City of San Leandro

Office of City Manager

Strategic Communications Plan

Table of Contents

Introduction

The City of San Leandro should be congratulated for undertaking this process of reviewing the City's communications effectiveness and looking for recommendations which will help ensure improved understanding by the community of its services, programs and issues. The goals of this Plan are to:

- Analyze existing communications programs and materials
- Assess the perception of the City's communications efforts among a variety of constituencies
- Identify opportunities to implement effective communications processes and tools, and
- Recommend specific action steps that will enhance the City's future communications success while considering realistic limitations on staff and financial resources

This report should be considered a blueprint for the City to refine its communications program into a formal part of its institutional structure and culture. This Plan is focused on implementation within the next three to five years.

Communications today is much more complex than in previous decades. Most of us are overloaded with information and therefore are much less likely to read in-depth articles or materials about government agencies or services; many are apt to be informed by visual images and by communications vehicles which reach us with messages specifically tailored to our needs and concerns. The City's challenge is to convey consistent messages which serve to explain the organization's purpose and reason for its decisions and invite input, both on an overarching level as well as on specific project/issue levels.

Our efforts were made infinitely easier by the cooperation and openness of all those we worked with on this project. Members of the City Council, staff, community members and business representatives were universally helpful, honest and willing to share their perceptions with our team. We are especially appreciative to the staff in the City Manager's Office.

Finally, it is important to note that the principles of communications and engagement – a two-way process of communicating and listening – have been viewed as major elements of business and are increasingly not only a function of government, but an integral part. As Thomas Jefferson wrote, "If we think society not enlightened enough to exercise their control over government with a wholesome discretion, the remedy is not to take it away from them, but to inform them."

Scott Summerfield   Sheri Benninghoven, APR
Principals, SAE Communications

Research Steps/Results

R esearch was conducted using a proven process of qualitative and quantitative methodologies. One-on-one interviews were conducted by members of the SAE Communications team with a variety of individuals representing internal City audiences and community members. The list of these participants is included in the appendix. It is important to note that no single person's opinions are quoted; it is the composite of all the voices heard that forms the basis of the recommendations in this Plan.

Further, we assisted the City in conducting an online survey to ascertain perceptions about communications and also from where information is gathered. These results are provided in a separate document.

SAE's research steps included:
- Individual interviews with members of the City Council
- Individual interviews with department heads and senior staff
- Individual interviews with community leaders and business representatives
- Evaluation of City printed and electronic materials
- Evaluation of social media content
- Analysis of media coverage
- Evaluation of the City's web site
- Online community survey

San Leandro External Interviews Summary
- There is a strong desire for additional communication in languages other than English, as San Leandro is regarded as one of the most diverse communities in the Bay Area.
- Region should be more aware of San Leandro's efforts to embrace its diversity.
- The *San Leandro Times* is considered the primary non-City source of important community news.
- The City Manager's monthly e-newsletter is recognized as helpful, informative and a signal of better communication from the City.

- Communication is generally perceived as improving under the leadership of the City Manager and there is a clear understanding that this is a priority.
- There is a desire for increased communication with the school districts, using the tools already in place to inform parents/guardians about important community issues.
- Residents would appreciate additional opportunities to meet and discuss issues with the City Manager.
- There are no readily-identifiable communications tools sent directly to residents on a set schedule.
- Social media is not being used as effectively as possible due to lack of staffing.
- Public safety was frequently noted as the most important community issue and requires additional communication regarding City/PD actions, etc.
- Communications tools focused specifically on businesses would be highly-valued.
- City website has improved vs. previous version.
- Steven Taylor death was a turning point in the community and showed that public safety communication must be improved.
- Homelessness is a serious community concern and there is a desire for more information about actions the City is taking to manage it.
- There is a desire for face-to-face communication for residents who aren't connected on social media and don't use electronic communication tools.

San Leandro Internal Interviews Summary
- Recent staff survey indicated that improved communication must be a top priority; engagement with staff is lacking and staff often feel uninformed. There is noted improvement in the recent year.
- Intra-department communication needs improvement, providing staff at all levels with a

baseline understanding of issues outside their department.

- There is a strong desire for additional communication in languages other than English.
- The *San Leandro Times* is considered the primary non-City source of important community news.
- The City Manager's monthly e-newsletter is recognized as a beneficial new tool to inform staff about programs, issues, and initiatives throughout the City.
- City Manager's Office communication is generally perceived as improving.
- There is a strong recognition that public information/communications staff levels are insufficient for a city as large as San Leandro. Current staff is doing an exemplary job but is stretched very thin.
- Social media is not being used as effectively as possible due to lack of staffing.
- Councilmembers desire clarification of their roles during a crisis and a deeper understanding of the Incident Command System and other components of emergency response.
- Communication should be improved with residents of multi-family properties (primarily renters).
- Strong desire for honesty in communication, indicating the difficulties faced by the City when managing tough issues.
- Staff would benefit from a streamlined system for press release distribution, social media posts, media pitches, etc.
- A cross-department communications team would allow current staff with communication responsibilities to work more efficiently and coordinate messaging, etc.
- Staff in the field would benefit from an internal communications strategy that is not solely designed for those who work at desks or in offices.

San Leandro Community Survey Summary

- There were a total of 211 respondents, with many offering commentary in the open-ended questions.
- More than 2/3 of respondents believe they receive information about important community issues in a timely, easy-to-understand manner.
- Respondents were fairly evenly divided regarding whether they believe they have access to or receive sufficient information about City services.
- About 3/4 of respondents somewhat agree that the City makes a strong effort to inform them about its programs, services and issues; that they have a good understanding of how important community issues are discussed and decided by the City; and that they know where to get information about a specific City program, service or issue.
- About 1/3 of respondents most often get information about City Council policy decisions from official City communications. Slightly fewer get that information from external sources such as TV, radio, newspapers, websites, social media, etc. Almost 1/4 of respondents indicate that they usually don't hear about this information at all.
- Most frequently used communications tools to receive information about City programs, services, and issues include the Internet in general (not just City website), *San Leandro Times*, City website, word-of-mouth, social media posts and City Manager's monthly e-newsletter.
- Almost 3/4 of respondents are aware of the AC Alert system, and a vast majority indicated a willingness to subscribe.
- Specific additional communications tools mentioned as helpful included greater partnership with the school districts, additional use of multi-language communication, increased use of traditional tools such as flyers and continued use of the *San Leandro Times*.
- Respondents were fairly evenly disbursed over a variety of San Leandro neighborhoods and unincorporated Alameda County.

Situation Analysis
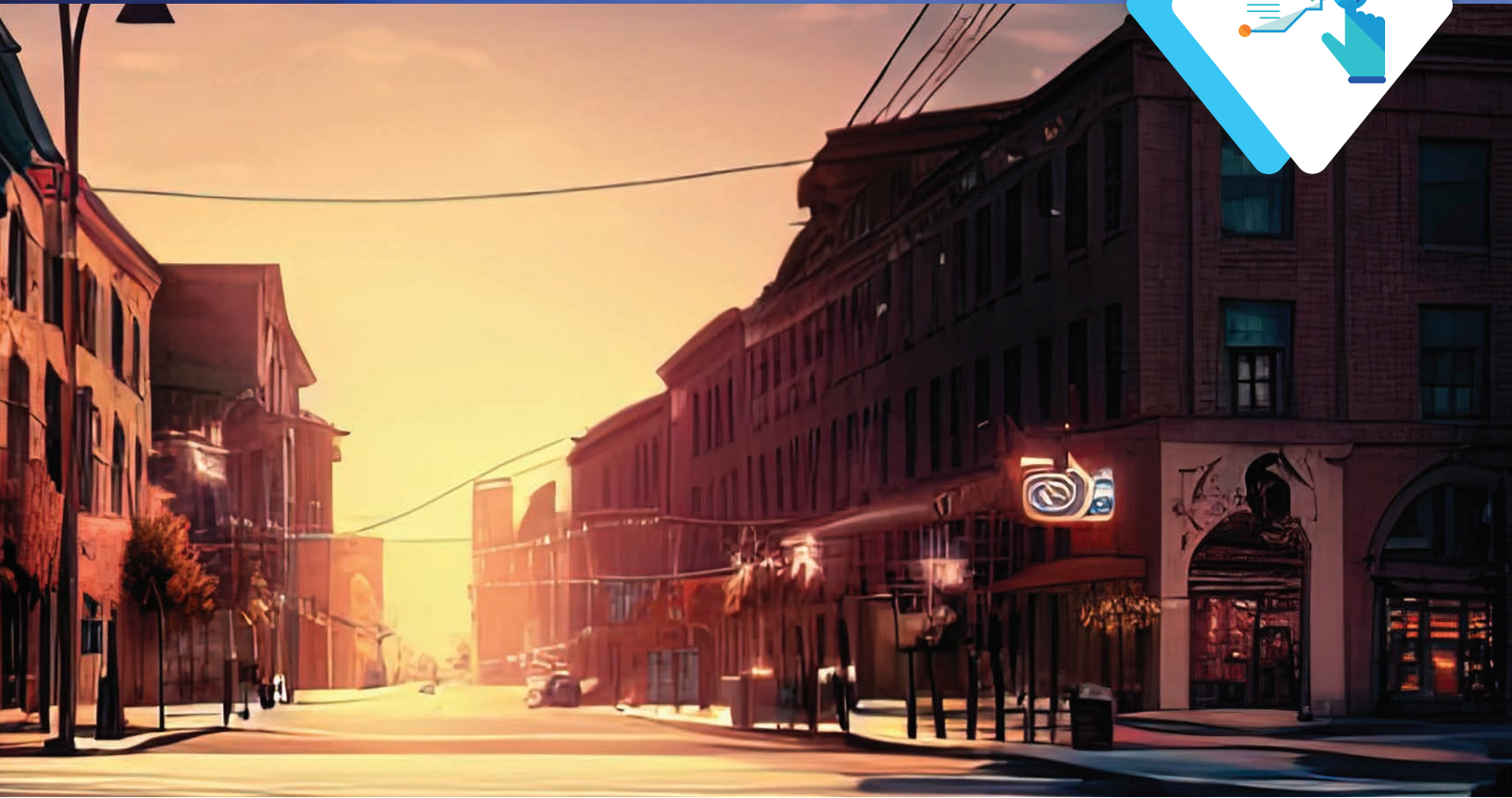
The research findings illuminated a number of issues or challenges facing the City and how it communicates with residents and others; the following are our major conclusions. The Tactics section of this Plan provides detailed recommendations on how to address these issues.

Opportunities

- The City fully embraces a commitment to communicate openly, transparently and fully in order to communicate with key audiences and engage in a meaningful way
- San Leandro is leading the way in using digital advertising and marketing to use new technology to reach and engage with residents, visitors and businesses
- With a renewed commitment to communications by the City Manager's Office, an opportunity exists to create a robust set of engaging communications tools that will break the mold of traditional one-way government communications
- Success will hinge on the use of new concepts such as visual images, video and social media balanced with traditional tools such as media relations and display advertising

Challenges

- The City team can't forget that many in San Leandro obtain their information about the City from traditional sources, such as the *San Leandro Times*
- There is no single communications tool or channel that serves as a "magic bullet" to effectively communicate with all target audiences
- Most residents are overloaded with information and therefore are much less likely to read in-depth articles or materials about government agencies or services
- The City must convey consistent messages which serve to explain the organization's purpose and reason for its decisions and invite input, both on an overarching level as well as on specific projects/issues
- Funding to properly staff an effective communications function is limited

2021 City Council Goals

The following City Council Goals serve as a guide for the fiscal year and provide overall direction for the City's services and programs. Therefore, these are the topics that should dominate City communications channels:

- Place San Leandro on a firm foundation for long-term fiscal sustainability
- Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety service and grow our partnership with the community to keep San Leandro safe

- Maintain and enhance San Leandro's infrastructure
- Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride
- Maintain and support a strong positive relationship between the City and the educational community
- Promote and maintain an inclusive work environment that values employees and volunteer contributions, supports professional growth and development and fosters a culture of kindness and collaboration in the delivery of services to our community

Communication Goals

- Increase confidence in the decisions programs and services offered by the City
- Raise public understanding of the City's role in delivering a vast array of services and of the diligence of the City's efforts to make the best decisions possible
- Instill a sense of partnership between the City and those it serves

- Embark on a path that leads to direct and thusly improved communication flow between the City and residents/businesses
- Ensure employees feel they are appreciated and part of the community

Communication Objectives

- Generate positive comments about the City's improved ability to connect with and communicate among at least 75 percent of those interviewed for this Plan in 24 months
- Generate a minimum of six news or feature media stories per year about the City/ departments which deliver an important Key Message
- Generate a minimum of a 10 percent increase in the awareness of and reliance on City communications tools as a source of information about local government programs and services in 24 months
- Conduct a baseline user survey of web site visitors and re-conduct within 24 months (or after any redesign or navigation update); generate a minimum of a 20 percent increase in positive comments regarding usability/navigation
- Generate a 100 percent increase in the number of YouTube Channel subscribers in 24 months
- Conduct a baseline survey of City employees regarding the feelings regarding internal communications and generate a minimum 20 percent increase in the positive comments from employees within 24 months

Audiences

Residents
- Those of varying ethnic backgrounds
- Renters
- Seniors
- Parents / PTA / School leaders
- Homeowner association leaders, residents
- Local business owners, their employees
- Youth
- Community based organizations / Non-profits

City of San Leandro
- City Council
- Department heads/ managers
- City employees; field, office
- City boards/commission members

Community Organizations
- Chamber of Commerce
- Employees of businesses located in San Leandro

Organizational Key Messages

K ey messages convey to the public and other audiences the City's goals, programs and services. Messages are the "big picture" explanations that the City wants all audiences to know; they also provide the context for the individual initiatives, department programs, etc. These are included in all comments to the media, written articles, speeches, presentations, web postings and all other communications from the City. The bullets under each message explain or expand on the message, adding facts, anecdotes, etc. It is important to note that messages will not necessarily be used verbatim by staff or elected/appointed officials; each individual speaks with a unique voice, and the messages should be used as a guideline for communicating the most important thoughts about each issue (thus are not the same as "talking points").

Messages should be revisited regularly to ensure they continue to represent the main issues that the community needs to know. Additional messages *must* be developed for every project, program or major incident that takes place. A key message development/delivery training program will allow City personnel to understand the role of a message and how to develop and deliver them.

The messages below explain the City's overall purpose and current initiatives. They are a first draft and will evolve during the coming months as the City refines its communications efforts. The final overall key message platform will also include detailed "proof points" under each message; these provide specific examples, statistics and other information which support the messages.

Key messages also come from the goals or organizational strategies adopted by the City Council.

City of San Leandro Organizational Key Messages – *Draft*

Decisions made by the City Council and programs implemented by City staff are designed to ensure the long-term fiscal health of San Leandro.

- Proof points would include examples of decisions and programs.
- Note interesting or unusual types of cost-saving measures or long term fiscal planning steps.
- Mention GFOA or other finance-related awards and track record of a balanced budget and healthy reserves.

Creating San Leandro as a center for innovation has required teamwork between the City and local/regional business leaders.

- Describe economic development programs, innovate cooperation.
- Give example of what a center for innovation means and how that benefits residents and businesses.

The residents of San Leandro are well-served by a highly dedicated and caring group of City employees.

- Mention 24/7 operations during pandemic response.
- Note examples of employees going "above and beyond."
- Note creativity in managing increased demands for service.
- Note the customer service orientation of City staff.

The City of San Leandro is a well-kept secret: a livable, friendly community centrally located that supports diversity and high quality of life.

- Proof points would include examples of how race relations and diversity are viewed constructively and positively.
- Describe other attributes that make San Leandro a highly attractive place to live and work; transition from sleepy town of the past to a vibrant multi-cultural place to thrive.

External Communications Strategies
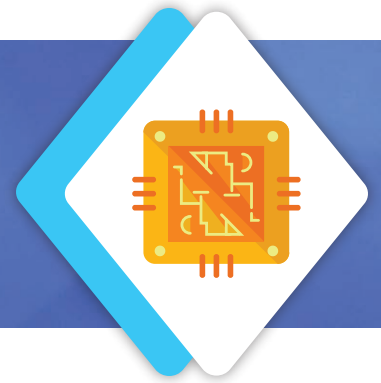
There are nine overarching communications strategies which emerged as the research, challenges, opportunities, goals and objectives were developed. The tactics to address each are bulleted under each strategy and are detailed in the next section.

While a list of priority tactics is included in a later section, this symbol ◈ is used below to note the highest priority tactics, or those recommended for implementation in the first year following adoption of the Plan. As noted previously, this Plan is intended to be implemented over the coming three to five years.

1 **Department Public Information Team** – Leverage the communications resources and knowledge within each City department to benefit the City as a whole. This team is especially important to serve as the emergency public information team during an EOC activation.

- Uniform training of City Public Information Team (aka "PIT Crew") ◈
- Maintain a Master Editorial/Projects Calendar ◈

2 **Strategic Communications** – Institutionalize the role and importance of strategic communications planning/counsel and key messages throughout the organization.

- Conduct key message development/delivery training for all City management staff ◈
- Build key message development into every project/issue
- Conduct strategic communications training for management staff ◈
- Establish protocol for how the CMO or PIT Crew responds to a department issue or need ◈
- Provide key messages and issue summaries to City Council
- Conduct presentation training for management staff ◈
- Create "inhouse communications consulting" orientation

3 **"Personal Touch" / Opinion Leader Communications Programming** – Engage residents by adopting tactics that bring all together to learn and exchange information about City programs, issues, and decisions. Identify and inform key opinion and community leaders by category, such as City Commissioners, parents, visitors or business organization leaders/participants, school leaders, faith-based leaders/participants, etc. A unifying trait to engage with these individuals is personalized attention; tactics focusing on this "personal touch" will be most effective.

- Engage residents at their neighborhood level through in-home/small group/topic specific gatherings
- Systematize homeowner association leadership briefings/populate HOA communications channels ◈
- Provide more consistent content of interest to parents through the School District ◈
- Target City commissioners for specific outreach ◈

4 **Media Relations** – Educate residents via an active media relations program to generate hard news about City priorities as well as feature stories that help to tell the City's story.

- Prioritize, focus pitching efforts ◈
- Produce video b-roll/interviews to increase Northern California broadcast coverage
- Share news and feature media coverage ◈
- Prepare occasional "op-ed stories" ◈
- Implement a written media policy ◈
- Prepare easy-to-read summary of City Council agenda items and actions
- Prepare articles for trade publications that highlight the City's unique programs or accomplishments
- Refine electronic Media Room on the website
- Move toward "City News Center"

5 **Direct Communications Channels and an Electronic Community Relations Program** – Increase awareness of City programs and services via pushed information channels as well as via engagement through an electronic community relations program, including via social media, electronic newsletters, photography, website, graphic design, San Leandro app and electronic town hall meetings.

Social Media
- Focus human-interest content on social media channels to increase engagement, storytelling ◈
- Develop Nextdoor strategy: Be carefully active ◈
- Cross-promote City programing on YouTube channel on other social media channels ◈
- Use Facebook Live to "broadcast" important public hearings or other important City Council meeting items, important community meetings, events, etc.
- Respond occasionally to social media comments ◈
- Use humor, carefully, to connect with residents ◈

Electronic Newsletters
- Increase frequency of City Manager's newsletter
- Grow the e-blast database ◈
- Push more information via e-blast, including single topic e-blasts ◈

Photography
- ▷ Train and empower City staff to photograph service delivery ◈
- ▷ Invite community to submit photos of great City service delivery
- Use photos to engage the public via advertising and in social media

Website
- Make website navigation/functionality oriented to public v government ◈

Graphic Design
- Continue to build a consistent "look and feel" for all graphics ◈

San Leandro App
- Determine integrated, easy-to-use Citizen Request Management (CRM) system / Revamp MySL app

Electronic Town Hall
- Conduct "Tele-Town Hall®" to gather input via unique electronic community gathering

6 **Video** – Generate confidence and engagement through the strategic use of video. Produce videos that show day-to-day service delivery.

- Broadly use video programming to tell City service-related stories ◈
- Content should focus on what the City does as well as special events ◈

7 **Traditional Communications Relations** – Establish a Community Relations program to communicate/connect with residents.

- Target local service organizations, non-profit boards for presentations
- Establish "City 101" information series
- Install video boards in City facilities

- Conduct online surveys and "question of the week" to engage the public
- Require contractors to include funds for community relations to explain projects

8 **Advertising** – Strategically use advertising to increase awareness of key initiatives and programs.

- Continue aggressive digital promotion/advertising of City content ◈
- Promote strategic content via display ads in *San Leandro Times* ◈
- Adopt "Best Of …" video series highlighting City employees

9 **Emergency Public Information** – Ensure life- and property-saving information reaches those impacted during and after a natural or human-caused disaster.

- Finalize Emergency Public Information Plan ◈
- Market and promote emergency alert system subscribers
- Conduct tabletop and exercises for PIT Crew ◈
- Conduct emergency communications training for elected officials

External Communications Tactics

The following series of tactics are aligned under each of the above-mentioned Communications Strategies. While ambitious, the implementation can occur in part with existing staff resources and a focused internal team approach.

1 **Department Public Information Team** – Leverage the communications resources and knowledge within each City department to benefit the City as a whole. This team is especially important to serve as the emergency public information team during an EOC activation.

This concept involves identifying a manager from each City department to meet regularly as a team to share information, advise regarding communications strategies and jointly develop information efforts that cross departmental lines.

Uniform training of City Public Information Team (aka "PIT Crew"). This team is responsible for communications/civic engagement, will serve as a central information sharing body and will help develop communications strategies and help address controversial issues. Representatives from each City department form the PIT Crew. Communications-related training and annual workshops, such as "PIO Boot Camp," should be held. The group would also share breaking news or major initiative information. The agenda for each month's meeting would include the following:

- Major issues impacting each department
- Communications counsel on how to address departmental issues
- Major actions from the City Council – past and anticipated
- Community relations challenges
- Issues that cross departmental lines
- Review and update of Master Editorial Calendar

Meetings can occasionally include training opportunities, such as crisis communications, EOC/JIC operations, key message development/delivery, media pitching, writing, presentation management, social media best practices, etc.

A key role for the PIT Crew will be to serve as the emergency communications organization. Therefore, periodic emergency drills or tabletop exercises would also be part of the training program. Another training element would address the tactics necessary both during an emergency but also during non-crisis periods, such as the following:

- Managing emergency communications
- Social media during a disaster
- Conducting press conferences
- Writing press releases
- Community meeting planning during a disaster
- Local Assistance Center organization and communications

This body would also be responsible for implementation of major aspects of this Strategic Communications Plan, determining how best to move forward on the highest priority tactics.

Maintain a Master Editorial/Projects Calendar. ◈ This tactic is a method of planning for major events, City Council topics, decisions, and issues across all departments. The PIT Crew would review and update monthly as a regular agenda item. This is the best method to organizationally plan for and strategically monitor significant stories. Attention to each item can appear in all City communications channels, from social media to media pitching to community presentations. Various software programs are available to assist coordination across departments. The following example is from task management program "Monday.com" in use by the City of Agoura Hills.

5/3/21-5/7/21		Owner	Status	Publish Date	Media 1	Check	Media 2	Check
LA Regional COVID Fund Round 2 - Reminder		LC	Done	May 1	All Social Media	✓	Website	✓
California Small Business Relief Grant Program (Round 6)		LC	Done				site	✓
Public Safety Day		AB	Done				site	✓
Chesebro Interchange Night Work 5-3		KF +2	Done					
Thank you for Community Service Days		AB	Done				al Media	✓
Picnic Shelters Reopening		AB	Done				site	✓
Chesebro Interchange Night Work 5-4		KF +2	Done					
SCE aerial inspections		RS	Done					
CAAP Workshop reminder		RS	Done					
Malibu Creek Watershed EWMP - Reminder		KF	Done				site	✓
Chesebro Interchange Night Work 5-5		KF +2	Done	✓	May 5	All Social Media	✓		
Kramer's Pharmacy Vaccines			Done	✓	May 5	All Social Media	✓	Website	✓
Clean Power Alliance 5-6-21		LC	Done	✓	May 6	All Social Media	✓	Website	✓
Fire Preparedness Message		LC	Done	✓	May 6	All Social Media		Website	✓
Mayor's Address		LC	Done	✓	May 6	All Social Media	✓	Website	✓
LA County Library: COVID-19 Recovery Update (1st post)		RS	Done	✓	May 7	All Social Media	✓	Website	✓
Conejo Cash		RS	Done	✓	May 7	All Social Media	✓		
CAAP Workshop reminder		RS	Done	✓	May 7	All Social Media	✓		

2 **Strategic Communications –** Institutionalize the role and importance of strategic communications planning/counsel and key messages throughout the organization.

Conduct key message development/delivery training for all City management staff. ◈ Message development/delivery training should be conducted regularly for all employees who may serve as a media spokesperson or who present information to the Council/community, including department and division managers and all communications-related staff members. This training includes an introduction to the concept of key messages, elements of a key message, how to deliver messages, venues for message delivery and other techniques. The training for all management team members should include what is and isn't newsworthy; on-camera interview techniques; how to control an interview (i.e., getting the City's messages delivered); how to develop strategic messages; trends in news coverage; how to generate media coverage of City issues; and other topics. Refresher training should be held on an annual basis, using real-world issues facing City staff as the basis for mock interview sessions.

Build key message development into every project/issue. ◈ Every project manager within each department must become proficient in preparing key messages regarding their programs. Further, every City Council agenda item which might generate media interest or be of broad interest in the community should have a key message. Key messages, once approved, should be distributed to all employees. A "Message Vault" should be developed so that any time a question arises regarding a particular subject, the approved points can be accessed easily.

Conduct strategic communications training for management staff. ◈ This highly-tailored training would involve helping all managers to understand the relationship between their areas of responsibility and the audiences affected by those programs. Each manager would eventually be responsible for including plans to reach targeted audiences with explanations of the City's activities (key messages) and the results. Components explained in the training include audiences, messages, strategies and tactics. This training is typically a four-hour class and could begin with the PIT Crew.

Establish protocol for how the CMO or PIT Crew responds to a department issue or need. ◈ A Communications Plan or Approach, which is a "mini" Plan, should be prepared for any project or

issue which could generate media interest or which would be of interest to a somewhat broad group of residents, business owners or visitors. The brief document uses a bullet format to note audiences, messages, tactics, timeline, responsibilities and budget.

Provide key messages and issue summaries to City Council. ◈ A common refrain from internal and external audiences interviewed for this Plan indicate a high level of word-of-mouth transmission of information throughout the community, especially via current and past City Council members. Ensuring these important community/opinion leaders may easily convey the most important information about all significant City programs, services and projects requires the adoption of a key message development program and dissemination to elected and appointed officials.

Conduct presentation training for management staff. ◈ Management personnel should undergo regular presentation training to incorporate best practices into their internal and external presentations to better inform audiences, improve their organization's credibility, and motivate audiences to take a desired action. A group staff training session that provides presentation basics can be supported by separate individual training sessions that incorporate a mock presentation with individualized feedback.

Adopt a "beat" structure for the public information team if/as staff is built up (see organizational recommendations later in this Plan). ◈ Adopting a "beat structure" to assist and counsel each City Department in their communications needs is an excellent goal to consider, should the City be able to grow the internal staff resources. Staff members of the Public Information Office would be assigned to a City department to serve as a communications counselor. Regular meetings are held with Department management and communication staff liaison to understand goals and issues. Department-wide as well as project-specific communications plans would be prepared by Department staff with the assistance of the PIO staff or prepared by the communications manager. This enables the professional communications staff to become familiar with the staff and issues in each Department and to operate as an in-house public relations counseling firm. The appendix of this Plan includes a model approach, now in place in the City of Carlsbad.

3 "Personal Touch" / Opinion Leader Communications Programming – Engage residents by adopting tactics that bring all together to learn and exchange information about City programs, issues, and decisions. Identify and inform key opinion and community leaders by category, such as City Commissioners, parents, visitors or business organization leaders/participants, school leaders, faith-based leaders/participants, etc. A unifying trait to engage with these individuals is personalized attention; tactics focusing on this "personal touch" will be most effective.

Engage residents at their neighborhood level through in-home/small group/topic specific gatherings. Holding hyper-local neighborhood meetings about area-specific or citywide topics has the benefit of engaging residents in ways that larger "town hall" meetings do not. When neighbors gather in their home or nearby facility, such as a church or HOA meeting room, to hear from a City representative about an important topic, many benefits ensue: attendees do not come with the mindset of "taking on" the City or "us" versus "them," but come with a more moderate view of coming to listen, gather information and share opinions. This is a vastly different mindset than attending a City-sponsored "community meeting" where views often build on group agitation. This tactic is being adopted throughout the state with excellent results. The challenge is that these take considerable time to find hosts and organize, but the benefits are significant.

Systematize homeowner association leadership briefings/populate HOA communications channels. ◈ The leaders of the homeowner associations in San Leandro are important opinion sources and shape the views of not only those who reside in their communities but also throughout the city. Quarterly or twice-yearly briefings of the HOA leadership, placing content in the HOA newsletters, and making presentations at the HOA annual/regular meetings will provide a "personal touch" type of connection to important audiences.

Provide more consistent content of interest to parents through the School District. ◈ Parents of children attending school in San Leandro are key audiences, as are the youth served. Rather than relying on the news media and/or creating new channels, inserting messages and content into existing tools produced by the District and

potentially PTAs is ideal. Presentations at PTA events/gatherings should also be part of regular outreach efforts.

Target City commissioners for specific outreach. ◈ Board members and commissioners play an important role to not only represent the community within the City governance structure but they are viewed as City Hall insiders out in the community. It is imperative that they are not only aware of City goals, programs, projects and issues, but feel as though they are treated as "insiders."

4 **Media Relations** – Educate residents via an active media relations program to generate hard news about City priorities as well as feature stories that help to tell the City's story.

Being one of nearly 100 cities in the Bay Area presents challenges generating media coverage. However, media coverage continues to be cited as the main source of local government information. *The San Leandro Times, East Bay Times*, Patch, broadcast outlets, business journals and non-traditional outlets are viable targets for pitching.

That said, the shrinking news hole, fewer trained journalists and the real and perceived bias on the part of the media against government means that staff time and resources spent on media relations should be balanced with the City's increased capability to push content directly to residents via social media and other online or electronic tools.

Prioritize, focus pitching efforts. ◈ Story pitching should support the major City goals for each fiscal year, and City Council goals should drive story angles. Setting feature story placement objectives for each staff member who pitches to the media should be incorporated into performance reviews. Pitching requires understanding how outlets wish to be pitched, preparing the pitch script and supporting materials and identifying topic experts from among the City staff, making the pitch and following up and coordinating with the reporter

during the story preparation. A goal of a minimum of six feature stories per year per for the PIT Crew would be ambitious but attainable. Pitching requires understanding how outlets wish to be pitched, preparing the pitch script and supporting materials and identifying topic experts from among the City staff, making the pitch and following up and coordinating with the reporter during the story preparation. A goal of 12 feature stories per year per for the full PIT Crew would be ambitious but attainable.

Produce video b-roll/interviews to increase Northern California broadcast coverage. ◈ Broadcast stations are in constant need of content but have fewer resources to send a reporter to "cover" news. Government communications staff are increasingly providing "raw" background footage, written content and pre-recorded interviews to broadcast outlets to enable them to create a "package" that is finished by a station's production team and aired. *See section regarding organizational structure of communications functions, including additional staffing recommendations.*

Share news and feature media coverage. ◈ Sharing or leveraging stories about San Leandro gives much greater visibility than a single appearance in a media outlet. Target audiences

Local News   sponsored by Sansum CLINIC

For Santa Barbara Harbor Patrol, Expect the Unexpected Is All in a Day's Work

Agency's annual report includes almost 2,000 service calls, with rescues that span distressed boats, humans, dogs and even a horse

include the City Council, City department managers, community leaders, business leaders, City board/commission members and other opinion leaders. Distribution methods include posting to social media outlets, adding a link to the City website, and sending via email to key audiences (especially employees), etc. Obtaining media outlet permission to reproduce stories is advised.

Prepare occasional "op-ed stories". Preparing op-ed stories on local, regional and statewide topics and placed with print and online outlets can be a very effective method of increasing the City's visibility and educating the public on issues before they become highly controversial. These pieces should focus on broad topics which impact many residents and/or business owners, and touch on a variety of sides to any given issue. Opinion or guest columns are generally pitched to the op-ed page editor and are offered exclusively to that publication as a means of generating interest. They can also appear on the City's website once they have appeared in print and can be "pushed" electronically to various opinion leader databases and through social media. These would be authored by various City department heads or the City Manager.

Implement a written media policy. A written media relations policy should be developed and adopted. It should state when to issue press releases; identify how media calls should be dealt with; who should and should not respond; who to go to for assistance; how inquiries relating to legal and personnel issues should be handled; etc. Handling Public Records Act requests would also be addressed.
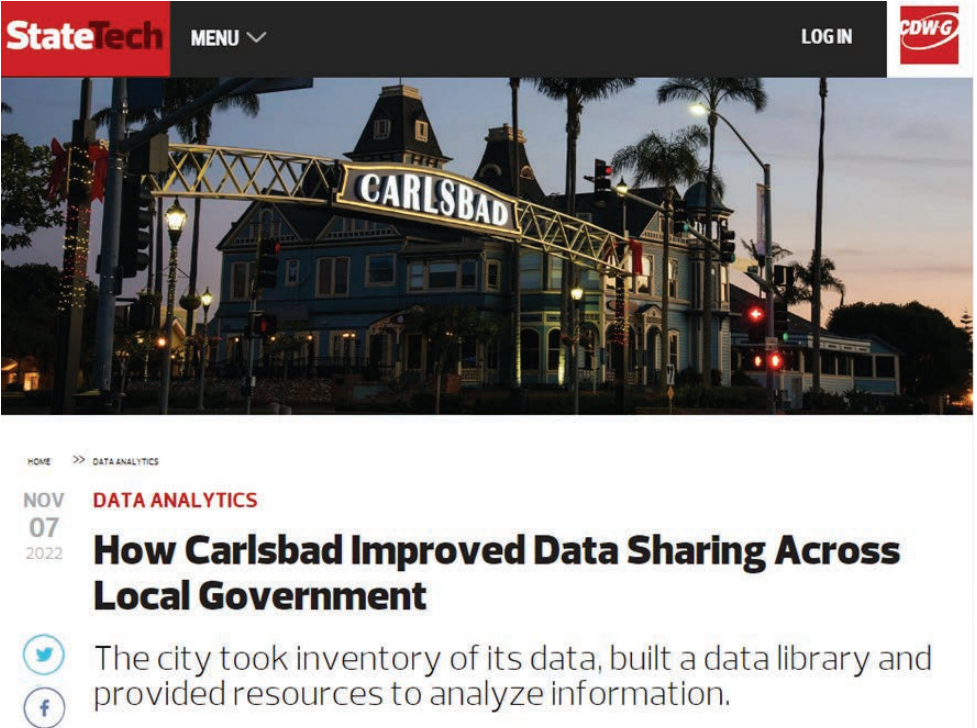
Prepare easy-to-read summary of City Council agenda items and actions. ◈ A brief summary should be prepared of major City Council agenda items and the resulting action for use by the news media, for posting on the City's website, for posting to social media channels and to send to community leaders via a "push" email program.

Refine electronic Media Room on the website. ◈ The Media Room needs to be a one-stop-shop for journalists needing information about the City and each department, including an archive of news releases (in keyword-searchable format), and

should be planned for use during both day-to-day and emergency situations. A robust Media Room should include links to background information on a variety of projects, Q&As and fact sheets on key City issues, high- and low-resolution still and video images (including b-roll for TV broadcast use), graphics, maps, etc. Links can also be provided to other resources which are of use to the media in emergencies. Recommend update to this portion of the City website during site redesign.

Move toward "City News Center." ◈ As the breadth and capability of the mainstream news media continues to decline and the lack of confidence in the objectivity grows, public agencies have moved to fill the void by creating their own "News Channel" which consolidates agency information into a single site. San Diego County has adopted this approach and reports tremendous success with direct subscribers as well as extensive use of the site content by area news outlets. Ventura County has also adopted this approach and reports exceptional use by the public and the media. See the appendix for a fuller description of Ventura County's channel as well as a link to the San Diego County news channel.

Prepare articles for trade publications that highlight the City's unique programs or accomplishments. ◈ A trade journal article has many benefits: the City employee who authors the story receives recognition and public employees from other regions/states see that San Leandro is a leader, and thus a desirable place to work. Further,

StateTech — MENU — LOG IN — CDW-G

HOME >> DATA ANALYTICS

NOV 07 2022

DATA ANALYTICS

How Carlsbad Improved Data Sharing Across Local Government

The city took inventory of its data, built a data library and provided resources to analyze information.

the article should be shared with elected officials, board/commission members, local opinion leaders and others.

Social Media

Focus human-interest content on social media channels to increase engagement, storytelling. ◈ A variety of social media channels are typically used for different types of content. Facebook is more suited for storytelling, feature stories, engagement and a relaxed tone. Twitter is best used for breaking news, harder information, briefs, etc. However, some content should be posted to each channel regardless of the focus.

Social media presents a wonderful opportunity to humanize City government. Poking fun at government systems/people, jargon, rules, etc. is a way to help the public engage with their government.

Social media user comparison to other public agencies of similar population.

| Location	Facebook Followers	Twitter Followers	YouTube Channel
San Leandro	5,400	2,400	515 subscribers Range of views of videos: 33 to thousands With ad boost: 44,000 to 160,000+
Citrus Heights	4,400	1,422	175 subscribers Range of views of videos: 7 to 3,000
Santa Barbara	2,100	18,000	1,200 subscribers Range of views of videos: 10 to 900
Merced	9,200	868	186 subscribers Range of views of videos: 30 to 200
Westminster	14,000	179	272 subscribers Range of views of videos: 150 to 1,000
Indio	25,000	2,643	195 subscribers Range of views of videos: 25 to 80

Develop Nextdoor strategy: Be carefully active.
◈ Nextdoor has become the platform of choice for many residents at the neighborhood level. Public agencies are prohibited from belonging to a specific neighborhood Nextdoor, however an official account enables the City to post information throughout the community. It is vital the City post to this outlet as, unlike other social media channels, this platform is viewed by users as free from the bias of user-owned accounts such as Twitter and Facebook. Care should be taken to correct misinformation in a non-aggressive manner and to not engage in general discussion.

Cross promote City programing on YouTube channel on other social media channels. ◈ The City has generated excellent results on some YouTube videos. This outlet could be promoted to more fully engage with the public. Linking to new videos as well as current productions on Facebook and Twitter can help generate awareness.

Use Facebook Live to "broadcast" important public hearings or other important City Council meeting items, important community meetings, events, etc.
◈ This capability has numerous benefits, including the ability to facilitate public comments during a meeting and broaden the reach of viewership. It also provides a more common and popular venue than the City's YouTube channel.
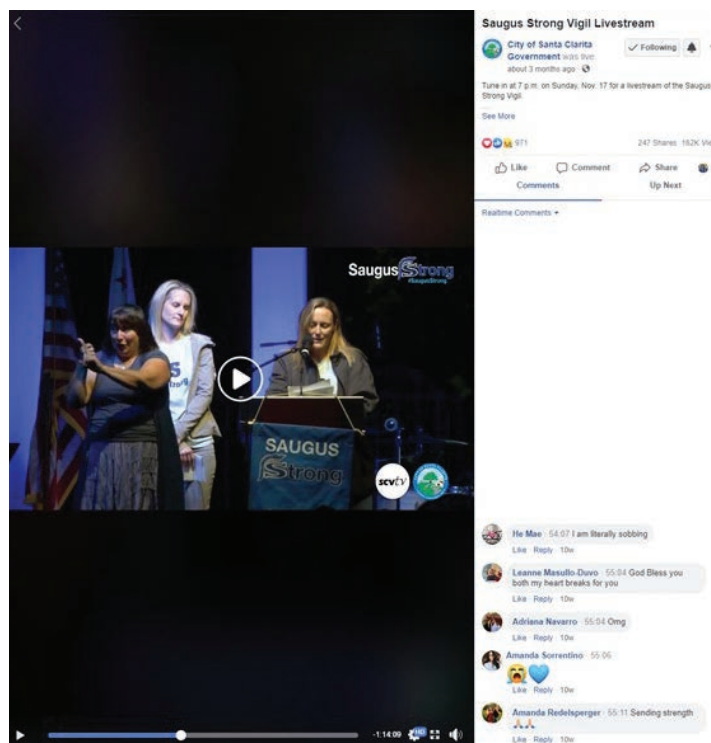
The City of Santa Clarita used Facebook Live to stream the community vigil following the shooting at Saugus High School.

Respond occasionally to social media comments. All posts should be actively monitored to respond to questions, acknowledge feedback, send poster to other sites, etc. This customer service orientation is in place on-site within City Hall and should be mirrored on social media. This is also how the City can increase those who follow or like their local government.
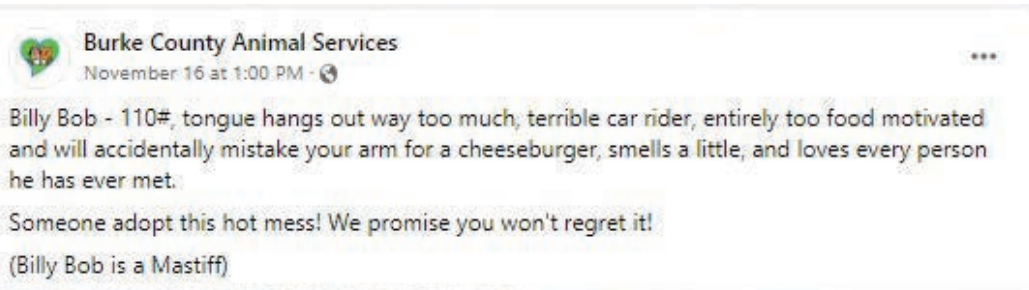
Use humor, carefully, to connect with residents. Incorporating humor can be an effective tool used by government communicators to connect with community members. It is especially beneficial when a mistake is made in carrying out service delivery. Care must be used, however. Note: Billy Bob did get adopted.

Electronic Newsletters

Increase frequency of City Manager's newsletter. ◈ The City Manager's Newsletter has been extremely well received and was mentioned positively by nearly everyone interviewed for this Plan. Because it is based on the weekly report by the City Manager, producing this outlet weekly would shorten each edition, which is generally a positive trend, and enable more flexibility regarding the type of content to be delivered. Nearly all newsletters of this type are sent weekly.

Grow the e-blast database. ◈ The database to which the City Manager's newsletter and other e-blast content goes should be expanded as broadly as possible.

- Incorporate email addresses from the Activity Guide database is already under way.
- Include a pop-up box on the City's website to invite subscribers by interest area; see the example below from Carlsbad.
- Request the voter email list from the County Registrar of Voters; typically for a small fee, the County will provide this list for use by cities in order to send public information-related content.
- Offer tailored information by interest area; this is a sample from the City of Carlsbad.

City of Carlsbad
Join our newsletter

*Email Address [_____]

Email Lists
- ☐ City Council Agendas and Hearing Notices
- ☐ City Manager's Update (weekly city news)
- ☐ Commissions/Boards: Arts Commission
- ☐ Commissions/Boards: Beach Preservation Commission
- ☐ Commissions/Boards: Community Development Block Grants Commission
- ☐ Commissions/Boards: Historic Preservation Commission
- ☐ Commissions/Boards: Housing Commission
- ☐ Commissions/Boards: Library Board of Trustees
- ☐ Commissions/Boards: Parks & Recreation Commission
- ☐ Commissions/Boards: Planning Commission
- ☐ Commissions/Boards: Senior Commission
- ☐ Commissions/Boards: Traffic & Mobility Commission
- ☐ Commissions/Boards: Vacancies
- ☐ Committee: Agricultural Conversion Mitigation Fee Committee
- ☐ Committees: City/School Committee
- ☐ Committees: Economic Development Subcommittee
- ☐ Committees: Growth Management Citizens Committee
- ☐ Committees: Legislative Subcommittee
- ☐ Cultural Arts: Cultural Arts News & Events
- ☐ Growth management
- ☐ Homeless Response
- ☐ Housing Plan Update
- ☐ Housing Services: Affordable Housing (rentals)
- ☐ Housing Services: Affordable Ownership
- ☐ Library: News & Events
- ☐ Library: Youth News & Events
- ☐ Life in Action/Economic Development Updates
- ☐ Parks & Recreation: Aquatics
- ☐ Parks & Recreation: News & Events for Adults 50+
- ☐ Parks & Recreation: News & Events for all Ages
- ☐ Parks & Recreation: Trails News & Events
- ☐ Parks & Recreation: Veterans Park Project
- ☐ Planning & Development - Pending Building Permits
- ☐ Planning & Development: Building Reports
- ☐ Planning & Development: Development Fee Schedule
- ☐ Planning & Development: Development Monitoring Report
- ☐ Planning & Development: Engineering Standards
- ☐ Planning & Development: Environmental Notices
- ☐ Planning & Development: Pending Planning Applications
- ☐ Planning & Development: Planning Administrative Permit Notices
- ☐ Planning & Development: Planning Commission Hearing Notices
- ☐ Planning & Development: Village and Barrio Updates
- ☐ Planning & Development: Zoning Code Updates
- ☐ Planning & Development: Zoning Map
- ☐ Police: Police News

Push more information via e-blast newsletter capability. Pushing more information via e-blast, including single topic e-blasts, will help the public become more aware of City news and receive a larger variety of information. While some will unsubscribe, the overall benefits outweigh this concern.

Join Us For the Next City Council Meeting

The Santa Barbara City Council will meet **Tuesday, August 23, at 2 p.m. in City Council Chambers.** The meeting is available in person and virtually.

Items on the agenda include the following Public Hearings:

1) Designation Of Casa De Cuatro Vistas As A Landmark.

That Council adopt, by reading of title only, a Resolution of the Council of the City of Santa Barbara Designating Casa De Cuatro Vistas at 1201 Las Alturas Road as a Landmark.

The complete agenda and instructions for public participation can be found here: Santa Barbara City Council Regular Meeting Agenda (santabarbaraca.gov)

Watch Tuesday at 2 p.m. on City TV Cox Channel 18 or watch live on YouTube at: https://www.santabarbaraca.gov/CityTV

City's Architectural Historian, Nicole Hernandez, Honored with the John Pitman Memorial Award for Historic Preservation Work

On August 11, the City's Architectural Historian, Nicole Hernandez, MFA, and former Historic Landmarks Commissioner, William T. Mahan, FAIA, were presented the John Pitman Memorial Award by The Santa Barbara Conservancy, for their continuing service and dedication for being a tireless voice for preservation and the highest quality in design.

The Santa Barbara Conservancy is a local nonprofit organization that was formed in 1998 by the late John Pitman, FAIA, to bring together a wide array of individuals, public agencies, and other groups concerned with historic preservation issues.

The Conservancy's mission has expanded over the years to include educating the general public on historic preservation and documenting Santa Barbara's historic resources. The Santa Barbara Conservancy grants the memorial award to citizens who have displayed exemplary professional dedication in the preservation of historic architecture and environment.

An intimate awards ceremony and reception was held at the Pico Adobe, a Santa Barbara Landmark, to honor the recipients.

Photography

Train and empower City staff to photograph service delivery. Empowering employees to occasionally snap a photo of their service delivery and sending to the communications office for posting on social media will not only positively engage and promote the work of employees but can turn the entire organization into a communications team that takes pride in showing what it does. Photos – which are highly effective at generating attention – would populate the website and social media channels and can be from the field or an office.

Invite community to submit photos of great City service delivery. With the proliferation of smart phones, everyone is a photographer. Knowing the City appreciates a photo submission is an easy form of engagement.

Website

Make website navigation/functionality oriented to public versus to government. ◈ The City's site navigation is generally average and often challenging to navigate. Increased content, more frequent refreshing of the home page headlines, more interactivity and more ability to more easily search/navigate information will help the site better meet the needs of residents and businesses.

Graphic Design

Continue to build a consistent "look and feel" for all graphics. To provide consistent, improved and cohesive look/feel to City publications, recommend creating or moving all existing graphic design staff and resources into the Office of Communications and Community Relations to serve the needs of all departments and prioritize needs. *See section regarding organizational structure of communications functions.*

San Leandro App

Determine integrated, easy-to-use Citizen Request Management (CRM) system / Revamp MySL app. ◈ Mobile devices now account for more than half of web traffic in the United States, and apps are the manner in which many users prefer to send and receive information. Cities are increasingly using apps to extensively impact the everyday lives of citizens. However, they must operate seamlessly and intuitively.

SLOCOUNTY.CA.GOV/PETPHOTO

SLOCOUNTY.CA.GOV/PETPHOTO

Electronic Town Hall

Conduct "Tele-Town Hall®" to gather input via unique electronic community gathering. Tele-Town Hall® is the first large-scale, personal communication tool to help organizations easily interact with hundreds of individuals through a town hall-style meeting conducted via telephone and web. Tele-Town Hall® rapidly dials out to a list of phone numbers provided by the City. Audience members receive personalized, pre-recorded messages inviting them to remain on the line if they wish to be transferred to your live Tele-Town Hall® event regarding a specific project or issue. Once they have joined the Tele-Town Hall® event, participants can press a button on their keypad to request to ask your speakers a live question, as well as respond to integrated survey questions. Participants who are unable to ask questions live have the option to leave a personal message with a call screener. Participant statistics are provided along with links for posting to the City's website.

6 **Video** – Generate confidence and engagement through the strategic use of video. Produce videos that show day-to-day service delivery.

Broadly use video programming to tell City service-related stories. ◈ Recommend the continued production of short (<1-3 minutes) videos to highlight the array of services being delivered, decisions being made and projects/people serving the community. The videos should populate all social media and web-based channels (Facebook, link via Twitter, website, YouTube and others). The production quality should move from formal style to more informal, even handheld, via the use of mobile devices which can also reduce production costs. This is the style that more and more citizens relate to via their own social media use and which will a) humanize the video clip and b) enable more productions to be completed. Further, more storytelling can occur with simple slide-based "videos" that require less post-production work.

Content should focus on what the City does as well as special events. ◈ Video content should focus on City Council goals and priorities, as well as tell/illustrate what each City department does and why. *See recommendations in the section of advertising regarding boosting/promoting videos via digital marketing.*

7 **Traditional Communications Relations** – Establish a Community Relations program to communicate/connect with residents.

Target local service organizations, non-profit boards for presentations. ◈ City staff should regularly present the status of various projects/issues to key service clubs and related organizations. A PowerPoint presentation can be updated quarterly and provided to City staff to use in making presentations.

Establish "City 101" information series. Consisting of a series of video-based presentations that explain what the City does, this is a longer-term tactic that will generate a broad array of engaged citizens who have in-depth knowledge of issues, projects and operations.

Install video boards in City facilities. Placing an informational video monitor in City Hall with central programming would allow a significant amount of information to be conveyed in a consistent manner.

Conduct online surveys, volunteer opportunities and "question of the week" to engage the public.
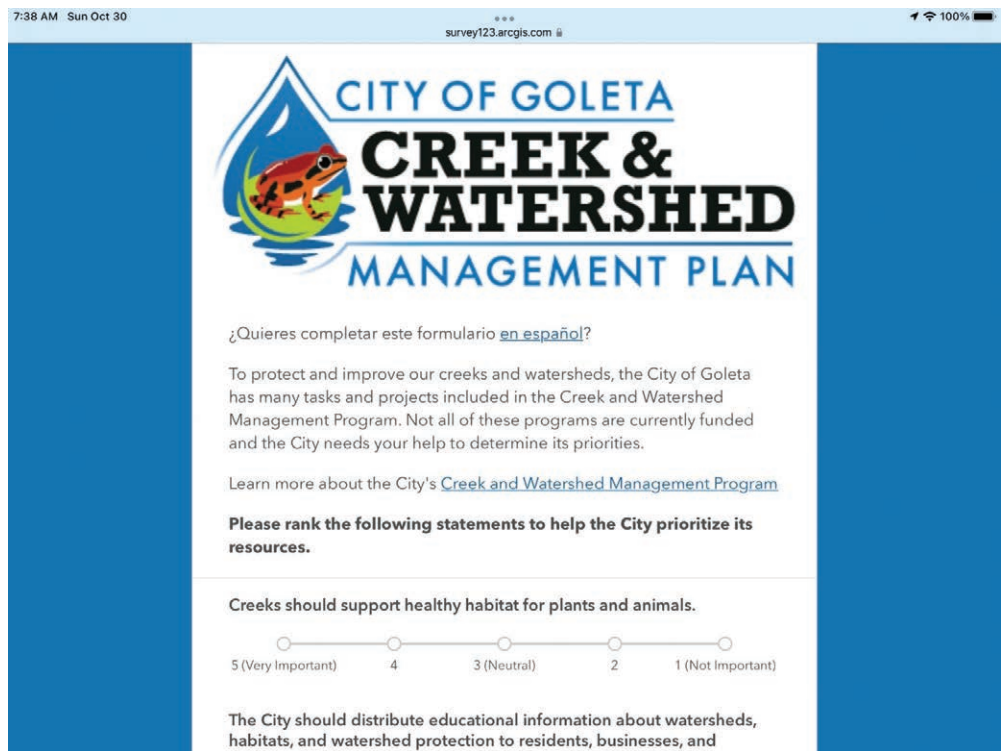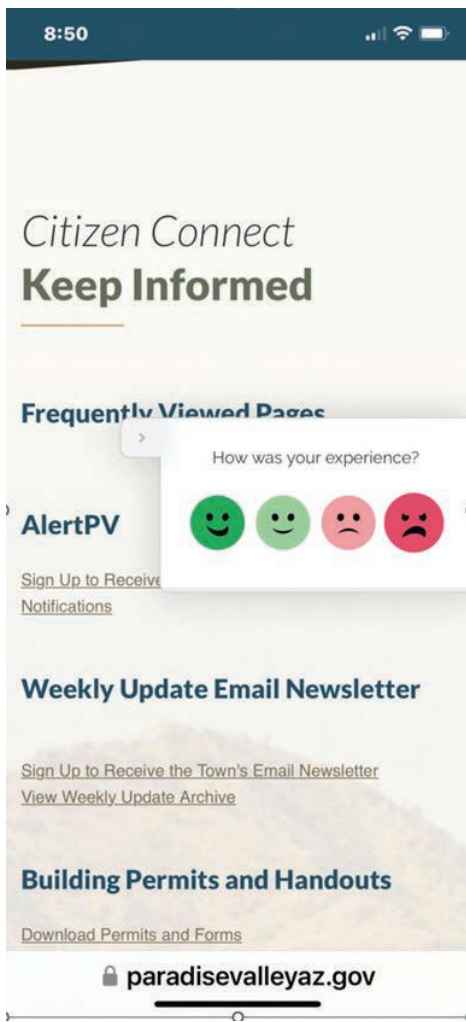
Fun and engaging tools exist to generate awareness and a sense of fun about local government, while generating confidence in City governance. A variety of online surveys and series of inviting questions are wonderful, low-cost tools that get people excited about their local agency.

Require contractors to include funds for community relations to explain projects. The City can include a requirement of all contractors to include public engagement/public information efforts in all City projects. Contractors can handle the engagement efforts via in-house staff or contract the activities out.

Day & hour   Clicks ▼ ⋮

Your performance by day of week and time of day

Day   Day & Hour   Hour
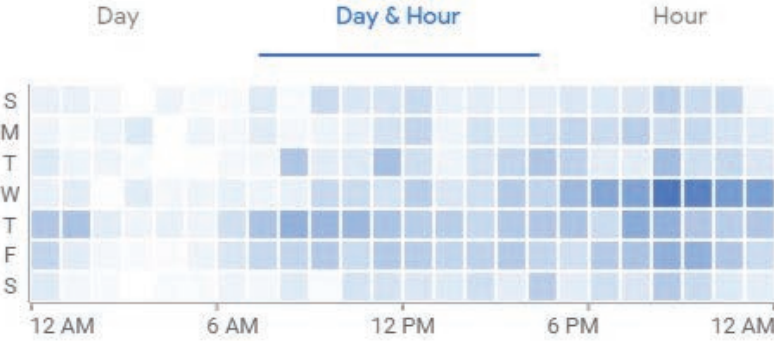
Ad schedule

Demographics   Clicks ▼ ⋮

Gender   Gender & Age   Age
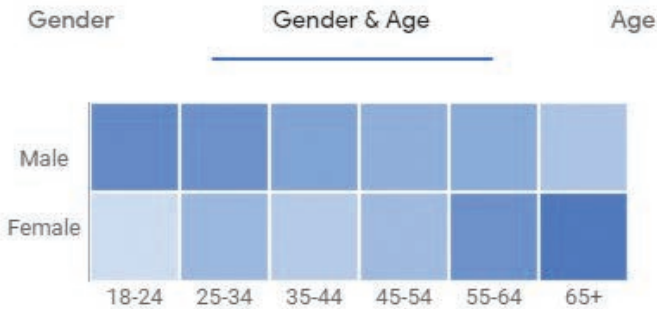
Based on the 80% of your clicks with known gender and age. ⑦

Gender & Age

Devices   ⋮

Ad performance across devices

■ Mobile phones   □ Tablets   □ Computers   □ TV screens
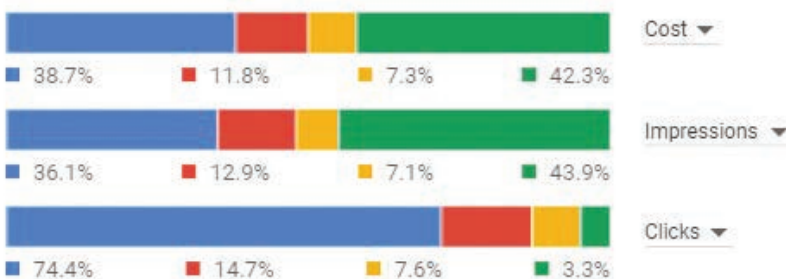
Cost ▼
■ 38.7%   ■ 11.8%   ■ 7.3%   ■ 42.3%

Impressions ▼
■ 36.1%   ■ 12.9%   ■ 7.1%   ■ 43.9%

Clicks ▼
■ 74.4%   ■ 14.7%   ■ 7.6%   ■ 3.3%

Devices

---

8   **Advertising** – Strategically use advertising to increase awareness of key initiatives and programs.

Continue aggressive digital promotion/ advertising of City content. The City has embarked on an aggressive digital promotion/ advertising program and has become one of the most successful public agencies in this space in the Bay Area. While the bulk of large viewership are of special event videos, the City is working to engage the public in new ways.

Since the implementation of Google Ads paid advertising in early 2022, the City's YouTube videos have collectively received over 1 million views.

Below are measurement graphs (Time Series, Type of Device, Demographics, Day and Time of video views). An outside digital marketer is being retained to evaluate the City's progress and provide recommendations for future digital outreach to our community.

Promote strategic content via display ads in *San Leandro Times*. ◈ Recommend that the City focus its display ad content in a strategic manner that generates awareness of key City projects, decisions and issues. The ad should appear in the same location in the print edition and at the same frequency with similar graphic design for each ad. Examples include information about economic development activities; homelessness program progress; crime prevention; how to subscribe to emergency alerts and how to subscribe to City general communications; major City Council decisions; etc.

Adopt "Best Of ..." video series highlighting City employees. See advertising description in internal communications section below.

9 Emergency Public Information
— Ensure life- and property-saving information reaches those impacted during and after a natural or human-caused disaster.

Finalize Emergency Public Information Plan. ◈ An Emergency Public Information Plan documents all potential threats and creates a strategic, thoughtful and tailored set of communications tactics and checklists that should be implemented, depending on the incident. A Plan is currently being prepared.

Market and promote emergency alert system subscribers. ◈ Advertising/promotions efforts have proven to be exceptional methods to increase alert system subscribers. This can be accomplished by adding a tag line to nearly all communications tools directing residents and business owners to subscribe and conducting special information campaigns..

Conduct tabletop and other exercises for PIT Crew. ◈ Annual exercises should be conducted to ensure the City public information team understands how to respond and communicate during a disaster. PIT Crew members should participate in as many regional exercises or drills as possible.

Conduct emergency communications training for elected officials. ◈ Conduct regular training for councilmembers on the Incident Command System and clarify their role during an emergency.

Sample Emergency Public Information Plan
Table of Contents

Internal Communications Strategies

The following internal communications strategies are recommended to engage and inform employees.

1. **Implement a targeted internal communications program** – Increase awareness among employees by implementing a variety of communications vehicles which reach employees via the most convenient tool possible.

   ▷ Schedule regular visits by the City Manager to all employees.

   ▷ Make consistent use of video messages by the City Manager to send to all employees.

   ▷ Use email more regularly to communicate with all staff.

   ▷ Distribute the City Manager's Weekly Briefing to all staff.

   ▷ Distribute special bulletins regarding major initiatives.

   ▷ Send City Council meeting summaries.

2. **Conduct a video, print and social media advertising campaign that explains the services provided by the City through the work of City employees** – Borrowing the model currently underway by Ford Motor Company, highlight the people delivering services. This is a two-fold strategy: internal pride-building and public understanding of what cities do.

   ▷ Conduct employee promotion campaign highlighting the staff that is designed to generate pride throughout the community.

3. **Create an engaging Intranet site** – Embark on an internal communications and education program to convey to all City employees their importance within the organization and organizational goals/programs through a robust Intranet. This tool is typically used by agencies with a large number of employees, many of whom work in several different locations. Recommend consideration of this tool in the latter stages of the implementation of this Plan.

   ▷ Conduct employee survey regarding use and functionality of the City Intranet.

Internal Communications Tactics

1 Broad-based communications program – Increase awareness among staff by implementing a variety of communications vehicles which reach employees via the most convenient tool possible.

Formal internal communications programs allow all City employees to understand the goals and programs of the organization; see their role in the overall implementation of the programs; help accomplish the goals; and articulate the successes to family, friends, neighbors and other City employees. In effect, this allows them to serve as spokespersons for the City.

Schedule regular visits by the City Manager to all employees. ◈ It is recommended that the City Manager conduct regular briefings in a "brown bag" setting by department. In addition to organizational progress, attendees should have an opportunity to ask questions.

Make consistent use of video messages by the City Manager to send to all employees ◈ Front line supervisors should ensure all field employees know how to view the video.

Use email more regularly to communicate with all staff. ◈ The CMO's office has periodically used the "all personnel" feature of email to make Citywide announcements; this should be continued and expanded. Email should be sent directly from the CEO's email address. Review content of Weekly Briefing newsletter for content that may be of interest to employees.

Distribute the City Manager's Weekly Briefing to all staff. ◈ The Weekly Briefing is the basis for the monthly public newsletter; however, the content would be of great interest to all staff as well.

Distribute special bulletins regarding major initiatives. ◈ A new publication should be created just for City employees to provide breaking, urgent or significant news. The "Update" or similarly-named publication should be developed to educate all employees about major projects or issues that cross departmental lines and which will generate considerable community or media interest. The approved key messages for each item would be shared in this channel.

Send City Council meeting summaries. ◈ As with the tactic described above, this should be distributed to employees, the media, community and opinion leaders and those who subscribe via the website.

2 Conduct a video, print, social media advertising campaign that explains the services provided by the City through the work of City employees – Borrowing the model currently underway by Ford Motor Company, highlight the people delivering services. This is a two-fold strategy: internal pride-building and public understanding of what cities do.

Conduct employee promotion campaign highlighting the staff and designed to generate pride throughout the community. ◈ The ad uses the hashtag #FORDfortheBuilders. The rest of the ad is dedicated to profiling the workers of Ford, profiling a culturally and gender diverse cohort of people working by their first name. The narrator notes that Ford assembles more vehicles in the US than other car manufacturers, which means local jobs.

The narrator continues: "... we've got 182,000 people, and they're building" and goes on further to conclude, "you might not know their names, but these people get up every day to move us all forward."
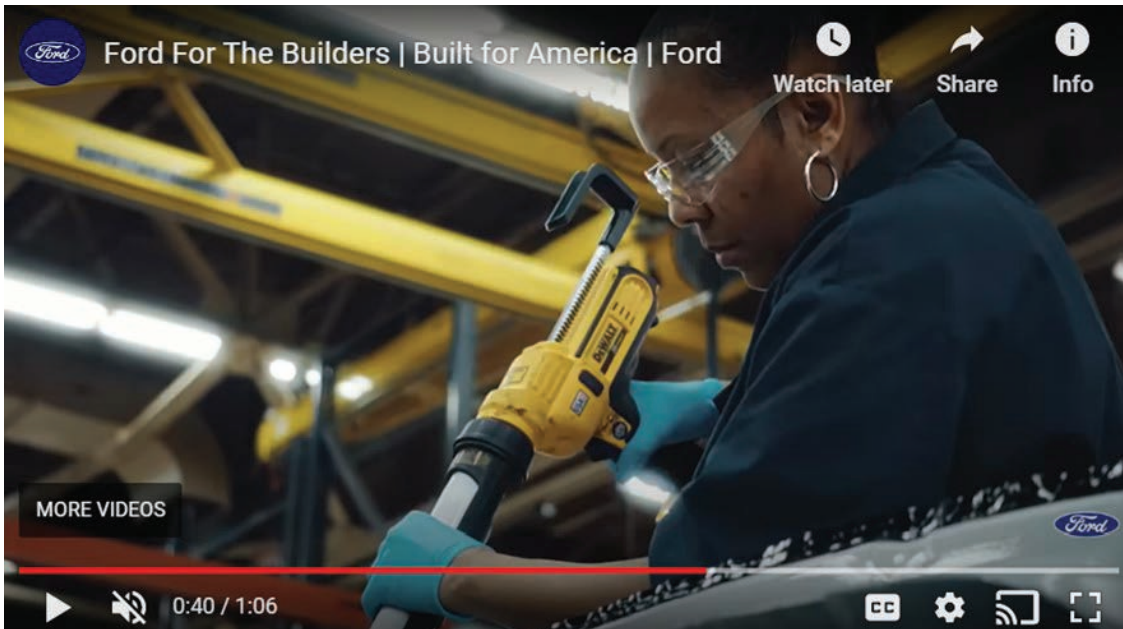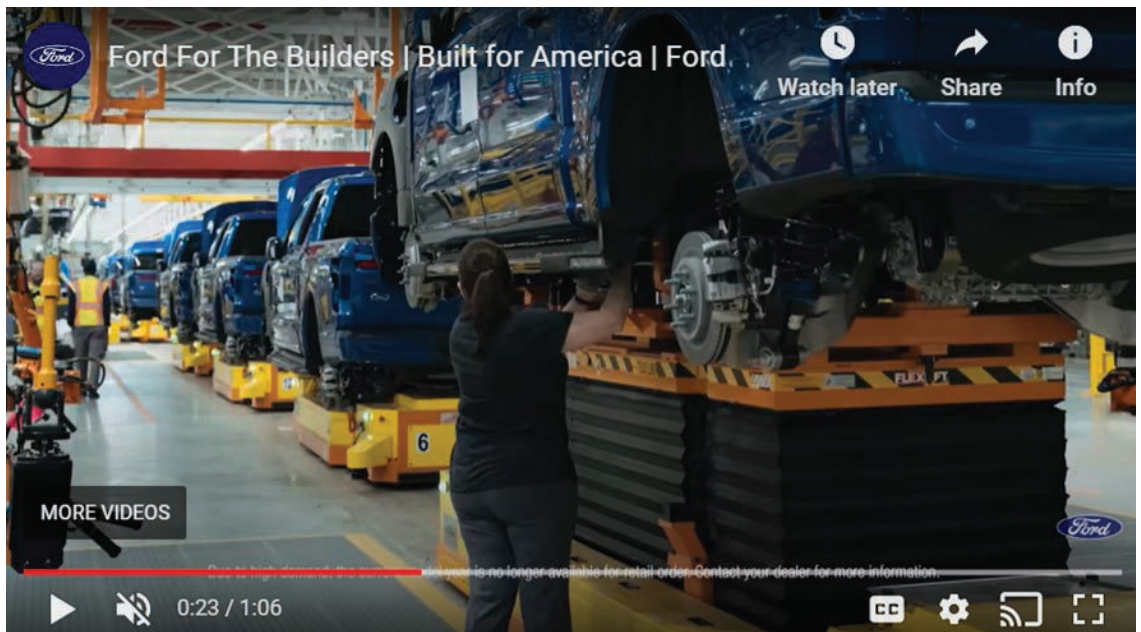
https://www.youtube.com/watch?v=UdzGsdgsg10

3 Create an engaging Intranet site – Embark on an internal communications and education program to convey to all City employees their importance within the organization and organizational goals/programs through a robust Intranet.

Conduct employee survey regarding use and functionality of the City Intranet. ◈ The Intranet, when used properly and consistently, can be a vital internal communication link for employees –

including one-way and two-way information flow and engagement. Departmental, Citywide, benefits, new employee orientation and City Council information should all be included, along with employee profiles and exciting content. A few key elements should be considered as this is accomplished:

1. Make the Intranet essential
2. Align with the City's goals
3. Provide consistent, reliable and fresh content
4. Build ownership among all departments as the Intranet is visioned and programmed
5. Incorporate the use of the Intranet in all new employee onboarding

Public Information Program: Organizational Structure
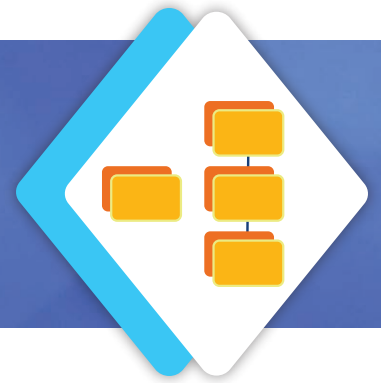
SAE's program structure recommendations below reflect the resources needed to implement this Plan, including several new – and we believe exciting – strategies and tactics. It's important to note that quality and effective public information programs in the public sector place a heavy burden on an in-house team to not only maintain a robust traditional communications effort that predominantly relies on media relations, printed publications and community outreach, but also to develop and implement new, often technology-based, communications platforms and channels. And of course, content creation continues to be the most important element of any public information effort.

We have analyzed the City's capabilities that support the overall mission of engaging target audiences to build trust and confidence in the programs and services of the City, and it is clear that these resources are minimal.

In our extensive experience structuring public and private sector communications programs, we invariably see significant success in educating and informing target audiences when all communications capabilities and channels are unified within a single overarching office which is responsible for strategy as well as implementation. Conversely, we see organizational frustration and fragmented efforts when different internal offices each oversee a significant tool in the communications arsenal. Therefore, an aligned organizational structure is required.

Establish "Office of Communications and Community Engagement". This office title describes a contemporary public sector communications function which relies on strategic counsel and messaging rather than simply a tactical dissemination of materials. The office would be responsible for:

- Strategic counsel to the City Council, City Manager's office and all City departments
- Community outreach
- Internal communications

- Internal communications team leadership
- Social media
- Website content
- Graphic design
- Video production
- YouTube channel production, programming and oversight
- Digital and print advertising
- Emergency communications

Reclassify current position responsible from "analyst" level to "director" level; retain title of "Communications and Community Relations Manager". This compensation level is more indicative of the role and breadth of capability required by the incumbent. This Plan and establishment of an Office of Communications is an important moment to pivot from being focused on a predominantly tactical effort to providing strategic counsel and broadening its programming to support citywide and department goals. Further, the current office is increasingly relied upon to assist early in controversial issues which, without communications counsel, can lead to the public's loss of confidence in the City. Essentially, this title change will help convey to internal and external audiences that the position is senior-level and strategic, both for the incumbent and when recruiting to fill the position in future years.

Additional rationale for this title change includes:

- Aligns with other public and private sector organizations that have adopted similar titles for their senior communications official.
- Reflects the expanded scope and staffing of the Office of Communications.
- Ensures interaction on a peer-to-peer basis with other managers in the organization.

Unify website, all City graphic design resources and all video production capability into the Office of Communications. Each of these functions should exist as part of a consolidated office that can drive

virtually all organizational communications. Graphic design staff that are now located in other offices should be united in the Communications Office. Finally, responsibility for the website should also reside in this office.

As budget allows later in the implementation period for the Strategic Communications Plan, add three new positions to address general communications support, social media/writing and video production.

SAE analyzed the current workload of the existing communications manager and found there is inadequate bandwidth to manage the current needs of the City. The research indicated unanimously that the current function provided invaluable assistance; however, there was too much demand for the current staffing level. There is certainly no bandwidth to take on any new efforts, especially several which are outlined in this Plan.

Current Public Information Office Organization Chart
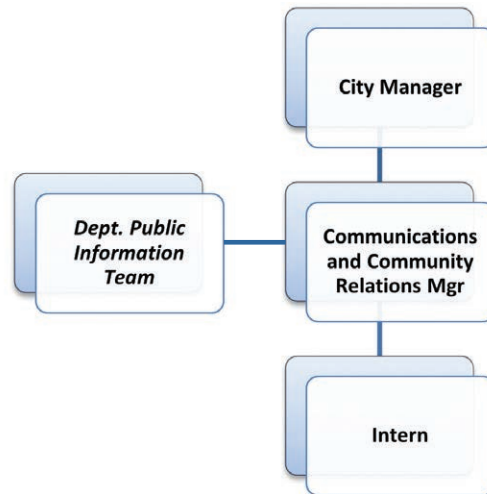
Proposed Communications and Community Relations Organization Chart
*Notes functional areas versus Full Time Equivalent positions
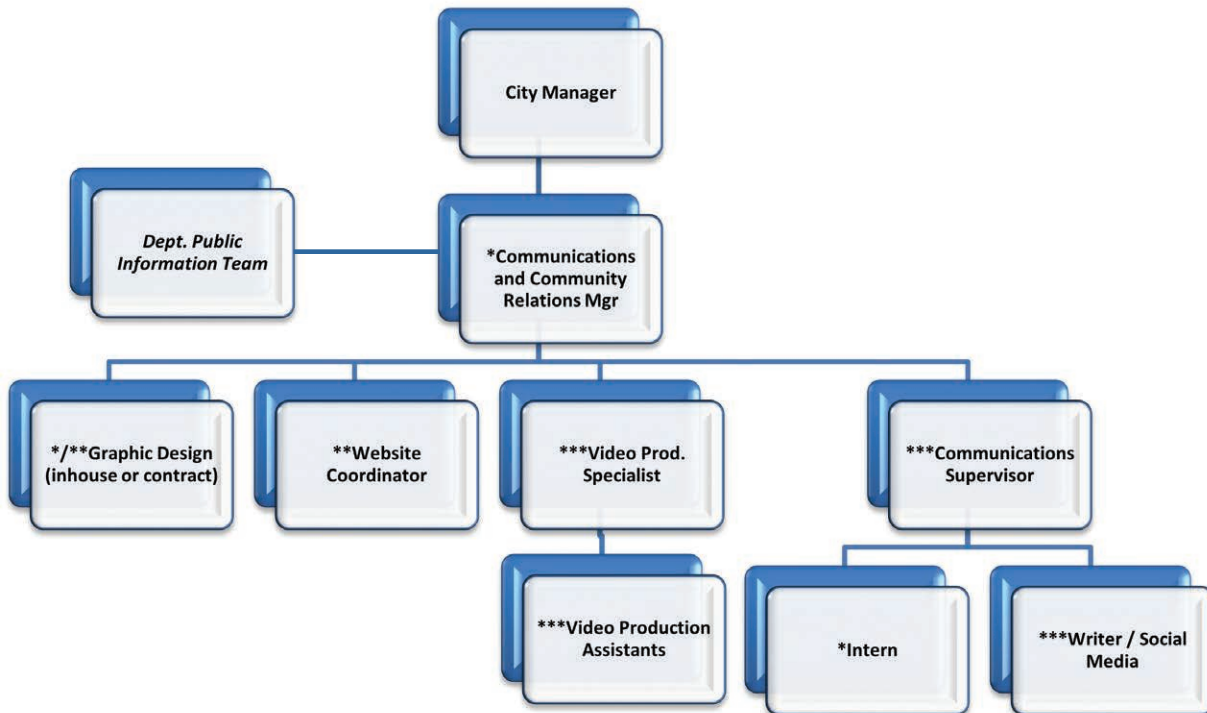
* = Existing position in City Manager's office
** = Existing position in other City departments
*** = New position to be considered in later years of Plan implementation

Program Evaluation

SAE Communications recommends the following evaluation activities be conducted to measure the effectiveness of ongoing City activities and behavior/perception changes among the City's key audiences:

- Media content analysis (analyze message delivery in articles, compare stories pitched with actual features, etc.) to measure effectiveness of the media relations program – periodically
- Readership survey of key publications – biannually

- Re-conduct the one-on-one interviews conducted for this Plan to determine a perceived change in communications effectiveness – biannually
- Conduct a website user satisfaction survey – biannually
- Include communications-related performance measures for each department head; revise annually, tie to Strategic Communications Plan

Appendix A – Interviewees

Victor Aguilar – Councilmember

Brian Azevedo – Councilmember

Sarah Bailey – Resident

Pete Ballew – Councilmember

Patty Breslin – Resident

Janelle Cameron – Assistant City Manager

Daryl Camp – Superintendent, San Lorenzo Unified School District

Portia Carryer – Librarian

Kelly Clancy – Acting City Clerk

Deborah Cox – Councilmember

Rebecca Day Rodriguez – Resident, Chair of Budget Taskforce

Kurry Foley – Administrative Services Manager

Robert Glaze – Former Councilmember

Surlene Grant – Former Councilmember

Ed Hernandez – Former Councilmember

Liz Hodgins – Recreation Supervisor

Emily Hung – Human Resources Director

Denise Joseph – Police Department Crime Analyst

Benny Lee – Former Councilmember

Tom Liao – Community Development Director

Morgan Mack-Rose – Executive Director, Downtown San Leandro Business Improvement District

Sheila Marquises – Engineering and Transportation Director

Eric Moore – Deputy Chief, Alameda County Fire Department

Keziah Moss – Director of Community and Employee Engagement – San Leandro Unified School District

Debbie Pollart – Public Works Director

Abdul Pridgen – Police Chief

Fran Robustelli – City Manager

Brian Simons – Library Director

Liz Varela – Executive Director, Building Futures with Women and Children

Communications Office Staff Structures/Example: Carlsbad, Fresno County

City of Carlsbad
City Communication Administrative Order

1/3

City of Carlsbad

Administrative Order No. 82

Date: Jan. 11, 2019

To: All City Departments
From: Scott Chadwick, City Manager
Subject: **City Communication**

PURPOSE:
The purpose of this Administrative Order is to ensure the City of Carlsbad communicates in a consistent, professional and effective manner across all departments, functions and services.

POLICY:
All public communication must be coordinated through the Communication Department in accordance with this Administrative Order.

BACKGROUND:
The Communication Department helps ensure the City of Carlsbad communicates in a clear, effective and consistent manner. In addition to leading communication programs on behalf of the city, the department provides professional counsel and tools to help city departments meet their specific communication needs.

Resources and Capabilities
The Communication Department maintains a variety of resources and capabilities to support the consistent and effective communication, such as:

- City website
- City social media
- Government cable channel
- Photo and video production
- Signs and banners
- Graphic design and production
- Communication skills training

- Public involvement and facilitation
- Direct mail
- Advertising
- Media relations
- Presentations and speaking points
- Employee communication
- Intranet

Annual Work Plan

Each year during the development of the city budget, the communication manager will meet with department directors to identify projected communication needs. The Communication Department will then produce a work plan and resourcing strategy for review and approval by the city manager.

Special Projects

If departments anticipate special projects or issues that will exceed the Communication Department's resources, the communication manager will work with department directors to create a resourcing strategy, prior to the adoption of the annual budget.

Unanticipated Needs

Additional or unanticipated communication needs that arise after the annual budget adoption will be considered on a case by case basis by the communication manager, department directors and city manager.

Prioritization of Needs

The following criteria will help guide the allocation of the city's communication resources:

- Protecting public safety, property and the environment
- Legal and regulatory compliance
- City Council policy goals
- Projects and issues of significant interest to the public
- Priorities identified by the city manager
- Under-utilized or new programs and services
- Ongoing, day to day city programs and services

Communication Policies, Procedures and Tools

To help ensure the city communicates in a professional, consistent and effective manner across all departments, the Communication Department has developed policies, procedures and tools to be used by city staff, such as:

Communication Policies

Because cities are subject to specific laws and other exposure related to communication, all staff, volunteers and contractors must comply with Communication Department policies, which are available on the city intranet for reference and updated regularly. Some of the topics covered by these policies include:

Media contact: Who may speak to members of the media and how to coordinate media responses with the Communication Department.

Public involvement: How to plan and execute meaningful public involvement programs.

Social media: Who may have administrative access to city social media channels and what terms of use must be enforced.

Use of city resources for communication: What may be promoted using city staff time, communication channels and facilities. How to ensure city communication is carried out in a manner that makes the most efficient use of city resources.

Communication code of ethics: What key principles underlie how the city communicates and engages with the public.

Graphics Standards and Templates

To ensure the city is putting forth a consistent and professional image, all informational materials, signs and other visual representations of the city must adhere to city visual design standards. Staff may use pre-approved templates provided by the Communication Department or request graphics assistance from the Communication Department.

Writing Style

Maintaining a consistent writing style across departments enables the city to speak with one voice, making it easier for the public to identify programs and services as being provided by the city. That is why all written materials must follow the city writing style guide. Staff are also encouraged to use plain language, avoid abbreviations and acronyms, and be clear and concise in all public communication.

Collaboration and Coordination

City communication is a collaborative effort between Communication Department staff and subject matter experts throughout the city. The subject matter experts are responsible for providing project/program/initiative goals, content and context/background information. The Communication Department is responsible for developing the communication strategies that will best meet those goals. Both are essential to a successful communication program.

ACTION:
This Administrative Order is effective immediately.

DATE: 15 JAN 19

SCOTT CHADWICK
City Manager

City of Carlsbad
City Communication Roles

City communication staff are centralized in the Carlsbad City Manager's Office, with the exception of the Police Department, which has a PIO who handles day to day communication needs. The communication staff works collaboratively with all departments and supports their communication needs as well as the needs of the city as a whole.

Following is a chart outlining specific communication roles and responsibilities.

Communications Responsibility	Department Responsibility
Overall Role	
Determine overall communication strategies to achieve city and department communication goals	Identify organizational priorities and needs that could benefit from communication support.
Management / Coordination	
Create and maintain city style guides, brand standards and templates	Ensure staff are aware of and utilize approved guides and templates. Advise of needed additions or changes
Work with city manager and city attorney to develop communication policies (social media, media, website linking, etc.)	Ensure staff are aware of and follow established policies
Assign a point of contact to oversee each department's communication	Provide a communication liaison to work with communication point of contact
Maintain a pool of pre-screened contractors to assist with department communication as needed	Utilize pre-approved contractors
Review and approve (or draft) contractor scopes of work for RFP/Qs and contracts involving outreach and engagement	May serve as day to day contact for contractors to handle implementation of approved scopes of work
Strategy and Planning	
Develop strategies and plans for meeting communication objectives	Identify communication needs and priorities
Determine tools and tactics based on communication needs and priorities	Review and approve proposed work plans
Track results based on overall and department performance measures	Identify performance measures
Budget (who pays for what)	
All day-to-day communication needs, including printing, graphic design, advertising, video production, photographer and consultant support	One time or special projects, signs and other high-cost materials, postage, hard costs associated with community meetings
Assist with estimating resource needs for specific communication initiatives paid for by department budgets	Identify significant special or one-time communication needs and include in annual department budget
Public Engagement (includes public surveys)	
Advise of issues/topics most of interest to the community	Identify opportunities for public involvement
Prepare public engagement plans/review and approve plans prepared by department consultants	Identify decisions that would benefit from public input and scope of input desired
Implement or oversee department consultant in implementing public engagement programs	Provide subject matter experts to support public engagement process
Compile input	Incorporate input and demonstrate how it was utilized
Media Relations	
Field inquiries	Field inquiries

Communications Responsibility	Department Responsibility
Serve as spokesperson when department subject matter expert is not available or when otherwise appropriate. Assist department spokespeople with preparation for interviews	Serve as main spokesperson for department issues (per media policy)
Provide background information to reporters	Provide timely responses to communication staff questions from reporters
Pitch story ideas to the media	Suggest story ideas to communication staff
Write and distribute news releases/media advisories/ calendar announcements	Review and approve news releases/online content
Monitor media coverage	Ensure staff is aware of city media policy
Photos / Videos	
Coordinate professional videography and photography	Provide ideas for photo/video opportunities, help coordinate logistics
Produce informational videos	Review and approve draft videos
Approve the initiation of video projects	May work directly with communication vendors for approved special photo/video projects
Maintain photo and video libraries	Provide photos and video coordinated directly to communication department for library
Informational Materials	
Research and draft copy for flyers, newsletters, banners, signs, fact sheets, brochures and other informational materials	Provide information and review/approve copy
Create graphic layout for materials and determine final design, with input from department staff	Review layout to ensure content is accurate. Provide feedback on design related to overall message
Coordinate printing/production/ distribution of informational materials	Coordinate printing/production/ distribution of reports, forms and other materials
Create facility branding (signage, banners and posters)	Advise of facility branding needs
Develop promotional items for citywide use. Approve promo items to be ordered by departments for proper branding	Utilize approved vendors and brand standards when ordering promotional items for department use
Develop templates for commonly used materials (office closed signs, memos, presentations, etc.)	Use templates to produce these items
Ads / Direct Mail	
Recommend advertising and direct mail strategies	Approve ads/direct mail and distribution strategies
Produce ads and direct mail pieces. Coordinate placement and distribution	Identify audiences to be reached
A/V	
Advise IT of AV needs	IT handles procurement and maintenance of AV equipment
Website / Social Media	
Manage main sections of website content/update as needed, create new content as needed	Manage content on specific department pages
Manage city social media channels (post content and monitor content)	Provide ideas for social media. May post content to social media under guidelines established by the communications department
Draft copy for, design and distribute e-newsletters	Provide input on topics, review copy for e-newsletters
Create templates for department public notices	Distribute public notices via email and mail
Develop channel bulletins for cable channel, City Hall and Faraday display monitors	Create and maintain bulletins for library and community center display monitors utilizing approved template

Communication & Engagement Functional Org Chart

City of Carlsbad

Set Priorities
Scott Chadwick

Staff Report Editing
Tom Mallory

Senior Program Manager
Sarah Lemons

Community Relations Manager
Nikki Matosian

Community Relations Manager
Bree Robertoy

Community Relations Manager
Lindsey Hansen

Strategy and Messaging
Kristina Ray

Video/Content Creation
Jon Horn

Graphic Design
Barb Ness

Social Media
Lisa Cornwall

Contracts & Admin
Sue Armstrong

Consultants

Marketing Strategy
Wanda Wease

Marketing / Promotion
Melba Novoa

Marketing Coordination
Evy Moody

Public outreach and engagement

Centralized resources supporting both

Marketing and promotion/ Community Services

* Part time

		Tina	Sarah	Nikki	Bree	Lindsey	Jon	Lisa	Tom	Wanda	Barb	Sue	Ew	Rockspark	Michelle	Circlepoint	NV5	Kim Hyshka	Brown Market	Southwest Str	Melba Novoa
Lead Roles and Responsibilities	**Department/Project**																				
	Issues																				
Major Issue Areas/Projects	COVID-19			X			X														
Major Issue Areas/Projects	City Council strategic plan	X				X												X			
Major Issue Areas/Projects	Growth management		X		X											X					
Major Issue Areas/Projects	Climate Action Plan			X																	
Major Issue Areas/Projects	Open space, trails and HMP	X																			X
Major Issue Areas/Projects	Coastline project			X														X		X	
	Departments																				
Administrative Services	Finance	X				X															
Administrative Services	Human Resources/employee engagement			X																	
Administrative Services	Innovation & Economic Development	X										X									
Administrative Services	IT			X																	
Administrative Services	Risk	X																			
Community Services	Housing & Homeless Services		X																		
Community Services	Community Development		X		X																
Community Services	Library & Cultural Arts									X	X		X		X						X
Community Services	Parks planning and improvements		X		X						X										
Community Services	Recreation	X								X	X		X		X						X
Community Services	Real estate			X																	
Public Safety	Police Department	X																			
Public Safety	Fire Department	X												X							
Public Safety	Emergency preparedness	X				X						X									
Policy & Leadership	Policy & Leadership (Clerk, Atty, CM)	X						X													
Public Works	Fleet & Facilities							X													
Public Works	Utilities (water, wastewater, drainage)					X															
Public Works	Environmental Sustainability / solid waste				X														X		
Public Works	Environmental Sustainability / everything else			X																	
Public Works	Transportation / mobility			X		X													X		
	Citywide																				
Communication & Engagement	City Manager's Update	X						X													
Communication & Engagement	Staff reports, Council inquiries	X							X												
Communication & Engagement	State of the City video	X				X															
Communication & Engagement	Holiday Breakfast & Service Award Recognition	X										X									

Legend: Lead / Support / Contractor

COUNTY OF FRESNO
invites applications for the position of:

COMMUNICATIONS & MEDIA PRODUCTION SPECIALIST / SENIOR COMMUNICATIONS & MEDIA PRODUCTION SPECIALIST

SALARY:	See Position Description
OPENING DATE:	03/14/22
CLOSING DATE:	03/25/22 04:00 PM

POSITION DESCRIPTION:

Communications & Media Production Specialist *(Aligned with Administrative Analyst III)* Annual Salary: **$64,350 - $78,208**
Senior Communications & Media Production Specialist *(Aligned with Senior Administrative Analyst)* Annual Salary: **$86,086**

Scheduled Salary Increase:
3.0% effective 9/19/22

APPLICATIONS MUST BE SUBMITTED ONLINE ONLY

Are you an experienced communications professional looking for an opportunity to make a positive impact in public service?

The **County of Fresno Administrative Office** has a rewarding career opportunity available for a diligent, dynamic, and creative digital media and communications professional who is ready to serve as a **Communications & Media Production Specialist (Administrative Analyst III) or Senior Communications & Media Production Specialist (Senior Administrative Analyst)**. The specific position placement will depend on a candidate's experience.

CLICK HERE FOR A MESSAGE FROM THE PUBLIC INFORMATION OFFICER ABOUT THIS OPPORTUNITY

The selected candidate will have the unique opportunity to work closely with the Administrative Office and Board of Supervisors and generate new and creative video production ideas based on the objectives aligned with the County's vision, mission and core beliefs. Duties include planning, coordinating, and creating promotional and informational videos for internal and external audiences and coordinating media and other communication campaigns as assigned by the Public Information Officer (PIO) with other departments and the Board of Supervisors. Additional responsibilities include disseminating video media on all of the County's social media platforms, website, and County news media, assisting with live streaming of press conferences and technical set-up, and performing other duties as assigned.

Experience in the public sector is helpful, though not required. Interested individuals who are bilingual are highly encouraged to apply. Interested individuals who possess a valid Remote Pilot Certificate from the Federal Aviation Administration (FAA) that complies with FAA's Small UAS Rule (Part 107) are also highly desirable.

Positions in this classification are in Medical Group I - Light Physical Activity (Personnel Rule 8). This group includes positions which require only light physical effort and may include lifting of small, light objects and some bending, stooping, squatting, twisting, and reaching. Considerable walking or standing may be involved.

Eligible candidates must be able to perform the essential functions of the position with or without reasonable accommodation.

SAMPLES OF DUTIES:

- Perform a variety of printing and graphic arts activities involved in the design, layout, and production for projects such as digital/online content to support communications and marketing efforts of the County.
- Develop and maintain a master source of all PIO/Board audio, video, photo, and graphic design assets.
- Create and edit text, graphics, animation, audio, and video files and place on Web servers and social media.
- Participate in a variety of work groups, committees, and task forces to design, develop and implement video and print media to communicate the County's departments, programs, objectives, vision and mission.
- Maintain professional skills that are consistent with current Internal Services technology.
- Remain up to date on current graphic arts, videography, photography, animation, production software and techniques.
- Assist with creating graphics, a master calendar, and content for all County social media platforms (Facebook, Instagram, Twitter, NextDoor, TikTok, etc.).
- Assist in the oversight, planning and development of video productions throughout the County. Examples include, but aren't limited to the following: weekly news video (new *County of Fresno in 60 Seconds*), Public Works and Planning updates, public and behavioral health campaigns, State of the County, Employees of the Year, highlight reels, retirements, groundbreaking and ribbon-cutting events, special events, recognitions, employment opportunities, branding, PSA's and documentaries.
- Assist with photography services for the County, including capturing photos and pre-and post-production work to optimize digital photography, as well as operate a drone for still photography and videos.
- Assist with design of flyers, notices, newsletters and other publications using desktop publishing software.
- Assist and support with district communications venues, including but not limited to, YouTube, social media, website, Fresno County Connect app, etc.
- May assist with planning and coordinating public events and meetings.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- Public relations, communications and marketing practices and procedures;
- Standard office applications including computer software such as Microsoft Office and Google Suite;
- Web and print graphic design;
- Writing and presentation development skills;
- Social media, including but not limited to mobile application technology, blogs, Facebook, Twitter, Instagram, TikTok, Snapchat, etc.;
- Proper English usage, grammar, spelling, punctuation and vocabulary;
- Graphic design and desktop publishing software, including Adobe Photoshop, Illustrator, InDesign, Acrobat Pro, and other Adobe platforms for video/audio;
- Film/video/audio editing platforms such as Adobe Premiere Pro and/or Final Cut Pro;

- Effective techniques for speaking before groups including Zoom conferences;
- Equipment and materials used for printing, mailing and audiovisual services and production.

Skills/Abilities to:

- Operate a personal computer, multi-line telephone system and other office machines;
- Produce effective graphic and digital media communication materials using computer software and internet and web based applications;
- Work independently and in a team oriented environment;
- Communicate effectively both orally and in writing;
- Make presentations to the Board of Supervisors, other agencies, and the public;
- Effectively and independently manage multiple work assignments, set priorities, and meet established deadlines;
- Establish and maintain effective working relationships at all organizational levels, as well as with other agencies and the public;
- Demonstrate and maintain a high degree of initiative, maturity, integrity, loyalty, accountability, creativity and good judgment.

MINIMUM QUALIFICATIONS:

Communications & Media Production Specialist Minimum Qualifications:

Education: Possession of a bachelor's degree that is acceptable within the United States' accredited college or university system with at least fifteen (15) semester units of coursework completed in Mass Communication and Journalism, Communication, Media Arts, Graphic Design, Marketing, or a closely related field.

Experience: Two (2) years of full-time, paid, professional work experience in video and audio production, communications, or marketing and/or graphic design.

License: Possession of a valid Class "C" driver's license, or equivalent, is required.

Senior Communications & Media Production Specialist Minimum Qualifications:

Education: Possession of a bachelor's degree that is acceptable within the United States' accredited college or university system with at least fifteen (15) semester units of coursework completed in Mass Communication and Journalism, Communication, Media Arts, Graphic Design, Marketing, or a closely related field.

Experience: Three (3) years of full-time, paid, professional work experience in video and audio production, communications, or marketing and/or graphic design.

License: Possession of a valid Class "C" driver's license, or equivalent, is required.

TO PREVENT THE DISQUALIFICATION OF YOUR APPLICATION, PLEASE NOTE:
- **The minimum qualifications for this recruitment have been limited to candidates possessing an education and experience background related to the specific position vacancy.**
- **A Video Portfolio containing two (2) videos that were shot, edited, and produced by the applicant is required (see Required Application Materials below). Failure to submit a complete video portfolio by the filing deadline may result in the rejection of your application.**
- **Valid driver's license number must be listed on your application. Failure to provide this number on your application may result in the disqualification of your application.**

- A Comprehensive Resume must be attached or submitted and received by the closing date and time or your application will not be accepted. You may attach a copy to your online employment application; fax a copy to (559) 455-4788, Attn: Samantha Her; or email it to HREmploymentServices@fresnocountyca.gov.
- Applicants must meet the minimum qualifications for this position by the filing deadline.
- A completed Fresno County employment application is required (must be current, complete, and accurate; amendments will not be allowed after the filing deadline).
- Resumes and attachments are not accepted in lieu of a completed employment application.
- Please fully list your education and work experience; including current position. Failure to list current, complete, and accurate education and work experience within the job application (including employment with the County of Fresno) will result in the disqualification of your application.
- In the Education section of your application, please provide complete information for each school attended. Please provide the school's name, school's location, the type and number of units earned (semester or quarter), type of degree earned (bachelor's degree, master's degree, etc.) and which major or program was completed. Failure to completely list education within the job application will disqualify the applicant from consideration.
- If you have completed education in a foreign college or university and are using this education to meet the minimum qualifications, you must provide documentation that the foreign education is comparable to that received within the United States' accredited college or university system or your application will not be accepted. Documentation must be provided by the closing date and time of this recruitment. You may attach a copy to your online employment application; fax a copy to (559) 455-4788, Attn: Samantha Her; or email it to HREmploymentServices@fresnocountyca.gov.
- College/university transcripts may be requested to verify completion of qualifying education.

SELECTION PROCESS:

Depending upon the number of applicants meeting the minimum qualifications and filing requirements, applicants may be scheduled for one of the processes listed below:

- **Certify Without Examination** - In instances where the number of eligible candidates is less than or equal to the number of qualified applicants the Department is entitled to receive under Personnel Rule 4212, the competitive examination process will be waived and the names will be certified without an examination.
- **Oral Examination** - An oral examination includes a panel consisting of at least two members within a similar field of expertise as the vacancy. Candidates are asked structured questions and must respond orally to allow the panel to evaluate the specific qualifications of each applicant.
  - If required, the oral examination will be administered in an online format via the Spark Hire interview platform.

Successful candidates will be placed on an employment list, effective for a minimum of 3 months (may be extended up to an additional 12 months), and certified in final rank order as vacancies occur.

REQUIRED APPLICATION MATERIALS:

- **Fresno County Employment Application** (must be current, complete, and accurate; amendments will not be allowed after the filing deadline)
- **Current Comprehensive Resume**
- **Supplemental Questionnaire**
- **Video Portfolio** (must be provided as Youtube or Vimeo links within the supplemental questionnaire or emailed to HREmploymentServices@fresnocountyca.gov)
  - One (1) short video between :15-30 seconds

- One (1) longer video between 1-3 minutes
- Video submissions should each have a different tone: one can be more high energy and the other can have more emotion. <u>Both videos must be shot, edited, and produced by the applicant.</u>
- Failure to submit a complete Video Portfolio containing two (2) videos by the filing deadline may result in the rejection of your application.

<u>Please note</u>: All application materials must be submitted **online only** by the closing date and time of this recruitment. Applications submitted via U.S. mail, email, fax, or in person in our office will not be accepted. Resumes and attachments are not accepted in lieu of a completed employment application.

HOW TO APPLY:

Applications for this recruitment must be submitted **online only**. An online application may be found at: https://fresnocountyjobs.com.

Open the Job Information Flyer and click "Apply" to begin the online application process. Failure to complete the job application or failure to follow the application instructions (such as the formatting of education or work experience) will result in the disqualification of the applicant. Amendments will not be accepted after the filing deadline.

Once the filing deadline has passed, you may check the status of this recruitment at any time by logging on to: https://www.governmentjobs.com/Applications/Index/fresnoca.

Please be advised that it is the applicant's responsibility to notify Fresno County Human Resources of any mailing address and telephone number changes. Notices sent via U.S. mail from Human Resources are not forwarded ("Return Service" is requested, therefore mail will not be sent to a forwarding address).

For the safety of our employees, the County of Fresno complies with all Federal, State, and Local Orders related to COVID-19, including Cal OSHA Emergency Temporary Standards.

The County of Fresno is an Equal Employment Opportunity Employer. It is the policy of Fresno County to provide employment opportunity for all qualified persons. All applicants will be considered without regard to race, color, religion, sex, national origin, age, disability, sexual orientation, gender, gender identity, gender expression, marital status, ancestry, medical condition, genetic information, or denial of medical and family care leave, or any other non-job-related factor.

REASONABLE ACCOMMODATIONS - The County of Fresno is committed to providing reasonable accommodation to applicants as required by the Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act (FEHA). Qualified individuals with disabilities who need a reasonable accommodation during the application, examination or selection process may *contact Human Resources at (559) 600-1830 at least five days prior to the scheduled date or deadline.*

EQUAL EMPLOYMENT OPPORTUNITY EMPLOYER

Analyst: Samantha Her

COMMUNICATIONS & MEDIA PRODUCTION SPECIALIST / SENIOR COMMUNICATIONS & MEDIA PRODUCTION SPECIALIST Supplemental Questionnaire

* 1. This position requires a bachelor's degree that is acceptable within the United States' accredited college or university system with at least fifteen (15) semester units of coursework completed in Mass Communication and Journalism, Communication, Media Arts, Graphic Design, Marketing, or a closely related field. You MUST list in the space below at least fifteen (15) semester units of the qualifying coursework you completed. You must include the course number and title, number of units (specify semester or quarter units), and college/university where completed (e.g. MCJ 15 - Filmmaking I, 3 semester units, CSU Fresno). Failure to list fifteen (15) semester units completed in the required disciplines in the requested format will result in the disqualification of your application. Amendments to your supplemental questionnaire will not be allowed after the filing deadline.

* 2. This position requires the submission of a Video Portfolio containing two (2) videos that were shot, edited, and produced by the applicant. One video must be :15-30 seconds and the other must be 1-3 minutes long. These videos should be different in tone: one can be more high energy and the other can have more emotion. Please provide the Youtube or Vimeo links in the field below or email them to HREmploymentServices@fresnocountyca.gov. Failure to submit your Video Portfolio by the closing date and time of this recruitment may result in the rejection of your application.

* 3. If your application is accepted and you are scheduled for an interview, you may need to provide three (3) references and/or three (3) letters of recommendation at the time of the interview to the interview panel. Please select 'yes' to acknowledge that you have read and understand this information.

  ❏ Yes   ❏ No

* 4. If required, the oral examination will be administered in an online format via the Spark Hire interview platform. Do you have access to a computer/device with functioning microphone, camera and internet? If you marked 'no', please contact our office at (559) 600-1830 as soon as possible.

  ❏ Yes   ❏ No

* Required Question

https://youtu.be/j6ReGIcBN3E

S·A·E
COMMUNICATIONS

Scott Summerfield
Principal

2934 Victoria Meadow Court
Pleasanton, CA 94566
925/249-9320
scott@saecommunications.com

Sheri Benninghoven, APR
Principal

1737 Paterna Road
Santa Barbara, CA 93103
805/965-7024
sheri@saecommunications.com