

The background of the cover is a photograph of a clock tower on the left side, with a large, leafy tree filling the rest of the frame. The clock face is visible, showing the time as approximately 10:10. The title text is overlaid in white on the left side of the image.

Strategic Communications Plan 2025-2030

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“Without vision, you
have no direction.
Without direction,
you have no purpose.”

- STEVE GILLILAND

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01 | Where We Are Going and Why

To preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations.

- JACKSON/TETON COUNTY
COMPREHENSIVE PLAN

Strategic communications plans outline processes, goals, and standards for the current reality and anticipated future. The Town of Jackson's plan includes internal and external communications, and details about branding, campaigns, engagement, and more. In the past six years, the Town has made significant strides to improve upon and expand communication and community engagement. This plan comes at an ideal time to assess the current state of Town communications, bring various projects and initiatives together under External Affairs (EA), and continue to build upon the progress we have made. The plan covers trust, brand awareness, the 80/20 rule, and lays out a specific Work Plan in the appendix with metrics to measure success. It also digs further into explanations about potential campaigns, support of Town Council, language access, and Plain Language.

Before digging into the plan, it is important to establish 'Where the Town is going and Why' to frame this work overall. An organization or community's Vision, Mission, and Values have fundamental impacts on its brand, output, interactions, and relationships. Currently, the Town has a Mission and Values and utilizes the Vision from the Comprehensive Plan. In the coming months and years, each needs to be considered from our Town and community's current vantage point. They need to be refreshed, possibly refined, and definitely brought

to life to be referenced and used as 'living' commitments and focal points that people know. As author Steve Gilliland states, "Without vision, you have no direction. Without direction, you have no purpose," or put another way by Jason Barger, "Where you look is where you go." The Vision in our Town and County's Comprehensive or Comp Plan, written in 2012 and reaffirmed in 2020, is "To preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations." The Town's current

Mission is, "To provide municipal services that enhance the quality of life for our residents and guests and help support the local economy. We train, mentor and challenge our employees to develop to their highest potential and to provide services that exceed expectations. We foster partnerships to solve problems and more effectively use our resources. We appreciate the unique environmental resources and scenic beauty where we live and work to acknowledge our responsibilities to future generations."

Helping shrink the distance between decision makers and impacted community members.

There is clearly overlap between the Comp Plan's Vision and the Town's Mission, particularly how they both end focusing on future generations. This bodes well for the work and progress this Communications Plan envisions with an aim toward the best possible future for our community and our Town within it. In the coming months and years, the Town's External Affairs team will work with Long-Range Planning to engage the community to check-in on and potentially make updates to the Comp Plan and will work internally with staff across the Town to refresh and revamp the organization's Mission and Values. External Affairs anticipates bringing more humanity into the Comp Plan, Mission, and Values. Originally written as a planning and zoning document, there is ample opportunity for the

Comp Plan to consider the people living within the Town and the community they create. Delving into the Mission, we will support the Town to consider and tease out what terms like "quality of life" mean today and help determine what in the statements and phrases are still representative, what is missing, and what words are truly necessary. In both processes, External Affairs will work to include perspective from a broad array of segments of the community, helping to shrink the distance between decision makers and impacted community members. People support what they help create and we want these guiding statements and plans to embody as much of the fabric of our community and organization as possible.

We want people to be able to identify with, relate to, and see themselves in the Vision, Mission, and Values. Refreshed statements will be guideposts to refer to for direction and perspective as we continue our organization's good work and will be shared and promoted as the Town's commitments to our community. In the meantime, EA will utilize current statements as frames to build brand awareness and trust around, share our "why," and keep envisioning building toward a bright future for our community and our Town within it.

02 | Background



This Strategic Communications plan will be executed by External Affairs in collaboration with colleagues in departments and divisions across the Town. EA is the combination of a public relations and purpose-driven marketing team. We consistently create, update, and streamline writing and visual assets for various communications channels supporting the Town to achieve the following.

-
- **Build trust, reliability, & credibility**
-
- **Effectively communicate about initiatives & policies**
-
- **Improve awareness of services**
-
- **Enhance community engagement**
-
- **Share the Town & community's why**
-
- **Promote transparency**
-



Externals Affairs' main responsibilities are to create content; coordinate, maintain, and develop websites, photography, and visual and social media; build out strategies and storytelling capacity to frame and shape broader narratives; gain earned media and support staff fielding media requests; encourage and steward engagement; and to be responsive to internal communications needs. Our broadest aim is to continue to build trust in and educate about the Town and all the good work we do through brand awareness, consistent outreach, and cohesive campaigns.

To accomplish all of this, we focus on strategy, communication, and engagement. We take a comprehensive view and provide clear, consistent communication to create easy ways for community members to access, learn about, and understand the Town's services and policies. As a resource and clearinghouse relied on by Town Council, departments, and divisions, External Affairs creates and refines written and visual communications that are:

**Deliberate, not reactive,
thoughtful responses.**

**Aligned with broader
contexts and other
things happening
in the community.**

There is never a dull day for External Affairs. Managing the strategies and tactics highlighted in this plan keeps us quite busy. The variety and continuous learning it takes to translate specialized information, from valley pans to drug-take-back days and parking arm bars to water quality, means we are never at a loss for content or things to educate our community about. Luckily, we love our jobs. As this plan shows, External Affairs already has a full portfolio and still has more ideas to continue to improve and build upon our success.

03 | Key Findings: Building Trust

The Pew Research Center and Partnership for Public Service both have recent studies that show trust in government declining across the United State. While lack of trust in the federal government is greatest, trust in state and local entities has waned recently too. Currently, about 45% of Americans have a less than favorable view of the trustworthiness of local government, which increased from 40% in 2017 (*Polco & National Research Center*).

People that do not trust government are less likely to participate in public processes and more likely to opt out of voting. This lack of trust can create a negative feedback loop with community members participating less and then not feeling empowered to impact policy decisions. One goal of the Town's communications plan is to highlight and continue providing regular opportunities for interaction between Town representatives and community members to stave off the disconnect between our organization and people we serve. We currently have options for verbal public comment at Council meetings at least three times monthly, 'Chats with Council' each month, presence at four People's Markets in the summer, Shop with a Cop around the holidays, and presence at 'Touch a Truck' with various Public Works and START vehicles. External Affairs will continue to consider further opportunities for the Town to show up, be present, and connect with different segments of the community to meet people where they are. We also have ideas for Open Houses on certain topics, 'Open Days' to invite the community into Town Hall to learn all about our organization, and 'Walk & Talk' tours about various Town-related items.

Ideally, local government is at the forefront of leading communities through increasingly complex issues and challenges. Nationally, trust in local government stands at around 55%, which is not a large enough margin to overlook the broader erosion of confidence. Instead, the Town is naming and

Trust lays the groundwork for effective policies and personal well-being.

addressing this lack of trust directly to be proactive and continue to plan, respond to, and manage challenges we face together as a community. Trust in government is crucial for supporting a society where community members can thrive. Trust lays the groundwork for effective policies and personal well-being.

To maintain and continue building trust in our institution, the Town must carry on its commitment to developing a quality workforce, establishing and investing in inspired leadership, and maintaining effective, transparent communication with our community. Building trust is not just aspirational; it is a necessity for the well-being and preservation of our community. This plan outlines a comprehensive approach to communications for the next five years to bolster and cultivate trust and increase confidence in the Town.

Overarching strategies to accomplish this fall into three categories.



ENGAGE

Full Circle Communication & Engagement:

The Town will continue to keep community members informed, focus on gathering community insight as processes and projects unfold, and share what input has informed decision making. (Metric: at least two full circle engagement processes annually.)



INFORM

Focus on Being Open, Curious, & Transparent:

The Town will continue to regularly share the work public servants at the Town do every day, highlighting the results. We will commit to being accountable and to naming and accepting when we fall short. (Metric: moving closer to 80% of what we share being educational, without requests and debriefing/iterating if/when we fall short –related details in 80/20 section.)



SERVE

Improve Interactions & User Experiences with the Town:

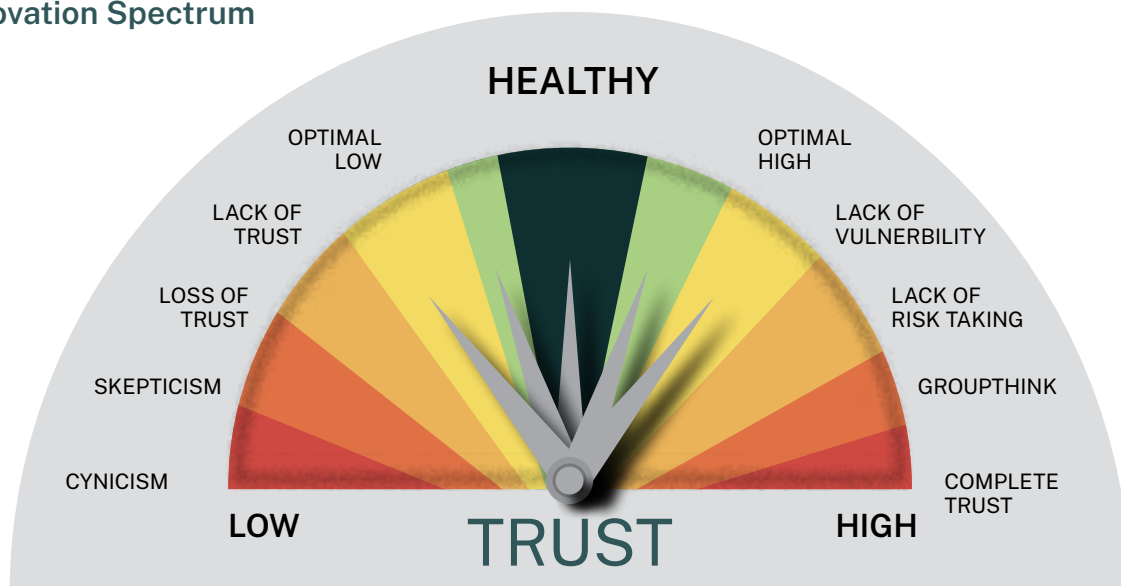
Communications will more consistently use 'Plain Language,' outlined below, digital payments will be accepted, and forms and processes will be simplified and easier to follow. (Metric: updates to at least five forms per year.)

These strategies, broken into tactics in the Work Plan below, will help the Town fulfill its critical role to support well-being and help secure a bright future for our community.

The Bloomberg Center for Public Innovation at Johns Hopkins University has a *Designing Trustworthy Public Institutions* project where External Affairs staff has engaged in training. One thing emphasized in the Bloomberg Center's *Path to Public Innovation* is the importance of exploring and determining what we are striving for when building trust. Bloomberg's Trust-Innovation Spectrum, shared below, will be a good touchpoint to reference as the Town keeps trust at the forefront of its communication and engagement efforts. Between a spectrum of complete cynicism and unquestioning trust, External Affairs will work to help the Town maintain a solid stance in the middle section of this chart, between the 'optimal low,' and 'optimal high.' Community relationships the Town works to build and maintain will encourage openness and a 'trust but verify,' mentality as we maintain and build the Town's credibility.

Being open and transparent with community members to foster sharing and full-circle communication will be the foundation we build trust upon. Establishing, cultivating, and fortifying these practices at our organization is an opportunity that will pay significant dividends. As with other graphics in this plan, this image will ideally become widely used across the organization for Town staff to reference when responding to and interacting with community members.

Trust-Innovation Spectrum





04 | Success: 80/20 Rule

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

– MAYA ANGELOU

Through this Strategic Plan, the Town will begin working to follow the 80/20 rule of communications. This rule states that 80% of a brand's content should focus on providing value to its audience through education, entertainment, or problem-solving. Then the remaining 20% of content can ask people to do specific things.

Requests for people to comply, reminders about rules and regulations, and education about potential ballot initiatives are necessary, but should not make up the bulk of the Town's communications. EA estimates that Town communications are currently at about 35% education and problem-solving and 65% requests for action or compliance. Without the lens this rule provides, staff had not fully considered this breakdown before but now has a metric and benchmark to aim toward. With this in mind, we can clearly see that prior campaigns, including one from last summer, 'Tips from Town,' was entirely focused on stating rules and somewhat finger-wagging suggestions about actions community members should take. From a user's perspective, people probably quickly tuned it out.

As our broadest metric of success, we intend to shift the Town's communications' focus toward creating more authentic, relevant, educational content that showcases Town services and programs in ways that provide value to our community. If we do this enough to build solid relationships and trust over the long term, when we do have requests, closer to 20% of the time, our audience will be more receptive. No one likes being scolded. Whether in one-on-one conversations or community meetings, people



are drawn in more by compelling or humorous stories than lengthy monologues or statistics. Positive content and interactions keep people engaged. If the Town is always harping on rules and regulations and only ever asking for compliance, people will tune out and scroll past our content. Through emails, social media, and websites, people are looking for connection, inspiration, and valuable information. To quote Maya Angelou, “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” Applying this to the Town, we want people to recall our organization as one that helps them feel welcome, support-

ed, and heard. Sharing information that educates, entertains, or solves a problem without including a request puts people at ease. When people happily engage with an organization’s content 80% of the time, they’ll be more receptive to listening to the Town when we ask for compliance 20% of the time. The 80/20 rule requires a shift in thinking for the Town, away from typical rules-focused messaging toward attracting community members by offering valuable content. If most of the content we share provides information people appreciate, relationships will follow and requests we make will stand out and be more palatable because of trust we have built. The Town’s goal

here will be to attract, nurture, and retain followers for the long-term by creating enduring or ‘evergreen’ content. Audiences today do not want to be asked or told what to do, they want to learn about an organization’s why, even for institutions where it might seem obvious, like local government. The clearer and more specific we can be with our Mission and Values, the better. Building our brand is the Town’s opportunity to tell our audience who we are and why we do what we do, which will make the Town more approachable, authentic, and likable.

80% Educational Content:

Offering value through educational/entertaining content like:

- How-to videos, posts, or virtual tours
- Detailed info, program demos, in-depth guides, & insights from specialists
- Did you know? Or Ever wonder hows?
- Explainers, timely reports, and updates
- Positive, uplifting, or funny content
- Behind-the-scenes peeks, or 'throwbacks' about Town history
- Hacks, tips, and tricks

20% Requests:

Reminders, compliance requests, & education on ballot initiatives like:

- Explainers or "What's this Policy Mean to Me?"
- Demonstrations & detailed information about rules & regulations
- Calls to Action about compliance &/or rules

Benchmarks and milestones related to the 80/20 Rule appear in the Appendix of this plan.



05 | Brand Awareness & State of the Brand



Brand identity is an organization's personality and how it is perceived by the community.

It includes visual elements like logos, color schemes, fonts, design style, taglines, tone and Vision, Mission, Values, and reputation. Combined, these things should all convey a consistent and recognizable image. Directly aligned with External Affairs' overall goals, the Town's primary objectives with branding are to:

- **Build trust, credibility, & reliability**
- **Effectively communicate about initiatives & priorities**
- **Improve awareness of services**
- **Enhance community engagement**
- **Share the Town & community's why**
- **Promote transparency**

Effective branding can significantly enhance the Town's ability to engage with the public, deliver services more efficiently, and respond to community concerns and crises. Solid branding can help demystify complex programs and make information easier to relate to and access. By presenting cohesive and consistent branding, the Town can strengthen public confidence in the organization, enhance its credibility, and work to ensure messages resonate with a variety of audiences.

As highlighted above, trust in government is wavering these days and people are also overloaded with information, so effective branding is more important than ever. Creating a strong brand is difficult but worth the effort to help people easily identify the Town and understand our purpose. More specifically, continuing to solidify the Town's brand is crucial for the following reasons.



"The Town will know."

i. Trust and Credibility:

Well-defined brands help establish trust and credibility. When organizations present a consistent and proficient image, it reassures constituents they are credible, reliable, competent, and transparent.



"Check with the Town."

ii. Clear Communication:

Effective branding helps the Town communicate about its Mission, services, and policies to help the community understand what the Town provides, reduce confusion, and increase participation.



"I saw it on Town's socials."

iii. Enhanced Community Engagement:

A strong brand fosters positive relationships and encourages engagement and support. When people feel connected to the Town, they are more likely to participate in civic processes. The organization benefits by being able to gather insight from various segments of the community.



"That's the Town
not the County."

iv. Differentiated Reputation:

Clear and distinct branding ensures constituents know exactly which agency to turn to for specific services and information. Consistent and positive branding can help improve the Town's day-to-day reputation and is especially important during crises.



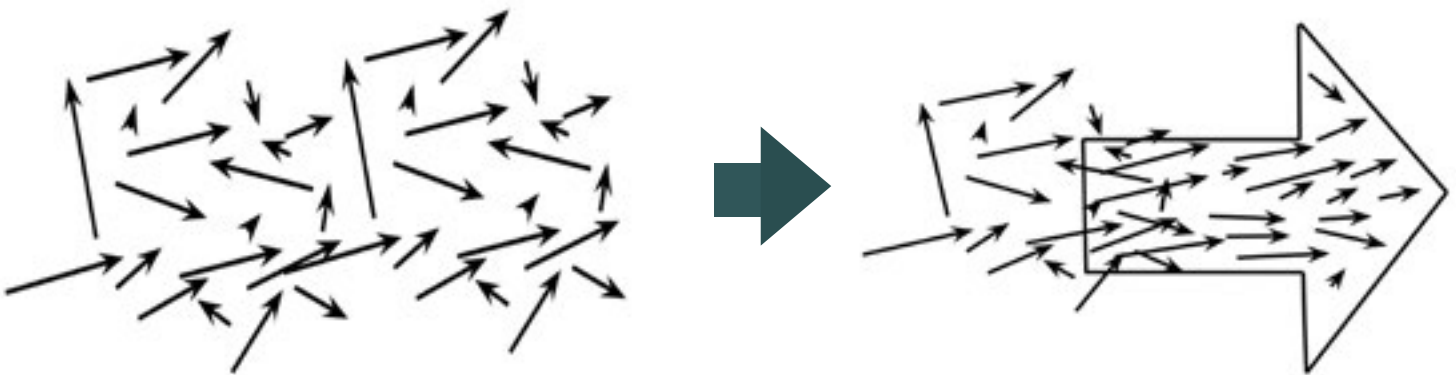
"I work for the Town."

v. Internal Cohesion and Morale:

A strong brand identity boosts internal morale and cohesion. Employees who understand and identify with the Town's brand are more likely to feel proud of their work and aligned with Town goals.

CURRENT STATE OF THE BRAND

The Town has taken major strides with branding efforts in recent years and still has ample opportunity for continuous improvement. The visual below on the left illustrates where the organization has been, with various Town representatives pushing out branding signals, content, and 'arrows' in different directions. The image on the right demonstrates what we are moving toward, as we gather our efforts and point in one direction with streamlined branding, communications, and graphics. This said, we still have a distance to go to fully achieve cohesion and consistency to lead to a solid brand identity, awareness, and loyalty.



The Town is committed to using quality, simple design with consistent fonts, spacing, and imagery. Considering negative and positive space, Town graphics will aim for balance and draw people's eyes to important elements. To create a more cohesive visual identity, EA staff will develop and distribute consistently designed assets across and throughout the organization. Once brand direction is completely set, EA will send out step-by-step instructions for staff and Council with letterhead, slides, email signatures, and other branded assets.

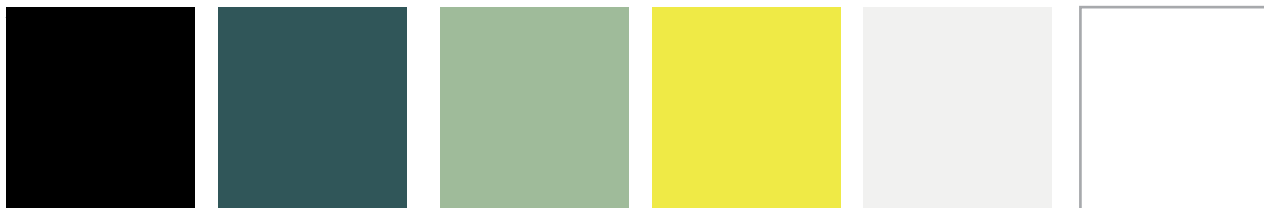
**Your brand is the single
most important investment
you can make in your
organization.**

-STEVE JOBS



The Town's logo, or mark, was originally drawn by a community member. While positive in being Town-centric with the elk refuge pictured, it is quite detailed and can be challenging to reproduce. In the near term, staff is not recommending a new logo but sees it on the horizon as something to shift to continue aligning the Town's brand with current times.

With consistent input about challenges to readability with the sage background on slides, External Affairs will shift the Town's current color scheme slightly to be brighter and easier to read, maintaining the green palette and adding an accent color. Current Town fonts are and will remain sans serif, which means none of the letters have flourishes making them easier to read.



06 | Broad Campaign: The Town is Working for YOU

The Town will utilize outreach campaigns to educate and connect with and inform people about services, initiatives, and policies. Often referred to as 'Purpose Driven Marketing' or Public Service Announcements (PSAs), campaigns for the public good can raise awareness about certain topics, engage people, gather input, and educate about specific goals or priorities. With reference to the 80/20 rule, External Affairs sees three categories for the Town's purpose-driven marketing.



1. Celebrating successes and sharing stories about public servants and service. (80%, educational/entertaining)



2. Educating about new initiatives, programs, and policies. (80%, education/ informative)



3. Educating to change behavior or gain buy-in about specific rules and regulations. (20%, direct asks or requests for compliance)

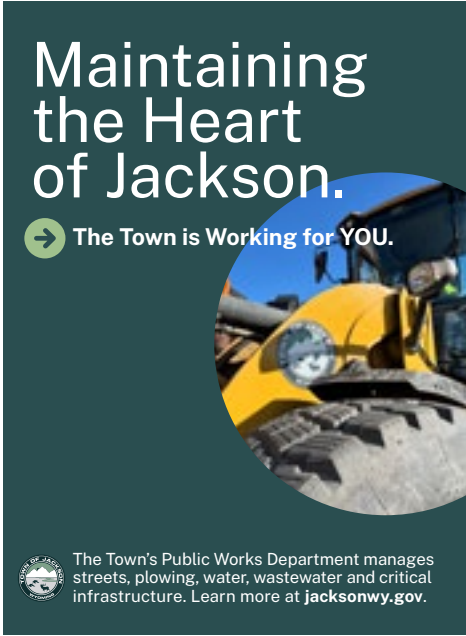
Often overlooked because they are ubiquitous, there are gold standards of purpose-driven marketing campaigns. Since the 1940s, the national group AdCouncil has created and executed many successful campaigns to educate and change behaviors. AdCouncil is responsible for the Smokey The Bear Wildfire Prevention campaign. The longest-running public service campaign in U.S. history, its *Only You Can Help Prevent Forest Fires* has educated generations of Americans about wildfire prevention.

Don't mess with Texas campaign, created in 1985 by the Texas Department of Transportation. This campaign instilled enough pride in Texans to lead to a significant decrease in littering. Similarly, in 1993 North Carolina was the first state to implement *Click It or Ticket*, an education and enforcement initiative to remind motorists that wearing seat belts saves lives. This campaign expanded nationally in 2003 and has substantially increased seat belt use and reduced fatalities over the years.

Other notable public service messaging includes the anti-littering



These are a few of many examples where public service campaigns have taken hold and impacted people's quality of life for the better.



To bolster awareness of the Town and all we do for the community, we will launch an overarching campaign with the tagline: *The Town Is Working for YOU*. This campaign will focus on sharing the many public benefits the Town provides every day. From snow plowing and street maintenance to sewer pipes, clean drinking water, and much more External Affairs will create content to demonstrate and articulate the Town’s incredible work that helps provide the high quality of life our community enjoys. As our Town and community have evolved, so have our needs. Today, the Town treats and supplies more water, manages more pipes, maintains more public restrooms, parking lots, sidewalks, and roads, and answers more calls for service for Police and Fire-fighters than ever before. In recent years, we have seen exponential growth in the demand for services the Town provides, things we depend on every day.

Our community has evolved in terms of the levels of service we consider necessary. As an example, old-timers in Jackson and Teton County might have fallen out of a tree, broken a limb, and splinted it themselves without seeking public service to help. Today, most people in Jackson expect an ambulance to show up when called. Everyone expects toilets to flush, to have streets plowed when it’s time for work, and to enjoy clean drinking water. These are realities in our community, and the Town does not field requests to go back to the days before indoor plumbing. The Town has evolved alongside these shifts to serve and meet our community’s needs. To continue educating our community about all the Town does, External Affairs will on the following.

BROAD CAMPAIGN & TAGLINE

**The Town is Working for YOU
(80%)**

To bolster awareness of the Town and all we do for the community.

SUB CAMPAIGN & TAGLINE

**What’s This Mean to Me?
(80%)**

To explain new policies and break down implementation.

SUB CAMPAIGNS & TAGLINES

**Did you know? Ever Wonder How?
(80%)**

Help us Help You. (20%)
For behavior change campaigns & education about ballot initiatives

Also known as ‘Content marketing’ sharing educational and problem-solving content without direct asks of people is a proven strategy to build awareness and establish long-term relationships with audiences by demonstrating thought-leadership, representing brand values, and offering useful information on pertinent topics.

Thought Leadership

Thought leadership is the ability to be recognized as experts and leading voices in a particular field. Related to potential campaigns, Externals Affairs will also be working to position the Town as part of bigger conversations by being thought leaders. Our organization does so much each day, and when a long project is complete, our cultural tendency is to keep moving forward towards whatever is next. Instead, EA will focus on helping the organization take time to pause, reflect, and share about new initiatives and policies. This may take the form of videos, which we began after

Council’s Retreat this year, but have not yet set into a regular cadence. It could also be ‘think pieces,’ policy briefs, or paid media to dig more deeply into topics that help educate community members about decisions being considered. Thought Leadership will take further exploration and will be a necessity as we continue working to help community members understand the Town’s services, policies, mission, and vision. It may also overlap with the idea of explaining ‘What’s It Mean to Me’ after new policies are passed. Mentioned above, we envision these sub-campaigns for both internal and external audienc-

es. Thought leadership will help ensure that once final readings of ordinances pass, the Town helps staff and community members understand the implications of new policies and ‘What they mean for them.’ It can also provide bite-size considerations of lofty goals like: Do you know what our community’s vision for transportation is? Do you know our community has a goal for 65% of our workforce to live locally? This year we will use this framework to communicate about ‘Strategic Budgeting,’ why it is important, what Council is considering, and related next steps.

Explainers

Supporting Thought Leadership will be ‘Explainers’ that help translate terms and ideas utilized every day at the Town that are not easily understood by people outside Town Hall. To proactively educate, the Town will start producing ‘Explainers’ about government-speak to demystify and make plain various parts of the Town’s work. Rather than broad topics, these may be simple explanations of terms that are repeated regularly. Entirely aligned with the use of Plain Language (see section 10), Explainers will distill government-speak into precise, concise language so people have easy ways to understand things like:

- **What’s an overlay and how are they used?**
- **What’s a Complete Street and why do we want them?**
- **How and why are creeks in May and Mike Yokel parks turned on and off?**
- **What’s it take to make a boardwalk?**

There are plentiful topics to explain all the things the Town does, and this initiative will provide a frame and container to start.



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07 | Supporting Council & Ballot Initiatives

People support what they help create.

External Affairs regularly supports Town Council and has worked to educate the community about ballot initiatives during past election cycles. External Affairs staff is regularly involved in supporting Town Council and the Mayor with talking points for events, organizing 'Chats w/ Council,' and the annual 'State of the Town.' Staff supports and facilitates meetings and events throughout the year and emphasizes their focus to be on educating about the Town organization and its services, programs, and new or shifting policies. The Town utilizes regular events and opportunities for public comment to connect with and be transparent with community members and to demystify Town services and processes. We also see these as informal opportunities to connect with and take the community's 'pulse' about various issues. It says something if groups or individuals take the time to show up and share insight or ask questions about specific topics.

External Affairs can also support Council by arming them with details and specifics about policies and services the Town provides. EA is involved in daily responses to constituents and media; we are a sounding board, when needed and also take on the role of being the Town's spokesperson in certain circumstances. For requests from media or comments coming to Council from the Public, the Town seeks to

demonstrate that we are listening. Further, EA staff can provide media training to any Town Councilmembers that are interested. The relationship between the government and press is a two-way street, and it is important to find out what a journalist or reporter's angle will be for a given article or story. Staff have various pointers and tips for media relations they are glad to share with Council, if requested.

Regarding ballot initiatives, or items citizens are asked to vote on during elections, Town staff, as employees, can help educate about ballot items, but cannot directly advocate for them. In contrast, Town Councilmembers can both educate and advocate for ballot initiatives whether they are capital projects through SPET (Specific Purpose Excise Tax) or shifts to the taxing structure.

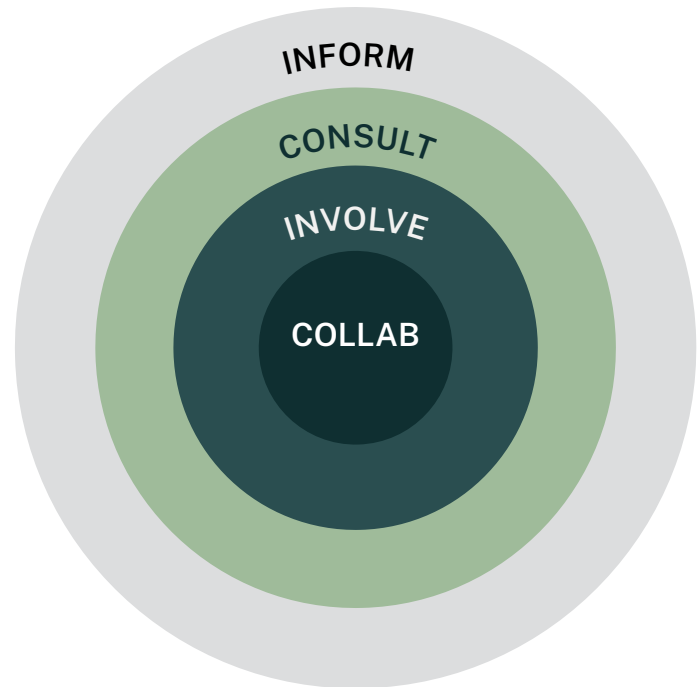
For past ballot initiatives, External Affairs has been tasked with developing a website, webpages, or materials specifically focused on the initiative and presentation slides for Councilmembers to deliver to various community groups. For numerous SPET projects and a request for a 7th cent of sales tax, EA staff has supported Council in this way. In the last six years, most SPET initiatives have been voted through affirmatively by a majority of voters. In 2020, the Town's request for a 7th cent of sales tax passed in the Town but failed in the County. Ballot initiatives take considerable staff time, so this is included to ask that Council factor that in during Strategic Budgeting and other discussions about potential new streams of revenue. Communications and outreach-wise, it is also worth noting that ballot initiatives generally have not passed without support from groups outside of local government. At the ballot-box, our community has generally shown a need to see broad support before filling in the 'yes' bubble next to additional taxes.



08 | Community Engagement

The Town's goal with community engagement is to shrink the distance between people impacted by decisions and those making them.

The 'Engagement Spectrum' to the right illustrates the Town's continuous work to build relationships with and learn from community members as we inform, engage with, and educate about the Town's work.



Inform

The most regular and consistent form of engagement is putting information out. Every week the Town publishes information through a variety of channels.

Consult

For short-term & smaller projects, the Town consults community members once, gathering input and insight through surveys, focus groups, and workshops.

Involve

For longer-term & larger projects, the Town involves community members numerous times in the process, gathering insight and perspective and checking back with constituents to let them know how community input informed decisions.

Collaborate

Through Citizen Review Committees, Task Forces, & other groups the Town collaborates with community members to gather consistent and continuous input and perspective and help move initiatives forward.

Community Engagement Task Force

The Town definitively benefits from ongoing engagement with community members. Falling into the ‘collaborate’ category above, Task Forces help educate community members about the Town, increase familiarity with services and polices, and provides the most in-depth means for engagement. Knowing that people are more likely to support what they help create, the External Affairs team proposes that the Town establish and appoint members to serve on a Community Engagement Task Force. The EA team sees this as an ideal way to continue in-depth engagement. We anticipate utilizing this Task Force as a sounding board for engagement activities and a resource to help educate different segments of the community. A Community Engagement Task Force will help the Town continue to welcome a variety of people into local government and empower members to be ambassadors for the Town for different programs, services, and initiatives.



09 | Language Access

Language Access means providing people with Limited English Proficiency (LEP) with reasonable access to the same services as individuals that speak English. According to the 2023 Census, 28% of Jackson's residents speak languages other than English at home. Town staff estimates that one in three constituents visiting the front desk of Town Hall have limited proficiency in English, so this Communications Plan must address the LEP segment of our community. There are two types of language assistance services: interpretation (help with verbal language) and translation (help with written language).

"...The success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information."

—FORMER ATTY. GENERAL
ERIC HOLDER

Interpretation vs. Translation



Speaking about language access, Former Attorney General Eric Holder shared the following, “Whether in an emergency or in the course of routine business matters, the success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information.”

Current State

The Town affirmed recommendations from the Equity Task Force to translate all its documents into Spanish. External Affairs has made some progress on this initiative with signs that were being update already (Public Works and Snow King Events Center) that now appear in both English and Spanish. The Town's website has a button to shift into Spanish using Google translate, and some but not all press releases and other written content are translated and published in both Spanish and English. The Town also contracts with Voices JH to share information in Spanish and English with Voices' network of immigrants whose first languages are Spanish and some Eastern European languages including Albanian, Moldavian, Romanian, and more. Outreach

to share messaging with immigrant audiences in their native languages happens monthly and we generally choose an educational item from the newsletter to share.

The Town also pays stipends to employees with fluency in speaking and/or writing Spanish. Staff members with bilingual abilities take a test to assess Spanish proficiency and are then listed as resources for interpretation, translation, or both. Staff filed intermittent requests for translation and/or interpretation and most employees receiving this stipend have full workloads that do not specifically include interpretation or translation. In the last year, External Affairs has relied more on a translation service for written documents. This said, interpretation happens regularly at the Town, as stated above, staff estimates every third constituent at the front desk of Town Hall have limited English proficiency. The Town recognizes that having bilingual employees is a benefits the organization as it helps provide better customer service. When bilingual staff are not available to interpret for customers or constituents, the Town also has a language line to call.

In fiscal year 2025, the Town budgeted to create a Language Access Plan, which the Equity Task Force also recommended, but staff has not had capacity to start this process yet. Funding for a Language Access Plan has been carried over into Fiscal Year 2026. A Language Access Plan (LAP) will do the following.

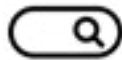
- Assess the types of contact the Town has with the LEP population.
- Review resources for LEP individuals (Spanish Language stipend program, language line, translation services) and identify language service needs.
- Evaluate the bilingual, translation, and interpretation resources already available to help LEP individuals access the Town's programs, services, and information.
- Develop language access policy directives to ensure meaningful access.
- Establish and implement plans and procedures.
- Disseminate information about language assistance services.
- Appoint responsible staff and train all employees about LAP and related processes.

With reaffirmation of the current Council's interest in developing a Language Access Plan, EA staff will carve out time for it, collaborate with bilingual staff members, and contract with an expert to create a plan and begin working to accomplish items listed above.

10 | Plain Language



External Affairs staff regularly works to simplify language and make specialized information easier to understand. Methods EA staff use to streamline writing all fall under Plain Language standards. Plain Language refers to clear, straightforward expression that uses only as many words as necessary. Plain Language in government is used by people committed to the idea that users interacting with government deserve to be able to:



Find what they need



Understand what they find



Use what they find to meet their needs

Utilized in many fields, there is a government-focused Plain Language Action & Information Network committed to writing that avoids inflated vocabulary, obscurity, and convoluted sentence structure. Writers of plain English help their audience concentrate on and easily understand their message without being distracted by complicated words. EA will continue working to implement plain language across departments and divisions and will also train staff in related methods, aiming to make Plain Language universal at the Town. Plain

Language follows these tenets for writing and revising:

- **Use active, not passive, voice**
- **Write short sentences and paragraphs**
- **Use common, everyday words that are precise**
- **Organize documents to be reader/audience-centered**
- **Use easy-to-follow design features (lists, headers, tables)**

External Affairs will focus on the three things below as we update everything from forms to website copy and will base initial staff trainings about Plain Language on these topics too.



i. Use active voice:

Using active voice brings clarity about who is supposed to do what. It eliminates ambiguity about responsibilities. Not “It must be done,” but “You must do it.” Passive voice obscures who is responsible for what and often makes government writing confusing. In an active sentence, the person or agency acting is the subject of the sentence. More than any other writing technique, using active voice and specifying who is performing an action changes the character of writing. Here are some examples.

Avoid Passive voice	Use Active voice
New regulations were proposed.	We proposed new regulations.
The following information must be included in the application for it to be considered complete.	You must include the following information in your application.
Bonds will be withheld in cases of non-compliance with all permits and conditions.	We will withhold your bond if you don't comply with all permit terms and conditions.

ii. Be precise and Concise. Words matter:

Words are the most basic building blocks of written and spoken communication. Choose words carefully and leave out anything unnecessary. Don't use jargon or technical terms when everyday words have the same meaning. Use words and terms consistently in documents. Government writing is often long, stodgy, and full of jargon. Long, complex sentences containing multiple phrases and clauses confuse users. To address this, writers must become more critical of their own writing. They must consider whether every word is needed and do the following.

- Use familiar words instead of the unusual or obscure.
- Use concrete words instead of abstractions.
- Use short words and sentences instead of long ones.

As an example, here is a comparison of two different ways to say the same thing.

1. There is no escaping the fact that it is considered very important to note that a number of various available applicable studies ipso facto have generally identified the fact that additional appropriate nocturnal employment could usually keep juvenile adolescents off thoroughfares during the night hours, including but not limited to the time prior to midnight on weeknights and/or 2 a.m. on weekends.
2. More night jobs would keep youth off the streets.

iii. Write short sentences:

Express only one idea in each sentence. Long, complicated sentences often mean the writer is not sure what they are trying to say. Shorter sentences are better for conveying complex information. They break information up into smaller, easier-to-process units. Complexity is the greatest enemy of clear communication. This final example is extremely pertinent as we update language on the Town's forms.

Before

The application must be completed by the applicant and received by the financial office by June 1st.

After

We must receive your application by June 1st



11 | Conclusion

The Town has made significant strides to improve upon and expand its communications and engagement efforts in recent years. This Strategic Communications Plan comes at an ideal time to bring various projects and initiatives together under External Affairs and continue to build upon the progress we have made. As discussed, a continued focus on clear communication and solid branding highlighted in this plan will enhance the Town's ability to engage community members, deliver services, and respond to community concerns and crises. The cohesive, consistent brand identity we are working toward will help demystify complex services and make information more accessible and relatable.

People support what they help create and the Town definitively benefits from ongoing engagement with our community. By focusing on informing, involving, consulting, and collaborating with community members, the Town will continue to connect and educate to help people find what they need and be able to understand and use it. As we work to implement this Strategic Communications plan, we will keep in mind that we are aiming toward the best possible future for our community and our Town within it. Successful implementation of this plan will mean staying focused on effective communication to deliver accurate, timely, and vital information while striving to be an organization that helps people feel welcome, supported, and heard.



Appendix



BANNER ← 500

NAVIGATION ← 800 px

Beauty
CONTENT 1
600 x 200
500 px

Lifestyle
CONTENT

SOCIAL F

R ← 800 px

A1 | Workflow & Processes

As mentioned above, External Affairs operates as the combination of a public relations and purpose driven marketing team. We consistently create, update, and streamline writing and visual assets for various communications channels, supporting the Town with the following.



Informing

We get information out, gather details, write, create visuals, & share messages & content widely.



Media Requests

We collaborate and provide support for media requests.



Incident Response

We consult for perspective & help craft thoughtful responses.



Community Engagement

We develop structures and containers to help connect with community members and gather insight and perspective.

The following tools help the External Affairs team work together to support a wide variety of needs, topics, and communications every day.

i. Work Order for Informing &/or Engagement:

External Affairs (EA) has a brief 'Work Order' form for other departments and divisions to request support. This form helps staff think through communication needs, their target audience, and quickly gets cross-departmental teams on the same page. When fully utilized, the Work Order will also help EA maintain a reasonable workload. After basic questions, the form asks staff to consider communication goals; messaging; budget; and whether translation is needed.

Once requests are received, EA staff distills answers to determine where and how best to share the content. Below is a list of possible channels, most of which External Affairs utilizes regularly. 'Paid media' is the one channel listed here that the Town does not regularly use. We include it here as a possibility for placing think pieces and developing thought leadership.

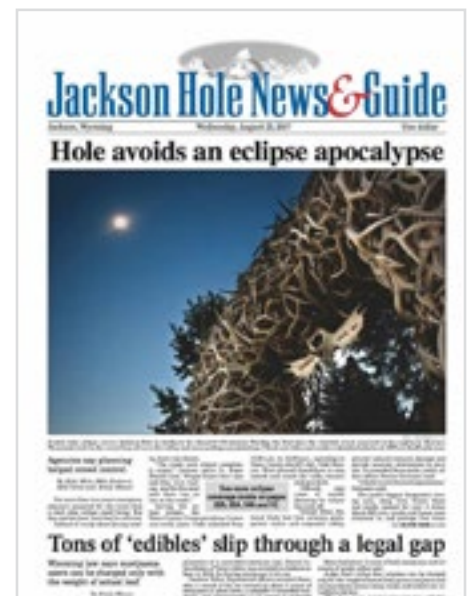


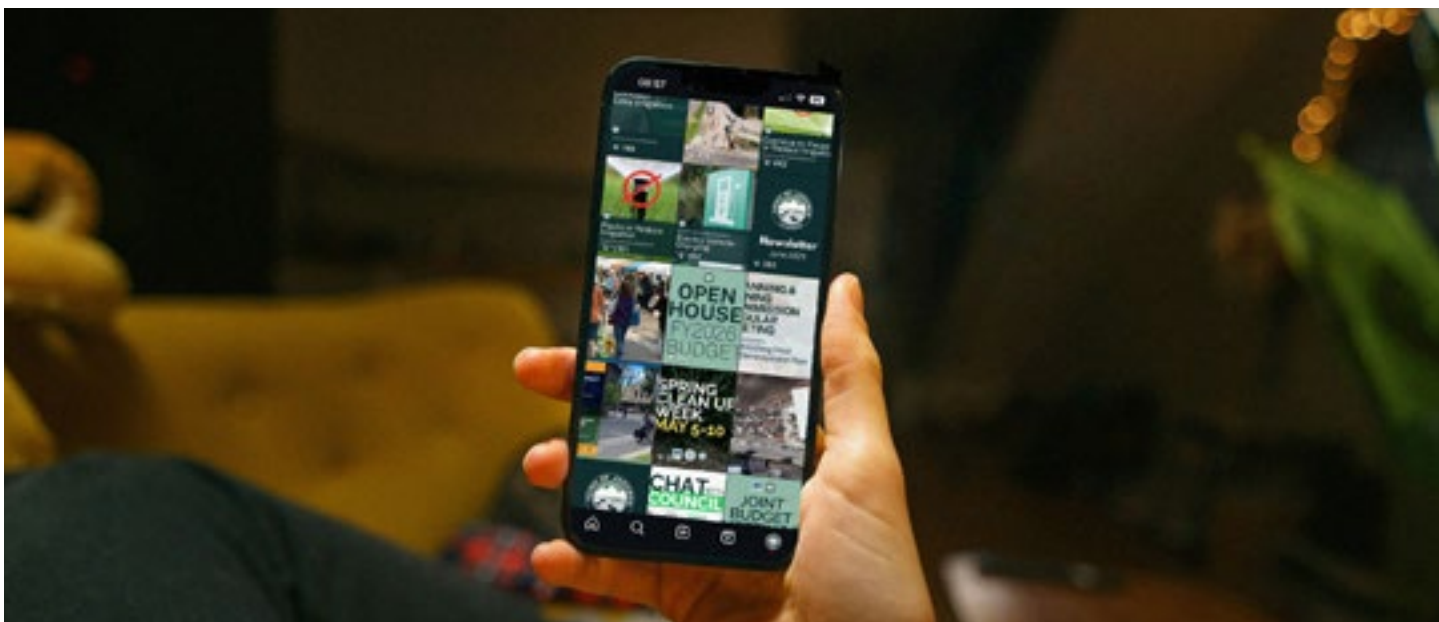
TOWN COMMUNICATIONS CHANNELS

Press Releases
Newsletter Coverage
Water Bill Flyer
News Flash on ToJ
Website Homepage
Social Media Post

Talking Points
Signs/A-Frame Signs/Door Hangers
News/Radio Article (Earned Media)
Bus Ad Signs
Eblast
Video

Paid Media
Voices JH
Chat with Council
Farmers Market
Print Ads
Town Hall Lobby Slides





II. MONTHLY NEWSLETTERS

Since July of 2020, the Town has sent out a newsletter at the end of every month so sixty total so far. This newsletter highlights positive elements of Town services, new initiatives and policies, and a specific staff member monthly. Currently, 'Council Action' from the month and the staff highlight appear in each edition and the other features vary. We regularly receive positive feedback about the newsletter and have solid engagement and open rates. Our newsletter goes to 3,500 recipients and while email software shows an average open rate of about 30%, the Town's newsletters and other digital content consistently has open rates in the 50% range. External Affairs tracks newsletter items to reference back, consider coverage, and work to ensure we are highlighting various aspects of the Town and not over saturating with too many features about any one topic or department. As shown in metrics, EA intends on working to segment different lists and expand recipients overall.

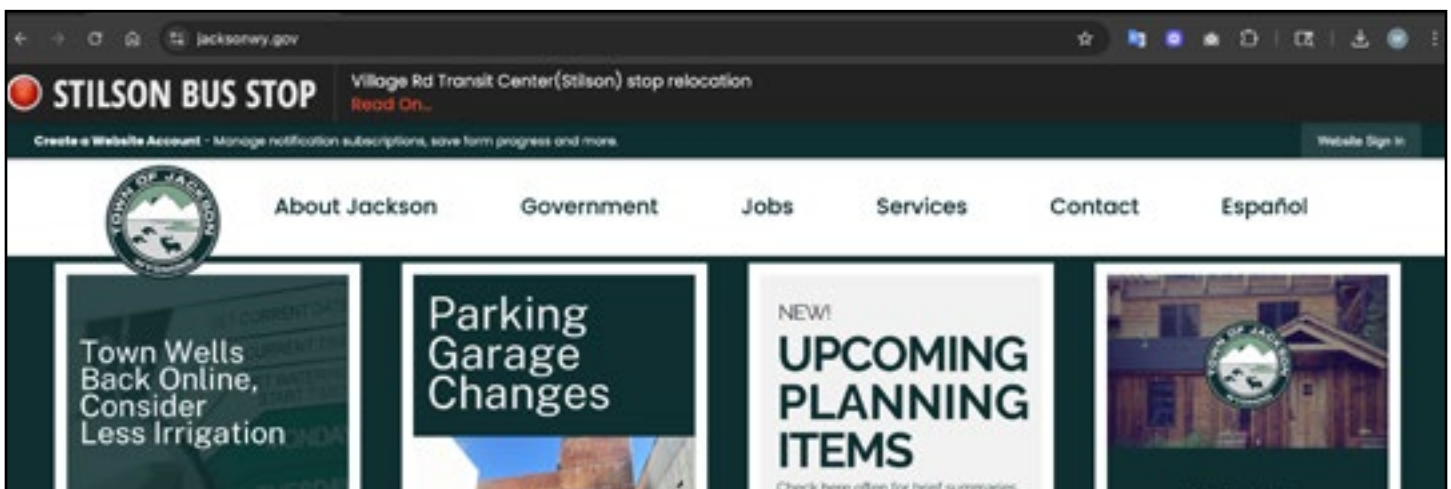
III. SOCIAL MEDIA

The Town regularly posts to its social media accounts on Facebook and Instagram. EA staff is actively working on consolidating accounts to bring most the Town's social media under External Affairs' purview. Going forward, EA will also lead trainings for anyone posting to a Town social media account. Along with newsletters, Eblasts, and the website, the Town's social media accounts are examples of 'Owned Media,' as we control the content posted. We utilize these platforms to continue our education about the Town's services and policies, celebrate the Town's good work, and share specific partners' content. We currently have 5,900 followers on the Town's Facebook page and 2,500 followers on our Instagram page with age-ranges skewing slightly younger for Instagram followers. EA plans to continue posting to these accounts 2 to 3 times per week and to ideally continue to grow the Town's reach organically. We do not pay to boost posts or promote content on social platforms.

IV. WEBSITE & ANALYTICS

The Town's contract with our website provider, Civic Plus, has a built-in 'refresh' to our site every few years, and we are currently due for an update. External Affairs will undertake this 'refresh,' working with a Civic Plus team and internal staff that regularly interface with the website. Goals with the website mirror broader aims to improve user experience, help people find what they need and consider what users are looking for on our website. As highlighted below in more detail, we will consider Plain Language as we update the website and work to simplify content wherever possible. To date, there has not been a conscious effort to promote specific content or pages on the website, so there is ample opportunity to improve usability and drive users to specific content. We recently began compiling comprehensive overviews of upcoming planning items and construction projects that appear as 'News Flashes' on our homepage. Going forward, we intend to keep these updated and continue promoting them as webpages with usable information about potential short and long-term impacts to the community.

Website analytics, shown in the appendix of this plan, demonstrate that START Bus pages are by far the most visited on the Town's website. The homepage has significant visitation as does a webpage about Town Square. Our best guess is that Town Square is clicked on by visitors and locals wanting to host weddings and other events there. There is considerable opportunity to utilize the website more strategically; to remove friction and drive users to content we want people to see. These considerations will be top-of-mind as we refresh the site. Even after this update though, the site will still be within Civic Plus' modules, which can be challenging to navigate both from the user and staff perspective. In the longer term, EA anticipates recommending a complete overhaul the Town's website. Considering current projects and timelines, EA does not anticipate having capacity for a larger website project until Fiscal Year 2028.



III. MONTHLY & ANNUAL COMMUNICATIONS CALENDAR:

External Affairs maintains a monthly and annual communications calendar. Tracking communications milestones across departments and divisions, we use this calendar to ensure we maintain consistency and keep our community informed about items from across the Town that happen annually. This calendar informs weekly and monthly workflows and items are included in the newsletter and shared through other channels.

TOWN OF JACKSON ANNUAL COMMUNICATIONS CALENDAR												
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
EXT. AFFAIRS	Council's Annual Mtg. Calendar;	State of the Town; Gratitude to Volunteers;	Gratitude to Volunteers;	Parklet Apps Open; Spring Clean Up; Indicator Report;	No Drop in Parks	Budget Infographics & Education	All Employees Meeting			Fall Clean Up; No Parking on streets (order to hotels);		
ECOSYSTEM STEWARDSHIP			Trout Friendly Signs	Reminder to let Bear (Awards); Trout Friendly Signs;	No more May;	Sustainability Plan; Water conservation	Water conservation		Pay as you drive;			No fishing; Xmas Tree recycling;
FINANCE	Update Business List on website?			Budget draft to Council		Budget finalized; Fee Schedule Update;	Budget published		Business license renewal; change of address; legal & building codes	Award for Audit from GPOA;	Business license renewal	Business license renewal
HOUSING			Housing Supply Plan;									
INTERNAL SERVICES	MILK Day;	Random Act of Kindness Week; Black History Month;	Week of the Young Child; National Red Cross Month; National Service Recognition Day; Women's History Month;	Spring Clean Up/Burn Week; Child Abuse Prevention Month; National Crime Victims Week; Thank you to State Org.	Arbor Day; Mental Health Awareness Month; Teacher & Staff Appreciation Week; National Police Week; National Public Works Week; Memorial Day;	Gun Violence Awareness; Pride Month;	National Disability Independence Day; Anniversary of POW Act;	Women's Equality Day;	Hunger Action Month Proclamation; Hispanic Heritage Month; National Clean Energy Week;	Indigenous People's Day Proclamation; Domestic Violence Awareness Month Proclamation; National Community Planning Month;	Extra Mile Day; Veterans Day Proclamation;	Women's Suffrage Day Proclamation;
LEGAL										Letter to hotels on winter parking ban;		
POLICE DEPARTMENT / ANIMAL SHELTER / VICTIM SERVICES DIVISIONS	New Years Eve Safety Tips from PD;		Shed Hunt; 'Know What's in Your Glass' with & coauthors;	Shed Hunt street cleanup;	Letter to gift & fuel companies prohibiting non-vehicles in ROW	Message about engineering EBikes	How to take care of pups on 4th of July;	Back to school safety message		Drug Take Back	Winter Parking Ban in effect Nov. 1; Veterans Day Ceremony & Truck Walk;	Shed w/ a Crop; New Years Eve Safety Tips;
PLANNING & BUILDING	New Building & Fire Codes;			Indicator report;								
PUBLIC WORKS (DRAINAGE, WATER, WASTEWATER, STREETS, PLANNING)	Xmas tree dropoff 1st Sat. 11; Pave traps & FAQs & Move touchcans from ROW for paves	Pave traps & FAQs;	Water Quality Report;	April & Parking opening soon & street sweeping; Patchwork plan;	Summer construction schedule & What to Expect; Patching; Flush your toilets; water flushing PSA					Don't let pipes freeze;	Winter Parking Ban Nov. 1-April 1; Don't let pipes freeze;	
SMART BUS, TRANSPORTATION, & PATHWAYS	Increased Bus service NWE;			Spring Schedule Change Mid-April; Airport Shuttle post;	Summer Schedule begins (mid-May; Bike Safety				Fall Schedule begins late Sept.;		Holiday Bus Schedule;	Increased Bus service NWE; Airport Shuttle START;

VI. MEDIA TRAINING & RESPONSE:

External Affairs does periodic media trainings for Town staff and intends to expand this to offer quarterly trainings to more employees. We cover basics including beginning conversations with media by asking if you are 'on the record' or providing 'background,' and we coach staff to accept that you may not ever truly be 'off the record.' We help build understanding that the relationship between the government and press is a two-way street and that reporters and journalists often want to gather multiple perspectives. We emphasize that staff should focus on answering the questions asked, get clarity on what the journalist or reporter is asking, and recognize that providing more information will not necessarily lead to a better outcome.

VI. RESPONSE SCALE:

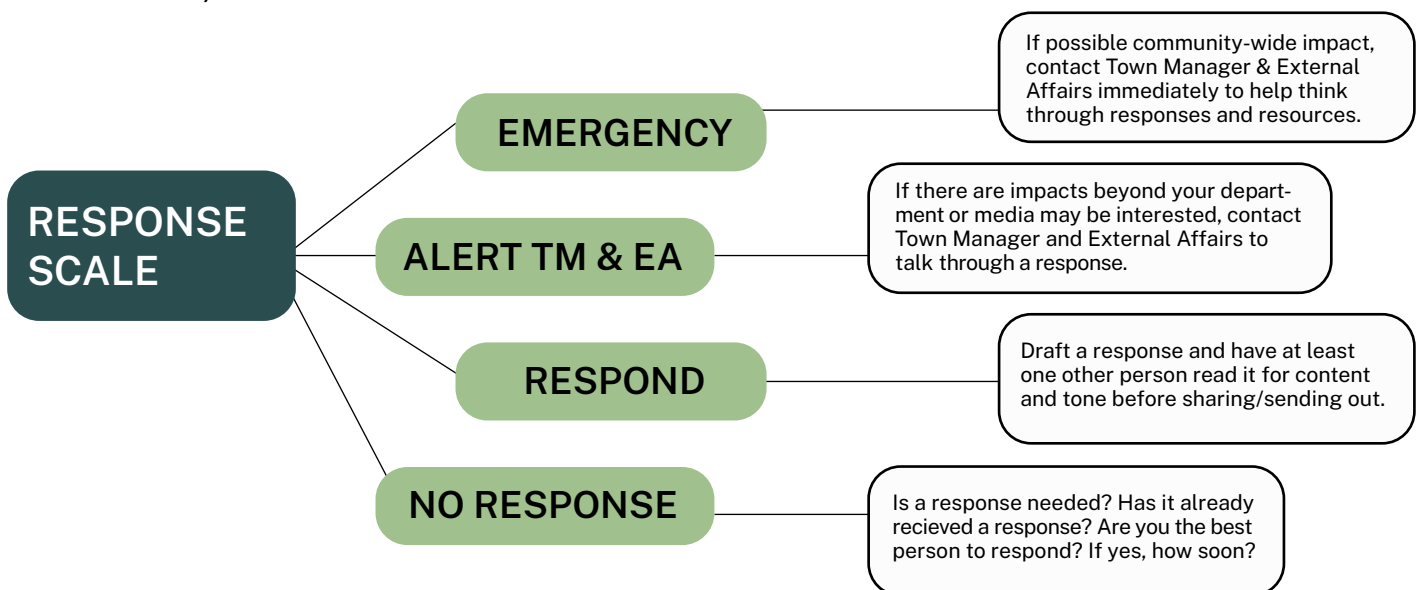
Across departments, the Town fields a significant number of requests and queries from community members and media every day. With considerable incoming communication to field, External Affairs recognizes that staff sometimes feels challenged to determine what level of response is needed. To help, EA created the below 'Response Scale,' which highlights the reality that not every query or statement necessitates a response and helps staff parse through the following questions.

Does this need a response?

Does this have impacts beyond my department or division?

Will media be interested?

Consider, who needs to know?



The Response Scale will be an element in the broader media training, and day-to-day functions as a simple tool to have on-hand and reference if/when staff is contacted by customers, community members, or the media. The basic question to always ask is, “Who at the Town needs to know what I just heard?”

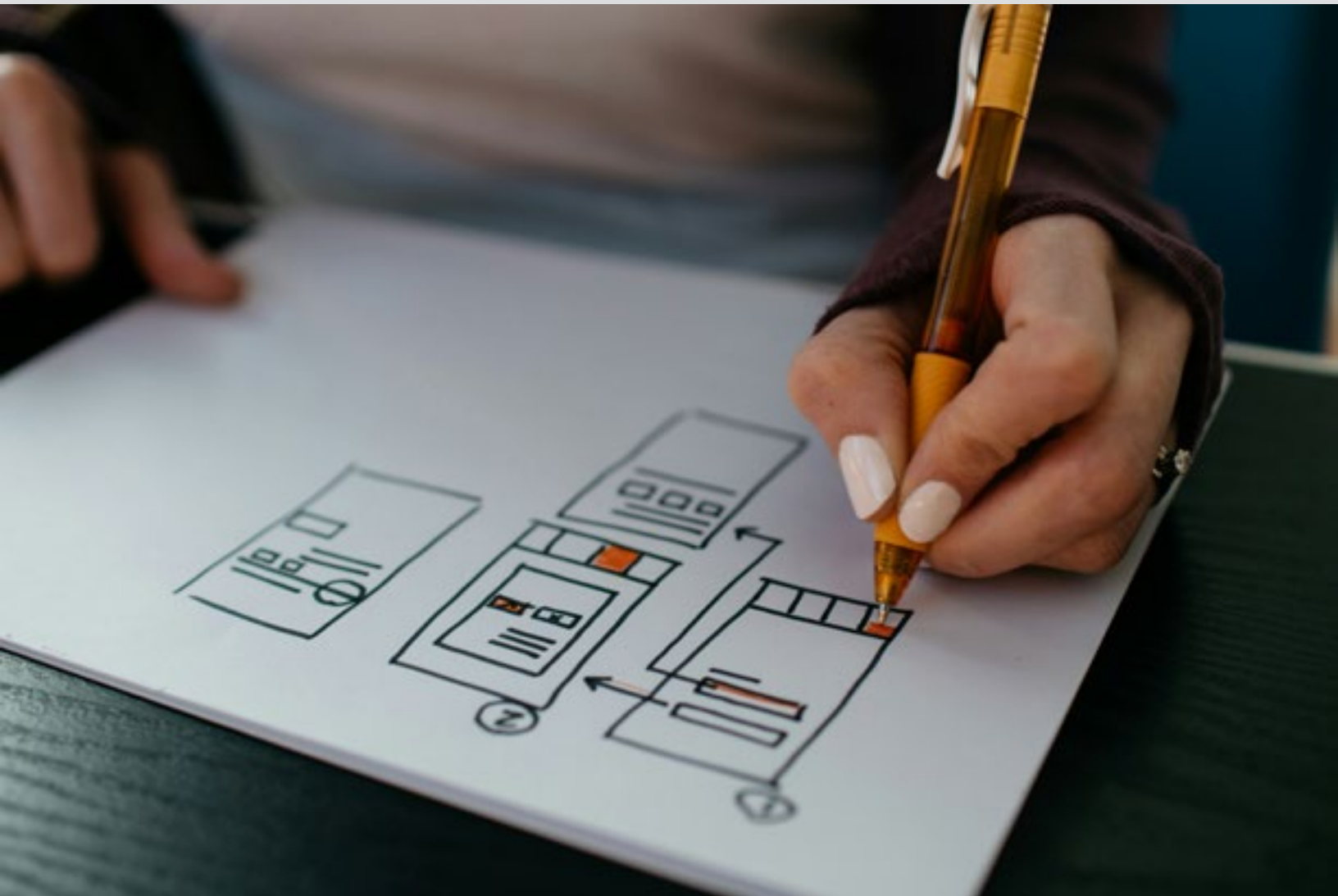
V. DAILY RESPONSE:

When incoming communication clearly needs a response, it is External Affairs’ job to collaborate with frontline staff, gather information, and craft a deliberate, thoughtful response that addresses comments and concerns. In an average week, External Affairs fields two or three such requests. From water lines to repercussions of code enforcement or a high-speed chase to unexpected aspects of construction projects, we support other departments and divisions to communicate with clarity and concision so their time can be spent on infrastructure and safety. These may include ‘incident response’ as detailed below, depending on the size and severity of a given item.



V. INCIDENT RESPONSE:

Recognizing that during incidents, organizations are judged on speed, relatability, and transparency, the Town has Incident Response Guidelines and protocols. We also have a report form to learn from incidents about how things went and what can be improved. During incidents related to the Town, our goal is to direct conversation and questions to informed spokespeople. To do so, the Town aims to be as prepared as possible, thoughtful and deliberate about what we say and how it is shared. External Affairs also regularly considers community-wide situational awareness to anticipate potential incidents that could gather momentum.



A2 | Work Plan

Continuing to utilize all the tools shared above, External Affairs plans to do the following in the coming years to continue to build trust, reliability, and credibility for the Town.

APPROACH	DETAILS	CONT./ NEW / TIMING
Streamlining Town Communications	As a clearinghouse for all Town communications EA will work to ensure written, spoken, & visual communications align with a consistent voice and brand identity, including everything from press releases to forms & talking points to social media.	Continue / Ongoing
Develop & Use a Cohesive Brand & Brand Voice	EA will establish and train staff about brand guidelines including a consistent tone and style for all Town communications including use of Plain Language, outlined below, how messages are conveyed, and use of a respectful and matter of fact tone. Solidifying the brand will necessitate updating the Town's Mission and Values and a new logo within the few years.	Continue / Ongoing
Highlight Success Stories (Contributing to the 80%)	Continue to share positive stories and case studies that illustrate the impact of the Town's work to build credibility and demonstrate the Town's effectiveness and commitment to public service.	Continue / Ongoing
Engage with the Community (Contributing to the 80%)	Continue fostering open dialogue and full-circle engagement and communications with community members. Encourage input, listen to concerns, and respond thoughtfully.	Continue / Ongoing
Ensure Transparency (Contributing to the 80%)	Be open about the Town's operations, decisions, and use of resources to reassure community members that the Town is accountable and operates with integrity.	Continue / Ongoing

TACTICS & PROJECTS		
Create & Execute Annual, Educational Campaign including 'Thought Leadership' (Contributing to the 80%)	Starting with a consistent communications campaign about Strategic Budgeting in 2025, EA will create educational campaigns each calendar year to begin to position the Town as part of bigger conversations. This will include publishing think pieces, policy briefs, and 'Explainers' about Town services and policies and hosting related Open Houses and topic-focused engagement.	New in FY26 / Ongoing
Refresh & Streamline Town Website (Contributing to the 80%)	The Town will improve its website to make it more user friendly and consider user experiences more often instead of how systems and processes work for staff. Constituents need to know what to expect from the Town and the most common way to set expectations is through your website.	-New in FY26 -Further Overhaul in FY28
Establish & iterate on 'Town is Working for YOU' Awareness Campaign (Contributing to the 80%)	To bolster awareness, build our brand, and demonstrate the Town organization as a trusted partner to our community, we will be launching an overarching campaign with the tagline: The Town Is Working for YOU.	New / Started / Ongoing
Train and Empower Staff	Ensure that all employees understand the Town's brand and are equipped to represent it effectively. Provide staff training on communication skills, media awareness, brand guidelines, media response, social media guidelines, Plain Language, Language Access, and more.	New in FY26 / Ongoing
Create & Implement Language Access Plan & Program	If Council approves, staff will work to develop a Language Access Plan and Program for the Town of Jackson to help ensure that community members with Limited English Proficiency can access Town services.	New in FY26 / Ongoing
Establish and Stand-Up Community Engagement Task Force	If Council approves, staff will present options for establishing a Community Engagement Task Force to continue to bolster involvement and connection with and gather perspective and insight from a broad variety of community members.	New in FY26 / Ongoing

TACTICS & PROJECTS		
Measure Impact, Adapt, & Evolve	The success of the Town's communications and branding will be measured through metrics tracking output and engagement and moving toward 80% of communications being focused on education and problem-solving. We will also start a regular community survey to assess satisfaction with services and evaluate the effectiveness of our efforts. We will consistently review website analytics and maintenance and/or growth of digital subscribers and followers. We will work to stay responsive and use data to make informed adjustments and improvements to continuously refine strategies and ensure they remain relevant, effective, and dynamic.	Started / Ongoing
Establish set process for regular Internal Communications	The Town's current newsletter is an external communications piece. Internal communications happen but without consistency. External Affairs will work with colleagues to set a regular schedule and topics to be shared with staff, which will likely overlap with the 'What's It Mean to Me' campaign mentioned below. Ideally, this will help to narrow the gap between Town Council and staff, celebrate successes more regularly, and help ensure our employees are great ambassadors for the Town.	New / Ongoing
Develop a Town-Specific Text Outreach & Alert System	The Town briefly had a texting system but found the vendor incompatible with our needs. Open rates for texts are generally much higher than emails and reach different segments of the community. By next year, EA will work to find a new vendor and re-establish a mass texting option.	New / FY27 or beyond
Reimagine, Print, & Install New Way-finding signs across Town. EA will also support START Bus to update bus stops this year as a starting point for the larger wayfinding project.	Way-finding signs around Town are aging and some are out-of-date. To more fully align with the Town's brand, External Affairs plans to request funding to start replacing signs next year. We will work to create a complimentary set of brand guidelines for way-finding signs to create cohesion for each entry into Town, on main streets, and through the community overall.	New / Ongoing to start in FY27
Create & Implement 'Language Access' Plan & Program	If Council approves, staff will work to develop a Language Access Plan and Program for the Town of Jackson to help ensure that community members with Limited English Proficiency can access Town services.	New in FY26 / Ongoing



New Logo System



New Wayfinding



New Website

A3 | On the Horizon

Listed below are three specific areas External Affairs has identified as initiatives to pursue within the next five years to help further solidify the Town's brand identity and position the organization as a thought leader.

I. NEW LOGO

Highlighted above, EA staff anticipates working on a new Town logo in the next few years to align the Town's brand identity with current times. When this initiative fits within a work plan and budget, External Affairs also foresees updates to sub-brands to maximize possibilities for co-branding and creating clarity across and throughout the Town's departments and divisions.

II. NEW WAY-FINDING SIGNS

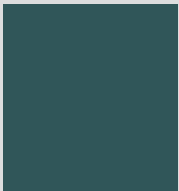


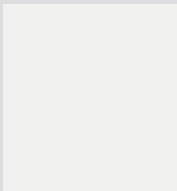
The way-finding signs around Town are aging and some have out-of-date information. To more fully align with the Town's brand, update to current reality, and bring way-finding signage into a more contemporary aesthetic, External Affairs plans to outline a plan for replacement next year. Funding-wise this will likely mean a request in next year's budget and/or a request to the Travel and Tourism Board to fund way-finding signs. EA anticipates branding for way-finding signs will be an outgrowth from solidifying the Town's internal brand. Once the internal brand is more aligned and consistent, we will work to establish a complimentary set of brand guidelines for way-finding signs to bring together a cohesive brand for each entry into Town, on main streets, and through the community overall. EA will also support START Bus to update bus stops this year as a starting point for the larger wayfinding project.

III. NEW WEBSITE

Also touched on above, the Town's website provider is Civic Plus, which is not the most user friendly for the community to navigate or staff to update. EA projects recommending a complete overhaul of the Town's website to consider other providers, usability, and remove pain points. Considering current projects and timelines, EA does not anticipate it will have capacity for this larger website update until Fiscal Year 2028.



Logo

					
Black	Pine	Sage	Balsamroot	Stone	White
C0/M0/Y0/K62	C87/M60/Y62/K20	C38/M12/Y44/K2	C9/M0/Y85/O	C1/M1/Y1/K3	C0/M0/Y0/K0
#000000	#305659	#9fbb9a	#efea46	#f1f1f0	#ffffff

Color Palette

Public Sans Regular
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Public Sans Semibold
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Public Sans Semibold
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Font Family

A4 | Brand Details

The Town's logo, or mark, was originally drawn by a community member. While positive in literally being created by a community member and being Town-centric with the elk refuge pictured, it is quite detailed and can be challenging to reproduce. In the near term, staff is not recommending a new logo but sees it on the horizon as something to shift to continue aligning the Town's brand identity with current times. External Affairs is also working on standards for sub-brands and systems outlining when to utilize more than one logo with different departments. We strive to achieve consistent co-branding between the Town and its departments and divisions.

ii. COLORS

With consistent input about challenges to readability with the sage background on slides, External Affairs will shift the Town's current color scheme slightly. We will keep two shades of green but lessen the cyan in the sage and brighten the darker green for improved differentiation and clarity. Once direction is completely set, EA will send out step-by-step instructions for staff and Council with letterhead, slides, email signatures, and other branded assets.

iii. FONT

Current Town fonts are all sans serif, which means none of the letters have curls or flourishes. EA staff is working with the IT team to determine whether we can access the Public Sans font, which was developed for governmental entities. This font is also sans serif and Teton County is starting to use it as its standard font. If it is possible to use Public Sans, External Affairs sees this as a simple way to build continuity between the Town and County. If not, we will continue using other sans serif fonts, Calibri and Open Sans. Either way, once direction is set, EA will send out step-by-step instructions and lead trainings for staff and Council to set up email signatures and share other branded materials.

Adventure Ready. Adopt Today.

The Jackson and Teton County Animal Shelter provides humane care to lost and abandoned animals, and facilitates their healing and adoption.



The Town is Working for YOU.



Town Approved Parklet

TOWN OF JACKSON



Join the Planning & Zoning Commission/ Board of Adjustment.

Help Shape the Town of Jackson's Future
The Town invites professionals with backgrounds in planning, architecture, natural resource management, real estate or related industries to join the Planning and Zoning Commission/Board of Adjustment.

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov

TOWN OF JACKSON | 1000 PEARL AVENUE | PO BOX 1007 | JACKSON, WY 83001 | 307.725.3002 | JACKSONWY.GOV



TOWN OF JACKSON

Bus Shelter & Public Restrooms Parada de Autobús & Baños Públicos



Land Acknowledgement

We recognize that the land we are gathering on is the ancestral homeland of the Mountain Shoshone People who stewarded it for thousands of years and that many other tribes also lived upon and cared for this area including the Bannock, Blackfoot, Cheyenne, Eastern Shoshone, Gros Ventre, Nez Perce, Northern Arapaho tribes, and others. With gratitude, we honor Indigenous Peoples, past and present. We also acknowledge the sovereignty of the Native nations closest to Jackson whose land was taken through broken treaties that resulted in the creation of the Wind River and Fort Hall Indian Reservations.

We recognize this acknowledgment is simply a first step. The Town of Jackson is committed to continued and informed action to connect with Indigenous people.

TOWN OF JACKSON | 1000 PEARL AVENUE | PO BOX 1007 | JACKSON, WY 83001 | 307.725.3002 | JACKSONWY.GOV



REQUEST FOR INFORMATION ABOUT Electric Vehicle Charging

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov

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Join the Planning & Zoning Commission/ Board of Adjustment.

Help Shape the Town of Jackson's Future
The Town invites professionals with backgrounds in planning, architecture, natural resource management, real estate or related industries to join the Planning and Zoning Commission/Board of Adjustment.

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov

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Request For Information about Electric Vehicle Charging

The Town is seeking information from experts on EV vehicle charging about infrastructure, models, and technology including the following:

- ADA compliance and accessibility
- Charging mechanisms such as overlay fees & discount programs
- Smart charge management
- AI to support EV charging
- Maintenance
- Signage

Submissions will be used for planning and to inform a Request for Proposals.

Submit by Monday, July 7, 2025
@10:00am in PDF format to:
cerklut@tjacksonwy.gov

Find the complete RFI on the Town's website:
<https://www.tjacksonwy.gov/2025/06/04/request-for-information-about-ev-charging/>

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov | 307.725.3002

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iii. GRAPHIC DESIGN

Graphic design is the art and skill of creating visual content to communicate ideas. Excitingly, for the first time, the Town has the skillset and capacity in staff to be consistent and comprehensive in the design of materials we put out. Going forward, EA will lead the charge to use clean, simple, consistent design to share the Town's content and build awareness. The Town will use quality, simple design with consistent fonts, spacing, and imagery. Considering negative and positive space, our graphics will work to create balance and naturally draw people's eyes to important elements. EA staff will develop and distribute consistently designed assets across and throughout the organization to create a more cohesive visual identity.

V. MISSION/VISION/VALUES:

As highlighted in the first section of this plan, the Town has a Mission and Values and utilizes the Comp Plan Vision. Each needs to be considered, possibly refined, and brought to life. EA will be working with Long-Range Planning and community members to consider the Comp Plan and collaboratively across the organization to help refine the Town's Mission and Values.

A5 | Benchmarks & Milestones

TOPIC/ITEM/CHANNEL	BENCHMARKS	MILESTONES
Move toward 80% of content shared being educational/ entertaining/ helping solve problems	<ul style="list-style-type: none"> - Share How-to blog posts or videos - Hacks, tips, and tricks - Insights from specialists - Timely reports and updates - Positive, uplifting, or funny content - Behind-the-scenes peeks - 'Throwbacks' about Town history 	<ul style="list-style-type: none"> - Move closer toward 50% of content being shared being education/problem solving. - Create more educational video content - Publish 1 to 3 'Explainers' and/ or 'Thought Leadership' pieces annually.
Move toward only 20% of content shared being compliance and requests	<ul style="list-style-type: none"> - Demonstrations & detailed information about rules - Calls to action and explanations about next steps - Explainers, What's this Policy Mean to Me? 	<ul style="list-style-type: none"> - Increase of receptivity when the Town asks for compliance
Host and Participate in Outreach Events to Con-nect, Listen, & Educate	<ul style="list-style-type: none"> - At least 8 'Chats w/ Council' w/ 30 cumulative attendees annually - Table @ 4 Peoples Markets - Take community 'pulse' 	<ul style="list-style-type: none"> - Hosted new 'Budget Open House' in 2025 - Hosted Leadership JH with bud-get focus - Add an additional event in 2026 'Open Day,' Open House, or Walk & Talk Tour
Enhanced Community Engagement & Full Circle Communication	<ul style="list-style-type: none"> - Continue creating thorough engagement processes to consult, involve, & collaborate - Focus on listening, gathering community insight, and sharing what informed decision making 	<ul style="list-style-type: none"> - Develop and implement at least two full circle engagement processes annually
Improve Interactions & User Experiences with the Town	<ul style="list-style-type: none"> - Communications consistently use & check-for 'Plain Language' - Digital payments will be accepted - Forms and processes will be simplified and easier to follow 	<ul style="list-style-type: none"> - Updates to at least 5 forms per year - 2 trainings per year on use of 'Plain Language'

TOPIC/ITEM/ CHANNEL	BENCHMARKS	MILESTONES
Set & Educate on Brand Guidelines	Set & Educate on Brand Guidelines -Develop/distribute Brand book & Guidelines -Create consistently designed assets across and throughout the organization -By Sept. 2025, share step-by-step instructions for staff/Council with letterhead, slides, email signatures, font, and other brand assets	-Establish a more cohesive visual identity for the Town -Train staff in brand guidelines -Co-brand guidelines in 2026 -Help ensure constituents know the services the Town offers & understand new policies -Improve the Town's overall reputation
Establish Trust, Credibility, & Reliability	-Celebrate success & share stories about public servants/service. -Educate about new initiatives, programs, & policies -Help the community understand services we offer, reduce confusion, and increase participation	-Move closer to making 80% of what we share being education without any asks -Be seen as resource and place people can trust to find and deliver info and services
Build Internal Cohesion & Morale	-A strong brand identity boosts internal morale and cohesion -Employees who understand and identify with the Town's brand feel proud of their work and align with the Town's goals	-Set more consistent internal communications with branding. -Work with Internal Services team on communications
Inform	-Push information out, gather details, write, create visuals, & share messages & content widely	-Post and share 2 or 3 Eblasts and 2 or 3 social media posts weekly
Media Requests	-Collaborate and support responses to media	-Ad hoc, average 3 weekly requests EA fields directly or supports -Meet w/ N&G reporter every other week
Incident Response	-Consult for perspective & help craft thoughtful responses	-Consult on 4 or 5 incidents annually
Newsletters	-Published monthly at end of the month since July of 2020 (12 annually, 60 total) -Newsletter goes to 3,500 people & consistently has solid open rates	-Supports 80% of content being to build awareness, celebrate success stories, & humanize government -Continue with 5 or 6 features each month. -Grow subscriber list

TACTICS & PROJECTS	BENCHMARKS	MILESTONES
Social Media	-5,900 followers on Town FB -2,500 followers on Town Instagram	-Continue consolidating accounts -Continue posting 2 to 3 times per week on FB & Insta
Paper & Digital Water Bills	- Paper: 2,900 households - Digital: 5,000 households	-Once monthly -Build-out annual calendar with balance of 80/20 rule through the 12 months
Eblasts	-Push out content to engaged list	-2 posts weekly or @ least 24 annually
Website (see analytics below)	-Promote specific pages & content -Remove friction and drive users to content we want people to see -Move News Flashes up and what other content to compile for easy access on homepage	-Compile comprehensive overviews of upcoming planning items in 'News Flash' -Compile construction projects that appear as 'News Flashes' on our homepage
Media Trainings	-Beginning conversations with media by asking if you are 'on the record' or providing 'background' -Ask what angle of article will be -Ask who else reporter is talking to	-Offer media trainings quarterly
Plain Language	-Continue to work to use Plain Language across departments and divisions and will also	-Train staff in use of Plain Language, so it becomes universal at the Town -Offer twice annually
Community Engagement Task Force (CETF)	-Establish, appoint, and stand-up Community Engagement Task Force -Set parameters and accountability standards for member participation	-Members attend no less than 85% of CETF -Members attend no less than 85% of annual Council meetings and 'Chats'
Language Access	-Create plan -Continue sending monthly content through Voices JH	-Goal to move toward 50% of content being translated into Spanish -Lead 2/3 trainings annually
Segmenting Lists	-Gathering topic-specific lists -Growing subscribers	-More targeted communications

A6 | Website Analytics

	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2
TOTAL VISITS	125,094	74,398	71,365	81,640	125,094	74,398	71,365	81,640	83,199	84,842
TOTAL VISITORS	107,859	65,614	63,908	71,031	107,859	65,614	63,908	71,031	72,795	76,003

2023 Page Visits	VISITS	2024 Page Visits	VISITS
1 START Bus Maps & Schedules	139,236	1 START Bus Maps & Schedules	131,296
2 Town of Jackson Homepage	57,590	2 Town of Jackson Homepage	55,598
3 START Bus Homepage	56,070	3 START Bus Homepage	51,306
4 START Bus Fares	14,999	4 Airport Shuttle	17,382
5 Town Square	13,536	5 Town Square	16,892
6 Pay Fees	10,345	6 START Bus Fares	16,621
7 Public Parking	10,051	7 Public Parking	12,898
8 Council Agendas and Minutes	9,774	8 START Bus Transit App	12,683
9 Shed Hunt	9,194	9 Pay a Bill or Ticket	10,950
10 Job Opportunities	8,392	10 Job Opportunities	10,627

2023 External Referring Sites	VISITS	2024 External Referring Sites	VISITS
1 Jackson Hole Mountain Resort	17,276	1 Jackson Hole Mountain Resort	18,377
2 Teton Village Association	3,901	2 Jackson Hole Airport	4,644
3 Jackson Hole Airport	1,638	3 Teton Village Association	2,632
4 Jackson Hole Traveler Visitor's Guide	423	4 Visit Wyoming	1,978
5 CoolWorks.com - Jobs in Great Places	413	5 Jackson Hole News & Guide	1,837

2023 Social Media Referrals	VISITS	2024 External Referring Sites	VISITS
1 Facebook	5126	1 Facebook	2,370
2 Instagram	206	2 Reddit	272

