CITY COUNCIL AGENDA ITEM

May 26, 2011

To: John Szerlag, City Manager

From: John M. Lamerato, Assistant City Manager/Finance & Administration
Mark F. Miller, Director of Economic & Community Development
Susan A. Leirstein, Purchasing Director
Cindy Stewart, Community Affairs Director

Subject: Approval of a Communications Strategy

Background

City Council adopted their Vision Statement and Goals on February 7, 2011. City Council then directed City Management to work on a process to achieve the approved goals. (Resolution #2011-02-023)

Phase I was a statistically significant citizen survey and scheduled community conversations. The survey results and community conversations indicated that Troy residents feel a disconnect between themselves and elected officials. Subsequently, Council recognized a need to develop a comprehensive strategy. On May 16, 2011, City Council directed management and staff to look into an effective communication strategy for the City of Troy.

According to the results of Phase I, the recommended approach for Phase II is a comprehensive communication strategy that will combine public communication, public relations and an economic development marketing strategy to assist in the implementation of Council's Vision and Goals. In order to accomplish this, management and Council recognize the need to enlist services of an outside professional due to the lack of in-house staff.

The purpose of the proposed communication strategy is to provide all stakeholders – City Council, administration, employees, residents, business, educational and other interest groups – with a clear, consistent message emulating Council's Vision. Scope of work includes assistance in: implementing the Vision and Goals; development and implementation of an overall media outreach; categorization and development of concise communication tools; website evaluation; ongoing research; implementation of social media strategy; collaboration and expansion of stakeholder coalition.

City management asked three firms to submit proposals as a professional service. The three proposals were submitted and reviewed.

While all proposals cover the scope of work, one proposal was clearly superior. Target Insyght's proposal contains a strategic element tying the communication strategy with economic development.

Background, continued…

This integrated proposal will stimulate an environment of investment and create the foundation for action which includes short and long term goals. Target Insyght has already completed most of the research, resulting in a cost savings.

Options

City management presents three options:

1) Approve the attached contract with Target Insyght for a month to month agreement, at $9,500 a month plus additional out of pocket or production costs not to exceed 24 months. This contract provides a provision for termination at any time and is subject to a 6 month council review.
2) Modify the scope of work and proceed with the RFP process
3) Do nothing.

Fund Availability

Funds are available in the City Manager's budget.

Reviewed as to form and legality

_____
Lori Grigg Bluhm, City Attorney

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CITY OF TROY
AGREEMENT FOR DEVELOPMENT OF COMMUNICATION STRATEGY AND RELATED SERVICES – TARGET INSYGHT

CONSULTING SERVICES

THIS AGREEMENT is entered into between the City of Troy, 500 W. Big Beaver Road, Troy, Michigan 48084, "TROY", and Target Insyght, P.O. Box 80505, Lansing, MI 48908-0505, "CONSULTANT".

RECITALS

WHEREAS, TROY desires to utilize the services of CONSULTANT to assist TROY with the development and implementation of communications strategies, including, but not limited to: the dissemination of the City Council's Vision Statement and Goals and development of ideas regarding how to achieve those goals; the development and implementation of overall media outreach; ongoing research data; website evaluation for updates and possible redesign; the development and implementation of coalitions between TROY's stakeholders such as residents, City Council, administration, employees, businesses, schools and other interest groups; and the development and implementation of marketing strategies for the economic development of TROY; and to establish lines of communication between TROY and the public.

Now, therefore, in consideration of the covenants and agreements contained herein, TROY and CONTRACTOR agree as follows:

1. <u>AGREEMENT DOCUMENTS</u>. During the term of the Agreement, CONSULTANT shall provide services as set forth in the attached documents titled "City of Troy Communication Strategy & Economic-Stability Plan: An Integrated Proposal Maintaining an Environment of Investment – It's Troy's Future" dated May 18, 2011" and a

supplemental communication from Ed Sarpolus, Target Insyght dated May 26, 2011. These documents are incorporated into this Agreement and made a part of this Agreement to the extent that their terms do not conflict with the terms herein.

2. RESEARCH, LABOR, SUPPLIES AND EQUIPMENT. Unless otherwise set out herein, CONSULTANT shall identify whether or not additional research is required, and if so, CONSULTANT will furnish all research, labor, supplies, and equipment necessary to perform all of the work as set forth in the this Agreement in strict accordance with the scope of services (herein "projects") set out in this Agreement and other documents which have been made a part of this Agreement in the manner, time, and place as therein set forth.

3. SCOPE OF WORK. The required projects include, but are not limited to, the following:

A. Execute a communication plan that supports the City Council's Vision Statement and Goals.

B. Assist with key messages to tie in with Council vision and goals. Use the key messages to craft responses in all communication over the next two years.

C. Engage with key print and electronic reporters to generate media coverage about initiative activities and research, which is intended to achieve goals and enhance TROY'S image.

D. Develop multiple channels and tools to disseminate TROY information to targeted audiences and stakeholders.

E. Work with all TROY department directors and staff to understand the key messages related to vision and goals and assist in the ability to communicate the vision and goals to citizens.

F. Work with TROY spokespersons to organize and develop concise talking point documents and tailored messaging documents as needed.

G. Assess current communication structure, process activities and efforts.

H. Assist TROY communication staff with communication and marketing methods and develop and implement overall media outreach strategies.

I. Provide research data to aid in message development (identification and testing of key words and phrases), identification of issues needing to be addressed, discovery of possible objections to overcome, composition of talking points and refining the definition of target audience(s).

J. Review TROY'S website to evaluate for content and determine need for updates or potential redesign of pages.

K. Assist City Management with an earned media campaign to sustain TROY'S information and communication efforts and increase its media presence.

L. Implement a social media strategy, utilizing technology such as YouTube videos, Facebook, Twitter and other appropriate social media tools.

M. Determine budget needs and constraints with the implementation of a successful communications plan.

N. Develop metrics to track ongoing communication plan effectiveness.

O. Develop methods to promote doing business in an open, professional and easy manner.

P. Assist with conducting citizen engagement, outreach and surveys.

Q. Collaborate with and expand the efforts of TROY'S City Manager to create a stakeholder coalition, possibly expanding it beyond business interest, and using it to assist TROY's communication/marketing and economic development campaigns.

R. Promote a broader stakeholder coalition to participate in TROY'S communication and marketing campaign.

S. Administer a communications plan to keep stakeholders informed, active and supportive.

The scope of work and projects will be on an as-needed basis. TROY shall determine which projects are priorities. TROY may assign CITY personnel to assist the CONSULTANT. TROY reserves the right to perform specific projects in-house.

4. COMPLIANCE WITH MICHIGAN CAMPAIGN FINANCE ACT. CONSULTANT shall not perform any actions and/or develop any project or documents which are in violation of the Michigan Campaign Finance Act.

5. COMPENSATION. CONSULTANT shall be compensated $9,500 per month. The first monthly payment shall be made to CONSULTANT within seven (7) days after the execution of this Agreement. Thereafter, payments will be due on the date of the month that constitutes the date of execution of this Agreement as set out above the authorizing signatures.

6. OUT-OF-POCKET EXPENSES, COSTS AND THIRD PARTY COSTS. TROY shall be responsible for reasonable out-of-pocket expenses, including, but not limited to, mileage outside of southeast Michigan (limited to $.50 per mile); courier service; express mail; and postage. All other out-of-pocket expenses and costs shall be pre-approved by TROY in writing. Out-of-pocket expenses and costs will be itemized and billed separately on a monthly basis by CONSULTANT. TROY is not responsible for out-of-pocket expenses and costs which are billed six months after they have been incurred. TROY shall have thirty (30) days to make payment for CONSULTANT'S out-of-pocket expenses and costs.

Any costs for third party personnel and/or resources shall be pre-approved by TROY, and if not pre-approved, then TROY shall not be responsible for any third party personnel and/or resources or costs. At pre-approval of third party personnel and/or resource, TROY and CONSULTANT shall agree in writing upon whether TROY will pay the third party directly or CONSULTANT will pass through those cost, at no additional mark up, on CONSULTANT'S billing to TROY. In any event, TROY shall receive an itemized written invoice for services performed by any pre-approved third party.

7. PRODUCTION COSTS. TROY shall be responsible for all production costs, including, but not limited to, media clip services, public relations and other newswire fees, graphic design and artwork, layouts, photography, printing, film and video production, reproduction and distribution of internal or external communications, purchasing and advertising time and space. Production costs may not be incurred by CONSULTANT without written pre-approval by TROY.

TROY shall not be responsible for production costs without an itemized written invoice. After pre-approval of production costs, TROY and CONSULTANT shall agree in writing upon whether TROY will pay the production costs directly or CONSULTANT will pass through those costs, at no additional mark up, on CONSULTANT'S billing to TROY.

TROY is not responsible for production costs which are billed six months after they have been incurred. TROY shall have thirty (30) days to make payment for CONSULTANT'S billed production costs.

8. STATEMENT OF WORK PERFORMED. CONSULTANT shall submit to TROY an itemized statement of work performed during the previous month, which shall be submitted by the tenth day of each month.

9. MATERIALS, DOCUMENTS AND REPORTS. Any and all materials, documents and reports produced by CONSULTANT as a result of this Agreement are and shall remain the property of TROY.

10. PERSONNEL ASSIGNED TO CITY ACCOUNT During the term of the Agreement, CONSULTANT shall provide qualified personnel to TROY. TROY shall have the right to accept or reject any CONSULTANT personnel that is assigned to TROY.

11. TERM OF AGREEMENT. This contract shall commence on the date of execution of this Agreement and shall not exceed two (2) years from the date of execution. The Agreement may be renewed for an additional three-year period based upon mutual consent of both parties.

12. SUB-CONTRACTORS. No portion of the Proposal may be sub-contracted without the prior written approval of TROY.

13. CONTRACT REVIEW. The parties agree to review this personnel service contract after six months. At that time the TROY City Manager shall assess the effectiveness and the performance levels. If the City Manager, in his/her sole discretion, deems that the contract should be terminated, then the City Manager can terminate the contract, in whole or in part, by giving the CONSULTANT 30 days written notification, as set forth below.

14. TERMINATION FOR CONVENIENCE. The parties may cancel the contract for convenience, in whole or in part, by giving written notice 30-days prior to the

date of cancellation. If TROY chooses to cancel this contract in part, the charges payable under this contract shall be equitably adjusted to reflect those services that are cancelled.

15. INSURANCE. CONSULTANT shall carry general liability insurance, automobile liability insurance, professional liability insurance and workers compensation for any actions, claims, liability or damages caused to others arising out of the performance of this Agreement in the amounts approved by TROY. The insurance shall name TROY, its elected and appointed officials, employees and volunteers, as additional insured and shall contain the following cancellation notice:

> "Should any of the above described policies be cancelled before the expiration date thereof, the issuing insurer will mail 30 days written notice to the certificate holder."

A certificate of insurance demonstrating the required insurance coverage shall be provided to TROY'S Risk Manager immediately upon execution of this Agreement. Cancellation or lapse of the insurance shall be considered a material breach of this Agreement, and the Agreement shall become null and void unless CONSULTANT immediately provides proof of renewal of continuous coverage to TROY'S Risk Manager. All of CONSULTANT'S insurance carriers shall be licensed and admitted to do business in the State of Michigan and acceptable to TROY. An updated certificate of insurance shall be provided to the TROY'S Risk Manager each year at the time of policy renewal.

16. INDEMNIFICATON.

A. Indemnification except for professional liability: To the fullest extent permitted by law, the CONSULTANT agrees to defend, pay on behalf of, indemnify, and hold harmless TROY, its elected and appointed officials, employees and

volunteers and others working on behalf of TROY against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from TROY, its elected and appointed officials, employees, volunteers or others working on behalf of TROY, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of or is in any way connected or associated with this Agreement.

B. Indemnification for Professional Liability: The CONSULTANT expressly agrees to indemnify and hold TROY harmless against all losses and liabilities arising out of personal injury, bodily injury or property damages to the extent of any negligent act or error or omission of the CONSULTANT or anyone acting on CONSULTANT'S behalf, in connection with, or incidental to, the contract or work to be performed, except that the CONSULTANT shall not be responsible to indemnify TROY for any losses or damages to the extent that same are caused by or result from the gross negligence of TROY or any other person or entity.

C. To the extent of the CONSULTANT'S actual degree of fault, the CONSULTANT'S obligation to indemnify and hold TROY harmless shall include:

1. The obligation to defend TROY from any such suit, action or proceeding, and;

2. The obligation to pay any and all judgments which may be recovered in any such suit, action or proceeding and/or any reasonable expenses including, but not limited to costs, attorney fees and settlement expenses which may be incurred, but only to the extent that such judgments and expenses are attributable to the CONSULTANT'S actual fault.

For the purpose of the indemnifications clauses set out above, "TROY" shall mean TROY of Troy, its elected and appointed officials, employees and volunteers working on behalf of TROY; losses and liabilities shall mean loss, cost, expense, damage, liability or claims, whether groundless or not; personal injury shall mean false arrest, erroneous service of civil papers, false imprisonment, malicious prosecution, assault and battery, libel, slander, defamation of character, discrimination, mental anguish, wrongful entry or eviction, violation of property, or deprivation of any rights, privileges or immunities secured by the constitution and laws of the United States of America or the State of Michigan, for which the CONSULTANT may be held liable to its injured party in an action-at-law or a suit in equity or other proceedings for redress; bodily injury shall mean death, bodily injury, sickness or disease and mental injury which may be sustained or claimed by any person or persons; and property damage shall mean the damage and destruction of any property including the loss of use thereof.

17. DUTY TO NOTIFY AND COOPERATE. The parties shall provide notice within twenty-one (21) days of the receipt of any claim for damages or injuries. The parties shall cooperate with the defense of any claims subject to the indemnification provisions of Section 16.

18. SETTLEMENT OF CLAIMS. The CONSULTANT agrees that it will not settle or resolve any claim or action against the CONSULTANT based upon its acts which includes, or may include, a claim or count against TROY, its elected and appointed officials, employees and volunteers and others working on behalf of TROY, obtaining a full and complete release in favor of TROY with respect to any and all claims or

counts against TROY except those based upon the gross negligence or willful or wanton misconduct of TROY or its employees.

19. NO POWER OF ASSIGNMENT. The CONSULTANT shall have no authority, power to assign, sublet, or transfer any rights, privileges, or interest under this Agreement without prior written consent from TROY.

20. INDEPENDENT CONTRACTOR. The CONSULTANT acknowledges that he/she is an independent contractor with no authority to bind TROY to any contracts or agreements, written or oral.

21. ARBITRATION. The CONSULTANT and TROY may agree to arbitrate any disputes with respect to the application of this indemnification clause.

22. NOTICE: All written notices to be given under this Agreement shall be mailed by first class mail to the other party at its last known address.

23. GOVERNING LAW AND JURISDICTION: This Agreement is made in and shall be governed by the laws of the State of Michigan. Any lawsuits under this Agreement shall be filed in the Oakland County Circuit Court, Michigan.

24. HEADINGS. Pronouns and relative words herein used shall be read interchangeably in the masculine, feminine or neuter, singular or plural as the respective case may be.

25. ENTIRE AGREEMENT. The foregoing constitutes the entire Agreement between the parties and may be modified only by a written instrument signed by both parties.

26. AUTHORITY TO EXECUTE: By execution of this Agreement, the respective parties acknowledge that each has executed this Agreement with full and complete authority to do so.

IN WITNESS WHEREOF, TROY and CONSULTANT have executed this Agreement on this _____ day of June, 2011.

CONSULTANT:

WITNESSES:

TARGET INSYGHT

_____

_____
By:_____
Its:_____

_____

_____

CITY OF TROY

_____
Louise E. Schilling, Mayor

_____

_____

_____
Tonni Bartholomew, City Clerk

Target Insyght
P.O. Box 80505
Lansing, MI 48908-0505

517-927-9776

esarpolus@gmail.com

May 26, 2011

City of Troy
500 W. Big Beaver Road
Troy, Michigan 48084

Thank you for asking Target Insyght to present our plan to develop and implement a comprehensive, marketing, communications and research strategy (as outlined in the attached addendum A) that supports the vision of the City of Troy: ***To honor the legacy of the past; to build a strong, vibrant future; and to be an attractive place to live, work, and grow a business.***

In so doing, Target Insyght will strive to work with the City to turn the vision into reality and establish the foundation to enable the City of Troy to achieve the following goals:

- Provide a safe, clean, and livable city
- Provide effective and efficient local government
- Build a sense of community
- Attract and retain business investment

Since it can take two to five years for a fully-funded communication strategy to produce significant results, Target Insyght is presenting a two year plan of activities to change the City's image identity and to produce an improved public perception of the City's direction.

Core Deliverables

- Execute a communication plan that supports the City Council's vision and goals
- Key messages – tie in with City Council's vision & goals. Use the key messages to craft responses in all communication over the next two years. (This includes negative news coverage)
- Earned media – engage with key print and electronic reporters to generate media coverage about initiatives, activities and research intended to achieve goals and enhance City's image
- Develop multiple channels and tools to disseminate City information to all necessary audiences and stakeholders.
- Communication Audit – Bring onboard all City Department Directors and Staff to buy into the message and be able to communicate it to citizens they come in contact with.
- Assessment of current communication structure, process activities and efforts
- Evaluate current and the need of future and ongoing research to support this communication plan
- Image & branding – develop a clear, memorable image and branding approach
    - Using Community Report Card to identify initial issues needing to be addressed
- Redesign the City's existing website to present a more professional look and improve navigation (This does not mean a re-engineering of the site)
- Budget needs – determine budget needs and constraints in the implementation of a successful communication plan
- Metrics development to track ongoing communication plan effectiveness – Measure/Monitor/Evaluate – so changes and updates can be made

- Promote doing business in an open, professional and easy manner
- Conduct citizen engagement, surveys and outreach
- Build community partnerships
- Plan execution
    - Start identifying positive statements from residents and business leaders that can be applied to the "Why I live in Troy and Why I do business in Troy" campaigns
- Use social media on a larger scale – press releases, City programs & events can be posted to the City's Facebook and Twitter accounts

Outcome Goals The Key Metrics

- The City has achieved an integrated and coordinated communication structure with key stakeholders
- A plan in place to connect the citizens of Troy with City government
- Increased public participation in City government
- Ensuring all City communications is coordinated, effective, efficient and definitely consistent
- Making the City of Troy's communications channels and tools as the ones most used and viewed as most accurate source of information

Awareness is also a Key Metric

- Increased knowledge of City Council's vision, goals and plans
- The value of City Services
- Citizens understanding they are the City of Troy and they do more than just live here. They belong and own what happens **TO** and what is happening **IN** the City.

Employees/Staff

Employees are a key component to any successful communication plan. They are in most cases the initial source of information and primary connection many citizens and neighborhoods have about the City. What they are telling the public could undermine a communication plan.

- City Employees/Staff must be surveyed to determine their knowledge, feelings and job satisfaction
- Employee/Staff education and outreach must be built into the plan.

Ongoing Needs

- Continuation of above deliverables plus
    - Updated key messages
    - Refreshed website design and content

Continuing Coordination

- To ensure timely completion of key deliverables through the two-year plan, Target Insyght will institute a continuing team-oriented relationship with the City of Troy, leveraging weekly interactions, meetings and/or conference calls for ongoing collaborative interaction.

Business Terms

- **Fees:** Cost and terms of this two-year program is as follows. Invoicing will occur in equal installments of $9,500.00 with the first payment due upon execution of this agreement and the remaining payments due every month thereafter. Twenty-four equal monthly installments, with the first payment counting as the first month. Failure to pay promptly on the above schedule will result in a halt to all work performed by Target Insyght.

- **Out-of-pocket expenses:** Professional service fees do not cover out-of-pocket expenses, including but not limited to travel outside the SE Michigan region; mileage ($.50 per mile) outside of SE Michigan; courier service, express mail, postage, and related costs related to special events and/or activities. Out-of-pocket expenses will be billed separately at the end of each month.

- **Indemnification:** Target Insyght agrees to indemnify and hold harmless the City of Troy against loss or threatened loss or expense by reason of the liability or potential liability of the contractor for or arising out of any claims for damages. The City of Troy agrees to indemnify and hold harmless Target Insyght against loss or threatened loss or expense by reason of the liability or potential liability of the contractor for or arising out of any claims for damages.

- **Work for Hire:** Because Target Insyght is the final approving party for all content, Target Insyght will not be liable for any errors in content that may result in legal or other actions from outside parties as a result of this publication.

- **Production costs:** Professional service fees do not cover production and other service costs, such as media clip services, PR and other newswire fees, graphic design and artwork, layouts, photography, printing, film and video production, reproduction and distribution of internal or external communications, purchasing advertising time and space, etc. Production costs and other service costs will be approved in advance by the client and billed separately at the end of the month or as per the separate approved proposal or agreement to pay the additional fees.

- **Additional Costs:** With the City of Troy's prior approval, Target Insyght will purchase, contract for and/or engage third-party resources as needed to advance the efforts of the initiative. Additional costs will be billed separately and will be passed-through with no additional mark-up as long as payment is made within the terms of the associated agreement. Late fees and other charges will be the responsibility of the City of Troy.

- This proposal and cost quotes in this proposal are valid for 90-days from the date of this letter unless agreed to and executed by the City of Troy during that time period.

- If you agree to the terms and conditions as indicated above, please sign and date below. We are looking forward to working with you.

- Please do not hesitate to contact us if you have any questions with regard to our proposal.

Sincerely,

_____ _____

Ed Sarpolus, Target Insyght Date

_____ _____

For the City of Troy Date

Target Insyght
P.O. Box 80505
Lansing, MI 48908-0505

517-927-9776
esarpolus@gmail.com

City of Troy
Communication Strategy
&
Economic-Stability Plan:

An Integrated Proposal
Maintaining an Environment of Investment –
It's Troy's Future

May 18, 2011

Purpose, goals and mission

This proposal seeks to address the immediate requests by the City Council of Troy pertaining to the implementation of a communication strategy and plan that will address the core issues surrounding the City's "struggles with success," and create a foundation from which the City can continue its forward progress. A communications strategy will help build a proactive open government that engages, educates and collaborates with its citizens and will reestablish the City's credibility.

The aim of the proposal is to help the City achieve the results outlined in the "Vision Statement and Goals" adopted by the City Council of Troy on Monday, February 7, 2011, to ensure the vision becomes reality and the goals are reached.

Overview

The 2010 U.S. Census results show the City of Troy to have an increasingly aging population, as well as a decline in the numbers of younger working families. This combination will put a stress on City resources and spending. Additionally, the current ongoing economic decline in the state and nation has impacted the City's tax base and revenue stream. Property values have dropped and the local business climate is hurting.

Why not a simple public relations and communications proposal?

The challenges facing the City of Troy today cannot be met with a new or updated webpage, or by more press releases or the creation of new talking points. Instituting a new communication plan alone will do little to accomplish the job the City must do to achieve its vision and goals. That approach is merely re-inventing the wheel as regards what the competent staff of the City has been doing very well recently, albeit with limited "people power" and financial resources.

The City needs an integrated approach that combines public communications, marketing, research and development of a sustainable stakeholder coalition and network to support the civic activities necessary for success. There is no quick fix for the City's challenges, so this proposal takes time and available resources into account.

Lessons learned

It is not necessary to look far afield to find examples of how public relations and communications alone did not ensure success for civic development efforts. For example:

- The many "Workforce Innovation for Regional Economic Development (WIRED) Initiatives" around the state: after five years, these initiatives have yet to impart upon their regions the cachet and status of a "Silicon Valley." At the beginning, these multi-million dollar regional grants were in the headlines regularly. However, as the media exposure waned, so did the perception of any "Wired" grant alliance as a factor in the reshaping of regional economies. The effort resulted in great branding with little or no actual "bite."
- The metro-Detroit "One D" campaign: Here, five years of uncounted financial resources have been expended on multiple public relations and communications initiatives that still have a long way to go in changing the perceived plight of the region.

The unavoidable truth is, "Perception is reality." If the public cannot be convinced the City of Troy is what it wants to be (now or over time), no matter how much media coverage is generated, the City is not what it wants to be. And the public has a very short attention span.

An economic development strategy and partnership must be considered and integrated

To achieve the aims of the "Vision Statement and Goals," this integrated proposal requires inclusion of an economic development vision element. Local business interests must see sufficient reasons to buy into and support the City's visions and goals. Lacking the support of the business community, the City of Troy by itself does not have the resources to do the all outreach and public education necessary for success. A second necessary element is the bringing together of the City's public and private sector interests with local educational entities and others civic stakeholders, to create the "one unifying voice" of civic efforts to create a stronger community; this voice, along with economic development efforts, will attract jobs and families to the City, making Troy a great place to live and work and play.

To help create a fiscally-sound City, the following elements are needed:

Young working families who wish to make Troy their home:

1. To improve the tax base
2. To provide more consumers for City businesses
3. To provide a ready source of qualified employees for local business

A strong business climate:

1. To create jobs that attract people to the City
2. To foster profitable businesses to improve the tax base
3. To create new businesses that increase consumer traffic among area consumers

A positive quality of life:

To retain current residents and attract new residents

Time and money

It can take two to five years for a fully-funded communication strategy to produce significant change in the City's image identity and to produce an improved public perception of the City's direction. An integrated plan is necessary to accomplish this. Because the City has determined a six month to two year time-frame for the initial implementation of a successful proposal, benchmarks must be included to ensure the plan is laid out so it can reach fruition as experience would dictate. This proposal is designed to create the foundation for action and the impetus to continue the plan, by identifying the needed financial resources and forging a coalition of those up to the challenge of seeing the vision and goals of the City of Troy attained.

Scope of Work

The aim of the proposed communication strategy is to get all the civic interests – City Council, City administration and employees, all residents, business, educational and other interest groups – to speak and act with one voice.

Different elements of the plan would:

1. Assist in implementing the Council's "Vision Statement and Goals"
2. Work with City spokespersons to organize and develop concise talking point documents and tailored messaging documents as needed to tie into the Council's vision and goals
3. Collaborate with City staff to engage with key print and electronic media to generate media coverage about initiatives, activities and research intended to achieve goals and enhance City's image
4. Assist the City of Troy communication staff with communication and marketing methods
   Examples: How to respond to numerous e-mails
   Responding to specific crises, problems or challenges
   [This would most likely require public education]
5. Work with communication staff to develop and implement overall media outreach strategies
6. Provide research data
   Ongoing research is a key, integral component of a successful communication strategy and plan. It provides benchmarks against which all programs can be measured. The data would also aid in:
   a. Message development (identification and testing of key words and phrases)
   b. Identification of issues needing to be addressed
   c. Discovery of objections to be overcome
   d. Creation of talking points
   e. Better definition of target audiences
7. Review the City's webpage – evaluate for content, and determine any need for redesign, update or potential addition of new pages

8. Direct an earned media campaign, to sustain the City's information and communication efforts and increase its media presence
9. Implement a social media strategy, utilizing technology such as YouTube videos, a Facebook page and possibly Twitter feeds and other appropriate social media tools
10. Conduct traditional civic outreach and grassroots activities
11. Collaborate with and expand the City Manager's efforts to create a stakeholder coalition, possibly expanding it beyond business interest, and using it to assist the City's communication/ marketing and economic development campaigns.
    (Other communities that have common interests between public and private entities have used such partnerships to fund needed campaigns; economic prosperity is truly a common interest of the stakeholders in Troy)
12. Promote a broader stakeholder coalition to participate in the City's communication and marketing campaign
    Stakeholders include City government, business interests, associations, area mall operators, education and community groups, senior citizens, ethnic/racial and religious groups, parents and local youth, etc.
13. Administer a communications plan to keep stakeholders informed, active and supportive (a coalition identifier and website may be needed here)

Earned media, social media and education

To create a new or stronger perception in the public consciousness, education, marketing and communication strategies require repetition and saturation of targeted messages. The City of Troy does not have the funds to develop and sustain a paid campaign in support of its civic aims, but will have to rely on an earned media campaign to promulgate its education efforts and messaging.

This will require an effort among City departments and division staff to identify possible compelling news opportunities, stories and events. Part of the coordinated campaign proposal presented here is this effort to engage the City's stakeholders and to explore the community and its activities for news opportunities.

Depending on available resources and time, a public research element can also be used to generate stories and create needed third-party credibility while addressing City issues, messages, vision and goals.

Build exposure and leadership credibility as a noted authority

Utilizing a pro-active messaging approach will make it possible for civic spokespersons to engage with newspapers, television news programs, talk and news radio and other traditional and non-

traditional media and communications outlets; these latter include bloggers and special interest websites. Such engagement efforts could also include group presentations and focused media interviews. In this way, the City will enjoy broader public awareness of its issues and increased understanding of its proposed solutions among the electorate.

And as noted above, the continuing evolution of a digital society requires the City to create and execute a social media strategy, including tools such as YouTube videos, a Facebook page, a Twitter account and other appropriate social media tools and technologies.

By applying these strategies and leveraging these communications tools, spokespersons in and for the City of Troy can successfully establish a reputation as the entities the media will first approach when looking for news stories and when seeking authoritative commentary on specific issues and policies. Reporters and commentators always look for trustworthy sources they can turn to at any given moment to complete their coverage a story. These elements in this proposed civic communications plan are the basis of becoming a "noted authority."

With proper discipline, City officials and spokespersons can position themselves as the noted authorities in Troy – individually and collectively acknowledged as a source with credibility the media can respect and rely on. However, achieving this authoritative status will not come easy. It will require a commitment on the part of these officials to be responsive to the time-sensitive needs (and demands) of the media and a willingness to speak "on the record" about issues affecting the City and local government and the solutions necessary to address them. This active commitment will provide another opportunity for civic interests to be seen and heard by the electorate, businesses interest and other stakeholders.

Sustainability and lessons from history

It must be understood that any effective communication strategy and plan will take commitment and time. The failure of other communities in this attempt can be traced to a lack of vision, commitment and patience in the plans' execution. To be effective in the long term, it is imperative for the plan to enjoy permanence and sustainability.

Financial stability is a must for success. However, financial stability cannot be achieved without commitment to research, education and the aggressive communication of findings and potential solutions. With a strong civic leadership and the ability to forge a private/public coalition, as well as a

solid business base, the City of Troy should have an easier time than most communities in raising additional financial support for its efforts. However, the City's success doing so will rely on its ability to show value to its stakeholders and to deliver perceived value to the citizens of Troy.

Notably, the ability to show value will come from the City's commitment to accountability in its communication strategy and plan, with benchmarking, outreach and communication of research findings.

Elements of integrated communications

A plan that integrates traditional outreach efforts with strong earned media and grassroots activities will help the City of Troy educate residents and key audiences about its problems, initiatives, programs and solutions.

Example components

1. Existing/New Research and Polling (qualitative and quantitative)
    a. To generate earned media, research and polling can be leveraged, utilizing radio and newspaper coverage to carry information and avoid extensive advertising purchase costs
    b. To generate background policy research
    c. To develop key messages, themes and phrases
2. Public Engagement
    Community conversations meant not only to inform but to gather opinion and perspectives that can be quantified
3. Focus Groups
    To garner useful "point of view" commentary and anecdotal evidence that can be supported by pertinent research and polling
4. Educational Products Component
    a. Materials for education, funding and other needs
    b. Informational briefings
    c. Newsletter/reports/publications
    d. Speakers' bureau
    e. Website
    f. Social Media (Facebook, LinkedIn, Twitter, etc.)
5. Educational Media Component
    a. Media editorial boards
    b. Interviews with public affairs programs
    c. Press releases and media pitches
    d. Use of social media

    e. Interviews on talk radio programs

6. Approaches and Complementary Groups
    a. Community workshops, seminars and conferences
    b. Collection of solutions and problems identified, to be shared and used to determine next steps

7. Groups
    a. Homeowner associations
    b. Municipal associations
    c. Community groups
    d. Chambers of Commerce
    e. Businesses organizations
    f. General public forums
    g. Special interest meetings
    h. Mall representatives

The City of Troy is poised to demonstrate leadership to solve its own economic problems and gain the trust and support of citizens and the greater stakeholder community. Stakeholders themselves are seeking solutions to their own economic struggles in tough economic times as well, and would welcome the support of an active partner in their community.

Expansion on ideas on the stakeholder partnership and coalition network

Business interests, like many of the other stakeholders in the community, have the same needs as the City of Troy. They want to be located where they can establish and grow a business with a vibrant future. They want their locale to be a place its customers and employees consider safe, clean and livable. Business interests need an effective, efficient local government that will not hinder their growth and will provide the services it needs and depends on. They want to be seen as part of a community its residents want to support, in a City with a good economic plan to attract, retain and grow business investment.

Business interests need:

1. Customers for their products and services, and purchasers to frequent their establishments
2. Individuals with the talent, skills and education to fill the jobs they create
3. A City with a positive image that can provide essential services for them, their employees and customers
4. An ever-expanding local population base of working young individuals and families
5. The same kind of research required by the City of Troy on how to reach and communicate with the City's residents; to establish the needs of area residents and assure local people don't go somewhere else to shop

As goes the City of Troy, so go the fortunes of local business. With business support, the City's economic development and communication/marketing plans can spur dramatic growth.

The success stories about civic communication strategies and plans from around the state and country (e.g. the cities of Lansing, Michigan and Pittsburg, Pennsylvania) all started with partnerships and solid research. These efforts drive the debate and shape public policy and voter opinion, as well as dominate the local media that provides the earned coverage the City of Troy needs (paid media is well beyond the scope of most cities like Troy and not cost effective).

Successful partnerships incorporate an integrated communication and market plan to gather their data. Private/public partnerships get out the key messages, vision and goals, and make it easier for the community to attract and maintain business. Such partnerships, some of which have become formalized entities, can prove to be credible to citizens by presenting one voice with the City on civic issues.

As the City of Troy achieves recognition for its leadership, it should consider attracting funding from prominent organizations such as the W. K. Kellogg Foundation, the Charles S. Mott Foundation and the Henry J. Kaiser Family Foundation, all of which are looking for incubators of best practices in jobs, economy and urban needs.

Proposed monthly retainer for a communication strategy and plan for the City of Troy:

Monthly Retainer (Minimum Six months -Two Year) Proposal $ 9,500.00

Additional Costs: With the City of Troy's prior approval, Target Insyght will purchase, contract for and/or engage third-party resources, as needed to advance the efforts of this proposal. Additional costs will be passed through with no additional mark-up as long as payment is made within the terms of the associated agreement. Late fees and other charges will be the responsibility of the City of Troy. Extraordinary expenses are billed separately, with prior approval.