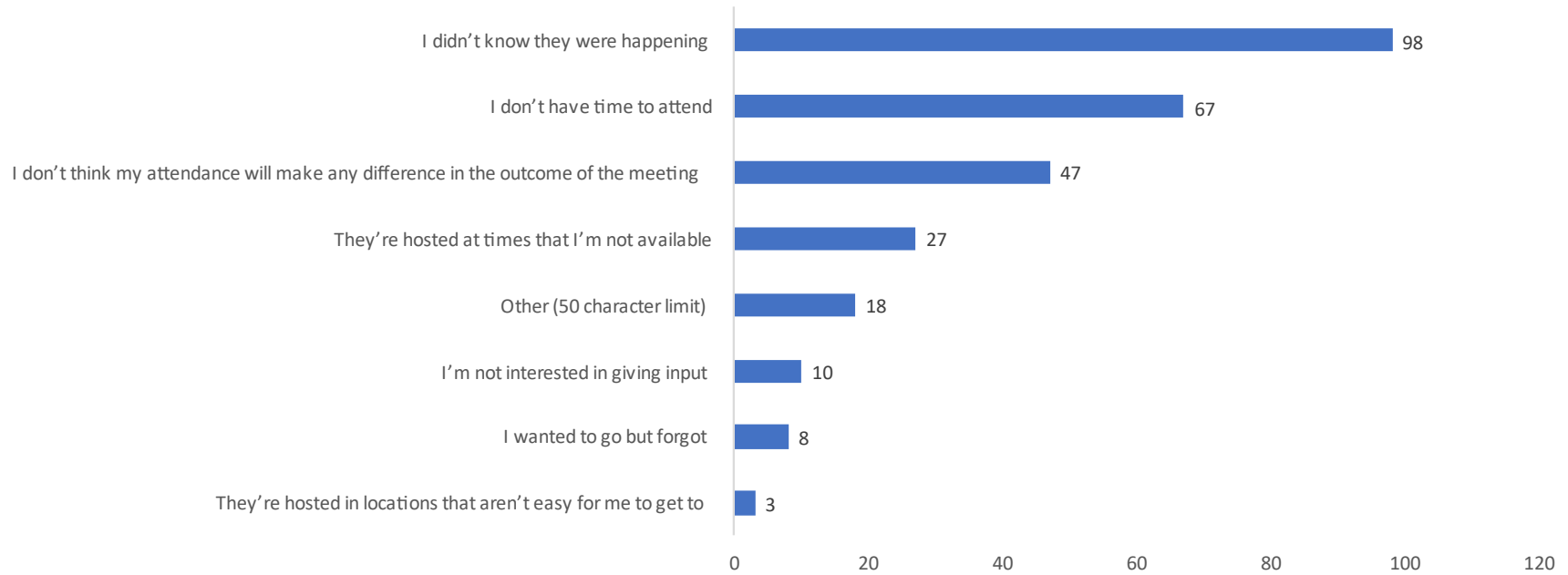
# Fewer Than 1 in 5 Has Attended Public Forum

Have you previously attended a City of Lacey planning session or public forum?



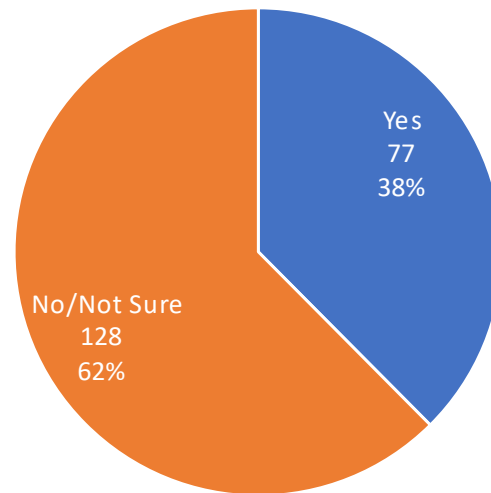
# Barriers: Awareness, Time

What has made it difficult or undesirable to attend planning sessions or public forums? (select all that apply)

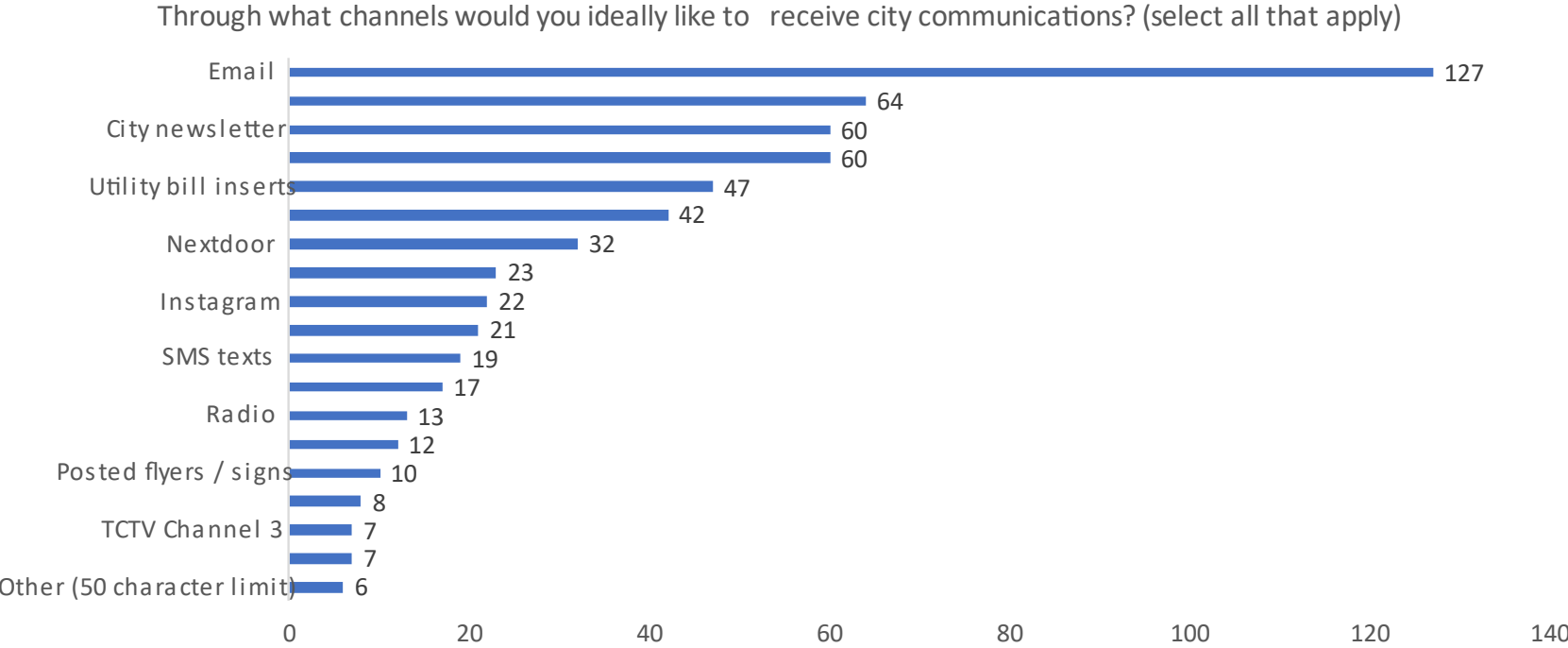


# Just 38% Interested in Attending Public Session

Would you be interested in participating in planning sessions or public forums in the future?



# Email is Preferred Communication Channel

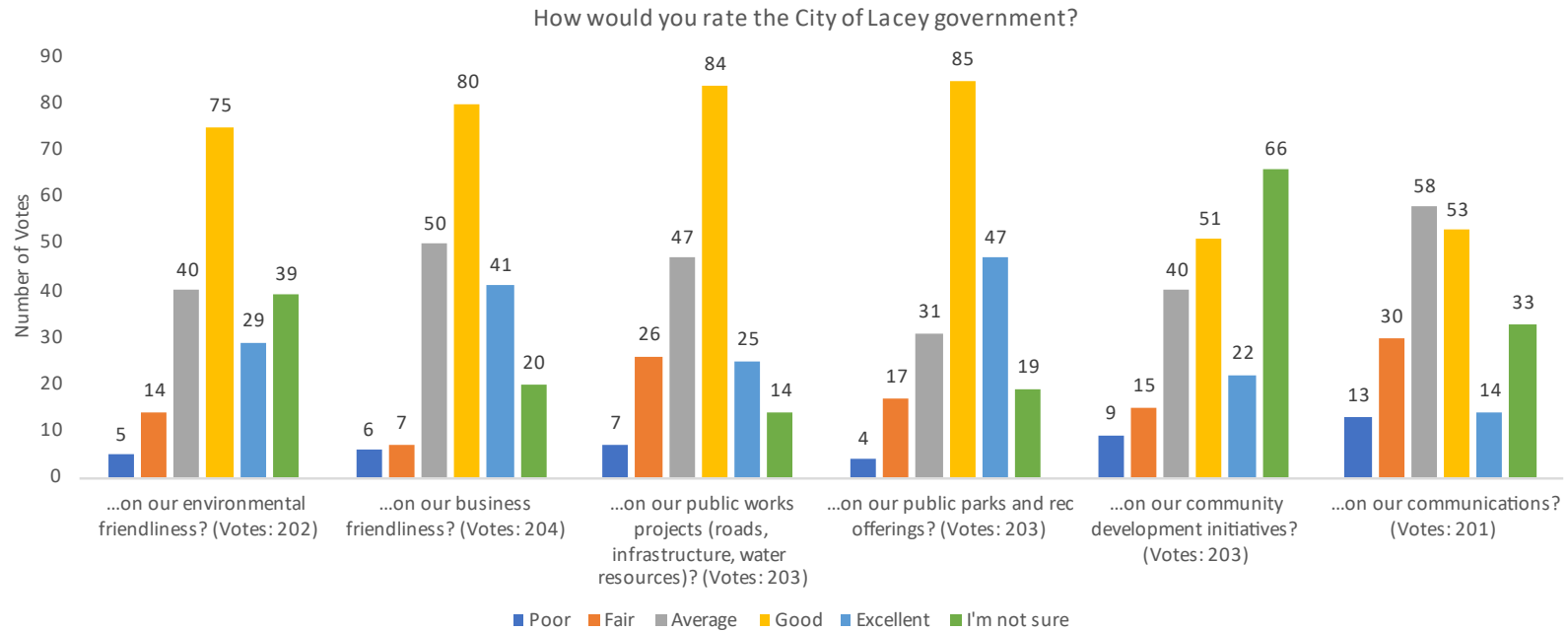


# Other Communication Channels

- Lacey Spring Fun Fair; Lacey In Tune
- Materials sent to churches



# City Rates *Good* in Most Areas: More Communication Desired



# If you selected poor – please explain:

- The tolerance for vagrants, garbage, needles and human waste needs to change ASAP (5)
- Very little public communication is utilized (5)
- This is the first time ever being asked for input in 44 years
- I only know something is going on because of the flyer above college.
- Consistency is not evident with the building/permitting front desk and back office staff.
- Transportation is BAD.
- Frustrated by long main road projects. (2)
- I've tried to sign up for paperless water billing and still get paper bills. No paper, please!
- Lacey prioritizes wellness of trees over people, yet allows clearcutting of forests for another dist. Ctr.



# Other Advice – Part I

- Keep doing what you're doing. (7)
- Deal with homelessness. (18)
- Maintain a strong police department. (11)
- Better walkability, local road safety, less vegetation and medians (6)
- Better communication (14)
  - Communication is key! Also listening regarding zoning, homelessness, schools, growth.
  - Improve Customer Service both in person and in Phone as well
  - Make the website cleaner and more accessible for the visually impaired. (2)
  - More updates on upcoming projects or developments before it's too late to provide input.
  - More video communications. Lacey is a great city, with great leadership.
  - Notify when Long Lake has toxic algae bloom via email and when safe again to swim in.
- I would appreciate a transparent relationship with my leaders. Who are you? What are you working on? Trust is a currency these days.
- Continue to maintain openness and support of small business (7)
  - Help small businesses located on a bus line. Create incentives to help small business grow.
  - More jobs less housing



# Other Advice – Part II

- Get the road construction done faster (3)
  - Do what needs to be done with Marvin Rd once, instead of tearing it up over and over again. It hurts existing business.
- Be willing to keep parts of Lacey wooded and natural. (5)
- A stronger commitment to municipal transportation.
- Emphasize affordable housing
- Ensure taxes are not increased. Improvements should be completed with available funds only. (2)
- Make truck and trailer parking at building department so contractors have a place to park.
- More diverse gatherings of all kinds to get to know our community (3)
- It would be great to have a better internet service, especially now that kids are doing online school.
- I would like more recreation appealing to young ones and families (ice rink, amusement park etc.)
  - North Lacey needs a YMCA!
  - Bring back Lacey Spring Fun Fair; Lacey In Tune
  - More events
  - After hours programs or skills training for teens. (2)
  - Developing more public recreation and less warehouse space. Aquatic center etc.
  - Never cancel Fireworks events for ANYTHING!
  - We could use another disc golf course at McAllister Park
- It appears city annexes areas that bring most tax revenue and not ~~the~~ ~~reg~~ ~~side~~



# Appendix G – Targeted Actions by Priority Level and Timeline

## GOALS

1. **Augment internal communications to increase cross-departmental collaboration and awareness.**
2. **Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.**
3. **Proactively craft communications and establish a defined Lacey brand.**

{UPDATE APPENDIX G & H}

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	A. Develop and implement an organization-wide intranet communications system.	High						
1	B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
1	C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
2	A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
2	a. Create one-stop location for subscribing to email notifications.	High						
2	b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
2	B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
2	a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
2	b. Provide an annual report on the Communications Plan.	High						
2	c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
2	E. Expand community access to documents, reports, forms, and other City materials through the City's Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
2	F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						
3	A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
3	B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						
3	C. Enhance the City's image by developing a comprehensive marketing and branding campaign that raises awareness of the City's amenities and attractions. Create a process that allows for specialized branding for major initiatives.	High						
1	D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
1	E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
1	G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						
2	C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
2	D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
3	D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
3	E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
3	F. Implement Communications Policies, see <b>Appendix B</b> .	Medium						
3	G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						

## Appendix H – Targeted Actions by Timeline

### GOALS

1. Augment internal communications to increase cross-departmental collaboration and awareness.
2. Continuously evaluate and enhance external communications to provide transparent, timely, and accessible information to community stakeholders.
3. Proactively craft communications and establish a defined Lacey brand.

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
1	F. Continually improve internal communications processes and tools, such as the communication dashboard and leverage new technologies that facilitate and streamline internal communications.	Medium						
1	G. Increase online accessibility to City documents through a variety of means to City documents for internal and external use.	Medium						
2	D. Expand and standardize communication processes with external stakeholders. Use interactive and innovative communication methods to reach underheard or underrepresented populations.	Medium						
2	E. Expand community access to documents, reports, forms, and other City materials through the City’s Document Management System, 311 App, online Municipal Code, and Public Records Request system.	High						
2	F. Create relationships and continue to build capacity with historically underrepresented communities to ensure barriers to participation are eliminated allowing individuals to participate in decisions that impact the community, as desired.	High						
3	B. Refining key messages and create a unified voice, establish proactive media responses to ensure rapid, accurate, and widespread message reach, and craft policies on when to use certain types of communications.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
3	D. Expanding community partnerships with other organizations and stakeholders to leverage messaging, marketing, and storytelling opportunities.	Medium						
3	E. Continue to identify and refine future market targets and communications strategies (e.g., future residents, sports tournaments, business investors, et al.)	Medium						
3	F. Implement Communications Policies, see <b>Appendix B</b> .	Medium						
3	G. Provide an emphasis on disseminating information on community stakeholders on community growth and development plans, public safety programs and initiatives, and other large Citywide initiatives.	Medium						
1	A. Develop and implement an organization-wide intranet communications system.	High						
1	B. Institute an organization-wide document management system to increase efficiencies and streamline internal and external processes, reduce risk, secure data, and better connect staff. Continue to leverage this tool to meet future organizational needs.	High						
1	C. Develop a comprehensive web and App accessible City Services Center (311) for internal and external users to access City information, make service-related requests, and for the City is make more data-driven decisions.	High						
2	A. Leverage email, text, and other technologies that allow end-users to opt-in to their preferred information channels.	High						
2	a. Create one-stop location for subscribing to email notifications.	High						
2	B. Building off the Lacey Cares initiative, conduct regular multi-faceted community outreach and engagement efforts to determine community sentiments.	High						
2	b. Provide an annual report on the Communication Plan.	High						

Goal	TARGETED ACTIONS	Priority	ANTICIPATED TIMELINE					
			Implementation			Enhance / Continue		
			2022	2023	2024	2025	2026	2027 & Beyond
2	C. Create a Language Access policy that helps comprehensively expand communications to people with Limited English Proficiency (LEP) and other accessibility needs.	Medium						
3	A. Establish consistent City materials by establishing a Citywide style guide, logo and flag use policy, and pursuing other comprehensive changes to communication materials.	High						
1	D. Create a Citywide style guide to ensure consistent branding and messaging of City materials.	Medium						
1	E. Create a consistent communications on-boarding program for new City employees and provide on-going communication training opportunities.	Medium						
2	b. Use text messaging for emergency alerts, construction updates and critical events, as well as other information categories that end-users may opt-in to.	High						
2	a. Conduct a statistically valid, biannual community satisfaction survey to better understand community sentiments, including strengths and opportunities for improvement.	High						
2	c. Perform a comprehensive evaluation and overhaul of the Communication Plan at year six.	High						
3	C. Create a translation policy that helps comprehensively expand information access English as a Second Language (ESL) and non-English speaking community members.	High						