

maas
a codesm company

The 2027 Government and Economic Development Marketing Plan Workbook

A working plan for public entities that need residents informed and engaged, and for EDCs that need site selectors and employers to find, trust and choose their community. Fill it in with your communications, economic development, records and procurement leads, then review it every quarter.

PREPARED FOR

PLAN PERIOD

QUICK START

How to use this workbook

This workbook is the working companion to our government and economic development marketing plan guide at trymaas.com/blog. Read the guide once for context, then fill in one section per week. Every box in this PDF is a form field: type straight into it in Acrobat, Preview or your browser, then save.

THE THIRTEEN SECTIONS

1. Business snapshot
2. SWOT analysis
3. Customer personas
4. Competitive analysis
5. Brand positioning
6. Goals and KPIs
7. Customer journey map
8. Channel strategy
9. Content strategy and calendar
10. Budget, stack and measurement
11. 12-month plan
12. Common mistakes
13. Quick start

> **Time budget.** Most sections take 30 to 60 minutes. Do them in order: positioning (section 5) only holds up once the snapshot, SWOT, personas and competitor work are done.

NEED HELP?

If you would rather have a team build and run this plan with you, MaaS by CodeSM is an outsourced marketing team for municipalities, public agencies, utilities and special districts, and economic development corporations. Book a call at **trymaas.com/get-a-demo**.

SECTION 1 · WHERE YOU ARE TODAY

Business snapshot

One page that anyone on your team, or any partner you hire, can read in two minutes.

BUSINESS NAME

LOCATIONS / SERVICE AREA

CORE SERVICES OR PRODUCTS

AVERAGE SALE OR CUSTOMER VALUE

TOP THREE CURRENT SOURCES OF CUSTOMERS

REVENUE GOAL FOR THE YEAR

CURRENT MONTHLY MARKETING BUDGET

WHO OWNS MARKETING TODAY

WHAT MAKES CUSTOMERS CHOOSE US OVER THE ALTERNATIVES?

WHAT HAS WORKED IN MARKETING SO FAR, AND WHAT HASN'T?

SECTION 2 · HONEST INTERNAL AUDIT

SWOT analysis

Strengths and weaknesses are about you. Opportunities and threats are about your market. Every weakness is a message you should not lead with; every opportunity is a campaign you haven't run yet.

STRENGTHS

What do you already do well? Think responsive staff, a trusted local news partner, certified or shovel-ready sites, utility capacity, a major employer willing to vouch for you and strong community events.

WEAKNESSES

Where do residents or prospects get stuck? Think an outdated or inaccessible website, scanned PDFs, English-only notices, slow social responses, stale site data and no CRM for prospects.

OPPORTUNITIES

What is changing in your favor? Think new roads, utility upgrades or industrial parks, population growth, reshoring in target sectors, workforce programs and new residents who have not yet connected with you.

THREATS

What could undercut you? Think misinformation in community groups, organized opposition to development, neighboring communities with ready sites and power, accessibility complaints and budget cuts.

TOP TAKEAWAYS

THE TWO STRENGTHS WE WILL LEAN ON HARDEST IN OUR MARKETING

THE ONE WEAKNESS TO FIX BEFORE WE SCALE SPEND

SECTION 3 · CUSTOMER PERSONAS · PERSONA 1

The Busy Resident

Engaged only when something affects them.

A 30 to 55 year old, working and phone-first, who pays attention when a road closes, a bill changes or a program opens. Reads Facebook groups and Nextdoor more than the city website.

NEIGHBORHOOD AND HOUSEHOLD

LANGUAGES SPOKEN AT HOME

SERVICES THEY USE MOST

WHERE THEY GET LOCAL NEWS

ACCESS NEEDS (DISABILITY, OFFLINE, OLDER)

MAIN FRUSTRATION

WHAT WOULD LET THEM FINISH THIS TASK ONLINE WITHOUT CALLING CITY HALL?

HOW WOULD THEY FIND OUT ABOUT AN EMERGENCY WITHIN THE FIRST HOUR?

SECTION 3 · CUSTOMER PERSONAS · PERSONA 2

The Site Selector

Screens you out before you know you were considered.

A location consultant or corporate real estate executive narrowing dozens of communities for a client project, usually without contacting them. Needs sites, utility capacity, workforce data and incentives quickly and in a format they can trust.

TARGET INDUSTRIES AND PROJECT TYPES

SITE SIZE AND UTILITY REQUIREMENTS

WORKFORCE DATA THEY NEED

INCENTIVE QUESTIONS

TIMELINE FROM LONG LIST TO DECISION

DEAL BREAKERS

COULD A CONSULTANT RULE YOU IN OR OUT FROM YOUR WEBSITE ALONE, TODAY?

WHICH DATA ON YOUR SITE IS MORE THAN SIX MONTHS OLD?

SECTION 3 · CUSTOMER PERSONAS · PERSONA 3

The Existing Employer

Deciding whether the next expansion happens here.

A local manufacturer, hospital or distributor weighing expansion here against another location. Cares about workforce pipelines, permitting speed, infrastructure and whether the EDC or city shows up before there is a problem.

COMPANY, SECTOR AND HEADCOUNT

EXPANSION PLANS AND TIMING

WORKFORCE AND TRAINING NEEDS

INFRASTRUCTURE OR PERMITTING ISSUES

LAST RETENTION VISIT DATE

MAIN RISK OF LEAVING

WHAT WOULD MAKE THIS EMPLOYER RECOMMEND YOUR COMMUNITY TO A PEER COMPANY?

WHO ON YOUR TEAM OWNS THIS RELATIONSHIP, AND WHEN DID THEY LAST VISIT?

SECTION 4 · KNOW THE FIELD

Competitive analysis

List the four or five businesses your customers compare you with, including the ones that aren't really competitors but win the same budget. Fill in what you can see from the outside.

BUSINESS	SHOVEL-READY OR CERTIFIED ACREAGE	PUBLISHED UTILITY CAPACITY	WORKFORCE DATA ON WEBSITE	INCENTIVE CLARITY	WEBSITE SPEED AND ACCESSIBILITY	RFI RESPONSE TIME
Us						
Competitor 1						
Competitor 2						
Competitor 3						
Competitor 4						
Competitor 5						

WHERE WE CLEARLY WIN

WHERE WE LOSE TODAY, AND WHY

SECTION 5 · ONE SENTENCE THAT DECIDES EVERYTHING

Brand positioning

Positioning is the reason a customer should pick you. Write it before you write a single ad.

For [who you serve] who [need or problem], [your business] is the [category] that [main benefit]. Unlike [main alternative], we [proof].

WORKED EXAMPLE

> *For manufacturers that need power and workers within two years, Cedar Valley is the I-35 location with 400 acres of industrial land on a substation with available capacity, because the city, utility and EDC finished the site studies before the first prospect called.*

OUR POSITIONING STATEMENT

PROOF POINT 1

PROOF POINT 2

PROOF POINT 3

SHORT VERSION FOR THE WEBSITE HEADLINE

SECTION 6 · WHAT WINNING LOOKS LIKE

Goals and KPIs

Three to five SMART goals: specific, measurable, achievable, relevant, time-bound.

#	GOAL	CURRENT	TARGET	BY WHEN / OWNER
1				
2				
3				
4				
5				

Examples. Grow opt-in alert subscribers from 4,000 to 12,000 by September 30, 2027. Raise the online share of permit applications from 40% to 70% by the end of the fiscal year. Pass a WCAG 2.1 AA audit on the 50 most-visited pages and all forms before your ADA compliance date. For the EDC, generate 24 qualified prospect inquiries and 8 site visits this fiscal year while completing 30 business retention visits per quarter.

MONTHLY KPI CHECK-IN

METRIC	WEEK 1	WEEK 2	WEEK 3	WEEK 4	GOAL
New alert and newsletter subscribers					
Online versus in-person transactions					
Social questions answered within one business day					
Event and program registrations					
Prospect inquiries, RFIs answered and site visits					
Business retention visits completed					

SECTION 7 · FROM FIRST SEARCH TO REPEAT CUSTOMER

Customer journey map

Where your customer is, what they are doing, and where you meet them. Fill in the last column with what you will do at each stage.

STAGE	WHAT THE CUSTOMER DOES	WHERE WE MEET THEM	OUR ACTION
Trigger	A resident faces a storm, a bill or a new program; a company launches a location search.	Alerts, local news, Facebook groups, consultant project kickoff	
Search	Looks for answers on Google, an AI assistant, a community group or a state site database.	Search results, AI answers, Nextdoor, state and regional site platforms	
Screening	Decides in seconds whether your page or community is worth a closer look.	Service pages, EDC site and data pages, mobile load speed	
Understanding	Reads the details and needs them in plain language, in their language, and accessible.	Plain-language pages, translated notices, captioned video, accessible forms	
First contact	Calls, emails, submits a question or sends an RFI.	Contact forms, social messages, phone, EDC inbox and CRM	
Action or evaluation	Applies, pays, registers or attends; a prospect schedules a site visit.	Online services, event registration, site tours, incentive discussions	
Confirmation or decision	Wants proof the task is done; a company makes and announces its decision.	Confirmation emails and texts, announcement plan with the company	
Follow-up	Notices whether anyone followed up or asked how it went.	Surveys, follow-up messages, aftercare visits for new employers	
Ongoing relationship	Subscribes to updates or keeps working with you as an employer.	Newsletters, alerts, business retention and expansion visits	
Advocacy	Shares your posts, defends you in a community thread or recommends you to a peer company.	Shareable updates, employer testimonials, consultant relationships	

SECTION 8 · WHERE THE BUDGET GOES

Channel strategy

Tick the channels you will run this year and name an owner for each. Investment ranges are planning ranges; adjust to your market.

USE	CHANNEL	ROLE	CADENCE	TYPICAL INVESTMENT	OWNER
☐	**Website and service pages**	Source of truth for services, alerts, meetings and EDC data	Weekly updates, quarterly accessibility audit	Staff time plus accessibility tools	
☐	**Email and SMS alerts**	Opt-in updates, emergencies and newsletters	Weekly plus as needed	$3,000 to $25,000 per year platform	
☐	**Facebook**	Broad resident reach, events and two-way questions	4 to 6 posts per week plus daily monitoring	Staff time plus $500 to $3,000 per boosted campaign	
☐	**Nextdoor**	Neighborhood-level notices and safety updates	1 to 3 posts per week	Staff time	
☐	**YouTube**	Meeting recordings, explainers, project and site tours	2 to 4 videos per month	Staff time plus production	
☐	**Earned media**	Announcements, projects and trust with older residents	Monthly	Staff time	
☐	**Paid social and search**	Program enrollment, events, recruitment and tourism	Campaign-based	$1,000 to $5,000 per campaign	
☐	**LinkedIn (EDC)**	Site selectors, corporate real estate and existing employers	3 posts per week plus quarterly paid	$1,500 to $5,000 per month paid	
☐	**Site and data platforms (EDC)**	Available sites and buildings, workforce and utility data	Monthly data refresh	$5,000 to $25,000 per year	
☐	**Consultant outreach and events (EDC)**	Relationships with location advisors and familiarization tours	2 to 4 missions or events per year	$5,000 to $40,000 each	
☐	**Print and utility bill inserts**	Reaching offline and older residents	Monthly or quarterly	Print and postage	

SECTION 9 · CONTENT AND SOCIAL

Content framework

About 40% short video and graphics, 30% service and how-to content, 20% news and decisions and 10% community stories, with EDCs shifting toward site, data and employer stories. Publish key notices in the languages your community uses and caption every video.

EIGHT CONTENT CATEGORIES TO ROTATE

CATEGORY	FORMAT	FREQUENCY	EXAMPLE
1. Service how-tos	Short video plus web page	Weekly	How to pay your water bill online in two minutes.
2. Alerts and preparedness	Text alert, social post and web update	As needed plus seasonal campaigns	Hurricane season starts Monday: three things to do this weekend.
3. What was decided	Carousel or short post	After each council or board meeting	Three decisions from Tuesday night and what they mean for your street.
4. Project updates	Photo or video update	2 per month	Main Street repaving: what changes for drivers next week.
5. People behind the service	Short video	2 per month	Meet the crew that restores power after a storm, and how to join them.
6. Community events	Event graphics and recap video	Weekly in season	Everything happening downtown this weekend, in one post.
7. Sites and data (EDC)	LinkedIn post plus site page	2 per month	120 acres, rail-served, with utility capacity available now.
8. Employer and workforce stories (EDC)	Video or article, with company approval	Monthly	How a local manufacturer filled 80 roles through the college's new training program.

OUR THREE CONTENT PILLARS THIS YEAR

SECTION 9 · CONTENT AND SOCIAL

30-day content calendar

Plan one month ahead. Write the post idea and the channel in each day you publish.

1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
25	26	27	28	29	30

SECTION 10 · BUDGET ALLOCATION

Budget allocation

A starting split for a typical business in this industry. Write your own percentages and monthly dollars next to it.

TOTAL MONTHLY MARKETING BUDGET (AD SPEND + PEOPLE + TOOLS)

BUCKET	EXAMPLE	WHY	OUR %	MONTHLY $
Website, data and accessibility	20%	Remediation, site and data pages, testing tools and content upkeep		
Paid media	22%	LinkedIn and search for EDC audiences, paid social for programs, events and recruitment		
Content, photography and video	20%	Explainers, project updates, site tours and employer stories		
Outreach, events and earned media	20%	Consultant missions, familiarization tours, community events and announcements		
Alerts, email, CRM and translation	8%	Opt-in alert platform, prospect CRM and translation of priority notices		
Contingency	10%	Reserve for emergencies, announcements and opportunities		

WHAT WE WILL CUT FIRST IF RESULTS LAG, AND WHAT WE WILL ADD FIRST IF THEY BEAT TARGET

SECTION 10 · TOOLS AND MEASUREMENT

Tech stack and weekly dashboard

STACK CHECKLIST

- [ ] Accessibility audit covering WCAG 2.1 AA for the website, forms, PDFs and mobile app
- [ ] Accessibility requirements written into every web, app and content vendor contract
- [ ] Google Analytics 4 or a privacy-friendly analytics tool with goals for online transactions and sign-ups
- [ ] Opt-in email and SMS alert platform with sign-up on every page, bill and event
- [ ] Social media archiving tool that captures posts, comments and edits
- [ ] Written social media and content-neutral comment policy
- [ ] Translation workflow and list of priority notices by language
- [ ] Plain-language style guide for all departments
- [ ] EDC site and building database with utility, acreage and drive-time data
- [ ] Prospect and business retention CRM
- [ ] Procurement, grant and promotional spending checklist reviewed before each campaign
- [ ] Monthly board and council dashboard template

WEEKLY MEASUREMENT DASHBOARD

METRIC	THIS WEEK	LAST WEEK	GOAL	STATUS
Alert and newsletter subscribers				
Online share of transactions and applications				
Calls on topics you published about				
Social questions answered within one business day				
Event and program registrations				
Accessibility issues open and fixed				
Prospect inquiries, RFIs and site visits				
Business retention visits and announced projects				

SECTION 11 · THE YEAR AT A GLANCE

12-month action plan

The order we suggest. Move rows to fit your season, add an owner, and tick each one off.

WHEN	FOCUS	OWNER	DONE
Month 1	Complete the snapshot, personas and positioning. Confirm your population and ADA compliance date.		☐
Month 2	Audit the top 25 pages, forms and mobile app for WCAG 2.1 AA and update vendor contracts.		☐
Month 3	Adopt the social media and comment policy, set up archiving, and add alert sign-ups everywhere.		☐
Month 4	Rewrite the 10 most-called-about topics as plain-language pages and translate priority notices.		☐
Month 5	EDC: rebuild site and data pages with acreage, utilities, workforce and incentives, all dated.		☐
Month 6	Mid-year report to the board or council. Shift effort toward the channels driving sign-ups and inquiries.		☐
Month 7	EDC: start LinkedIn and consultant outreach. City: launch program campaigns timed to the resident calendar.		☐
Month 8	Run business retention visits and capture employer and workforce stories.		☐
Month 9	Host or attend a consultant event or familiarization tour. Refresh all site data.		☐
Month 10	Second accessibility audit, including new content and social posts since the first audit.		☐
Month 11	Analyze the year by audience and channel and draft next year's budget request from the data.		☐
Month 12	Present results, update personas and positioning, and lock the next fiscal year's plan.		☐

SECTION 12 · WHAT TO AVOID

Common mistakes

The patterns we see most often in this industry, and the fix for each. Be honest about which ones apply to you.

01 Treating accessibility as the web vendor's problem

Contractor content is covered. Put WCAG 2.1 AA in every contract, audit forms and PDFs, and train staff who post.

- [ ] We do this today

02 Deleting comments or blocking critics

Adopt a written, content-neutral comment policy, archive everything and respond with facts.

- [ ] We do this today

03 Publishing PDFs as the main content

Put the answer on the page in plain language and attach the document for those who need it.

- [ ] We do this today

04 English-only outreach in a multilingual community

Translate notices about money, safety, voting and services first, based on your community's language data.

- [ ] We do this today

05 Stale site and workforce data

Refresh EDC data monthly, date every data page and remove sites that are no longer available.

- [ ] We do this today

06 Spending outside the rules

Check procurement thresholds, grant terms, promotional caps and political advertising limits before each campaign.

- [ ] We do this today

SECTION 13 · STARTING FROM SCRATCH

Quick start

If you only have a few hours a week, do these in order.

DONE	WHEN	TASK
☐	**Week 1**	Write the snapshot, three personas and positioning. Confirm your population and ADA compliance date.
☐	**Week 2**	Audit your 25 most-visited pages, top forms and mobile app for accessibility and assign fixes.
☐	**Week 3**	Adopt a social media and comment policy, set up archiving and assign response times.
☐	**Week 4**	Add an alert sign-up to every page, bill and event, and pick the languages for priority notices.
☐	**Month 2**	EDC: rebuild site and data pages. City: rewrite the 10 most-called-about topics in plain language.
☐	**Month 3**	Build the dashboard and a one-page monthly report for the board or council.
☐	**Quarter 2**	EDC: LinkedIn, consultant outreach and retention visits. City: program campaigns timed to the resident calendar.
☐	**Year 1**	Review results against goals and write next year's budget request from the data.

NOTES

You have the plan. Want a team to run it with you?

MaaS by CodeSM is the outsourced marketing team for municipalities, public agencies, utilities and special districts, and economic development corporations. One team for strategy, creative, paid media, SEO, web and reporting, without hiring a department.

01

A marketing audit

We review your listings, website, reviews, ads and reporting and show you where leads are slipping.

02

See where you stand

We compare your search visibility, reviews and ads with the competitors your customers actually consider.

03

A 90-day plan

You leave with a prioritized 90-day plan: channels, budget, content and KPIs.

04

Or we run it with you

Strategy, creative, paid media, SEO, web and reporting from one outsourced marketing team.

Book a call

trymaas.com/get-a-demo



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