



Age-Friendly San Leandro Communications Plan

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DRAFT

Prepared in
collaboration with:



City of San Leandro
Human Services

PEAR
STREET 

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About This Plan

In July 2024, San Leandro's City Council approved the City's first-ever Age-Friendly Action Plan, effectively launching the Age-Friendly San Leandro initiative. One of the major priorities identified by community members during the planning process was to improve communications and outreach about existing age-friendly resources and services. There are a lot of great services and opportunities that residents would be interested in if they knew about them. This comprehensive communications plan, prepared in collaboration between the City of San Leandro's Human Services Department and Pear Street Consulting, is a step towards realizing the full potential of existing (and future) age-friendly resources and services.

A communications plan generally includes a detailed description of all audiences; a summary of communications channels and tactics to engage each audience segment; an initiative branding guide (ex. colors, fonts, logos, templates); and an inventory of core messaging components (ex. taglines, graphics, language choices) and guidance for future messaging.

This particular plan is designed to empower Age-Friendly San Leandro leaders and team members to discover, bring forth and effectively tell the initiative's story in a way that is relevant and meaningful to a diverse constituency, by fostering collaborative relationships with partners and stakeholders and providing vital information to the people they serve.

Why a Communications Plan?

1. A communications plan details the entirety of an initiative's internal and external communications efforts.
2. A plan helps Age-Friendly San Leandro communicate effectively by identifying audience(s), what we want them to know, and how to reach them. It can also help us articulate the right message at the right time.
3. A plan also improves relationships with stakeholders and participants by ensuring everyone understands their role and responsibilities within the initiative. A plan also helps manage public perception and expectations, especially during a crisis.

Brand Guide

Color Logo

The Age-Friendly San Leandro logo is the cornerstone of the initiative's visual identity. It is a mark of ownership, symbolizing the initiative wherever it appears. As the primary City colors, the color palette should be used whenever the logo is reproduced in color.

The logo should never be smaller than 1.5" wide. To maintain the integrity of the logo, a minimum amount of clear space (0.2") should be established on all sides. No other element (such as text or images) should appear within the clear space.



Color Palette

The Age-Friendly San Leandro color palette contains three main colors. HEX color codes have been provided to help maintain consistent reproduction in printed applications. RGB values have also been provided for screen-specific applications such as Web sites or PowerPoint presentations. Accurate use of the colors is critical to conveying a strong and consistent visual identity.



Hex: A74354
R:167 G:67 B:84



Hex: E29B33
R:226 G:155 B:51



Hex: 73797E
R:115 G:121 B:126

Brand Guide

Fonts & Typefaces

To reinforce the City of San Leandro's brand identity, the grotesque sans serif typeface, Karla, is typically used. However, Karla is not the most age-friendly typeface for visual communications. Instead, Age-Friendly San Leandro has selected Arial as the standard sans serif typeface due to its readability and ease of use on screens. It should be used for both headline and body copy.

To ease strain on a reader's eyes, use size 14 point font or larger. This is recommended, if possible, but 12 point font is the minimum required for adults aged 50 and over. With the digital divide in mind, do not assume that all individuals know how to make a screen larger.

Arial Regular

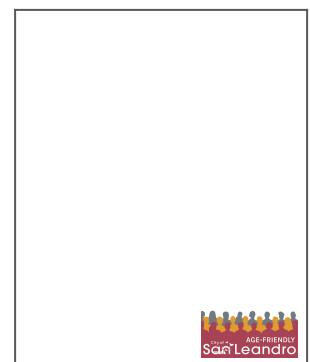
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789? !@#\$%&()[]{}|/ \; : +

Arial Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
0123456789? !@#\$%&()[]{}|/ \; : +

Logo Placement

Consistent positioning of the Age-Friendly San Leandro logo is essential in creating a strong brand. For most applications, the optimal placement for the initiative logo is either the top or bottom left or right corner of the layout, with at least the recommended clear space around it.

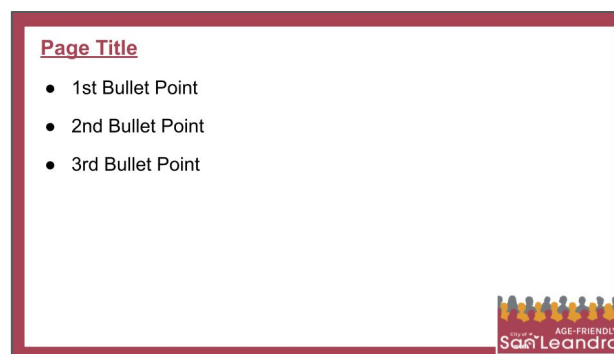
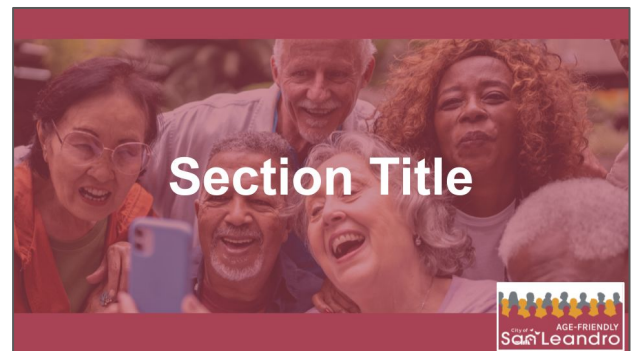
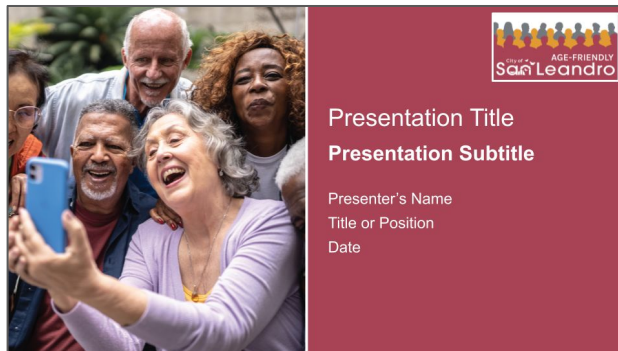


Brand Guide

PowerPoint Slides

When creating new PowerPoint presentations, the Age-Friendly San Leandro brand guidelines must be used. Consistent positioning of the Age-Friendly San Leandro logo is essential in creating a strong brand. It is recommended that the logo be positioned 0.1” from the upper left-hand corner of the title slide, and 0.1” from the bottom right-hand corner of body slides.

The typefaces used are Arial Regular and Bold. The minimum type size for copy is 16 point to ensure readability. The areas to the left of the Age-Friendly San Leandro logo are the spaces designated for creative, partner-specific branding. Whether a swatch of color, a block of photos or one large image, this is the area to be used to personalize the presentation.



Brand Guide

Preferred Terminology

Use age to identify the group to whom you are referring (e.g. 50+). Avoid using terms such as elder, senior, or older adult. Many adults 50+, even 90+, reject these terms, often due to accompanying stereotypes. Do not use “they”, “them”, or other terms that may “other” adults aged 50+ (or treat them as a monolithic group).

Formatting & Content Tips

Keep text short, direct, and positive. An example of this would be to write, "Keep track of your medications," instead of "It is important for people to keep track of the medications they take."

Use examples that help connect readers to applicable past experiences. Avoid abstract examples.

WRITING IN CAPITAL LETTERS CAN BE HARDER TO READ. Reserve capital letters for headers. Limit the use of italics, underlining, and bold text for the same reason. Italics are harder to read than Roman letters (upright).

Black written on white or on very light colors is the most reader-friendly. This allows a place for the eyes to rest. Using yellow, blue, or red type in close proximity can make words blend together and can be hard to differentiate from the background.

Avoid long blocks of text. Breaking content up into two columns or adding a picture beside the text is beneficial.

Reinforce points with questions. Research suggests that questions help readers remember key points.

Avoid complex diagrams. Keep charts and graphs simple and clearly labeled.

Best Practices

The following guidance comes from communications best practice research, within both the public and private sectors. We have also included specific tips for reaching and engaging adults aged 50+.

General Communications Practices

- ☐ Develop a comprehensive communications strategy
- ☐ Invest in training and skill development for your communicators
- ☐ Use a mix of traditional and digital platforms to reach a wide audience
- ☐ Ensure consistency across all channels to strengthen your message
- ☐ Encourage cross-partner cooperation to ensure consistent messaging
- ☐ Tailor messaging to audience segments based on data insights
- ☐ Create forums for residents to provide feedback and participate in decision-making (“two-way communication”)
- ☐ Establish and collect metrics to assess and continuously improve your strategies

Age-Friendly Communications Practices

- ☐ Invest in training for communicators on identifying and combating ageism and ableism
- ☐ Conduct audience segment research (ex. Hispanic or Latino adults aged 50+ versus Asian American adults aged 70+); adjust strategies based on data
- ☐ Generate age-friendly language, content, and talking points; “humanize” content to build trust
- ☐ Have a simple, clear and straightforward “call to action” (ex. limit text)
- ☐ Use images and videos to convey the message and showcase services
- ☐ Ensure text/content is accessible (ex. large fonts, alt text, clear color contrast)
- ☐ Encourage participants to share their experiences and testimonials
- ☐ Assure a commitment to protecting participant data
- ☐ Partner with influencers and leaders who have credibility in the community

Accessibility Checklist

The following guidance comes from personal experiences facilitating meetings for audiences of all ages and abilities. Staff are encouraged to refer to these best practices when planning and executing public meetings.

Accessibility Practices

- ☐ Plan in advance so there is ample time to share an agenda and any materials and/or questions with participants. Where possible, include people with disabilities in the planning process
- ☐ Request registration information (as necessary) from participants in advance and provide a checklist at the event to prevent a line from forming at the entrance
- ☐ Send clear date, time, address and directional information to participants in advance. Provide contact info for people to use if they have questions
- ☐ Proactively ask participants to request accommodations (transportation, dietary needs, language translation and interpretation, etc.) in advance. Be clear about how much time you will need to receive and troubleshoot any requests
- ☐ If collaborating with external partners, meet in advance to review accessible facilitation guidelines and ensure measures are taken to be as inclusive as possible. Ask about partner methodology and constraints. Do not assume that an external partner has accessibility “covered”; take ownership and pride in events hosted on City property and conducted on behalf of the Age-Friendly San Leandro initiative
- ☐ Schedule meetings in the largest room available if anticipating participants in wheelchairs and/or other assistive devices
- ☐ Communicate with and prepare Senior Community Center staff so they are aware of the event and designated staff can be available to help participants with accessibility or other emergent needs
- ☐ Save parking spaces close to the entrance of the building for use by participants with a disability
- ☐ Make sure the building, meeting room(s) and bathroom(s) are scent-free
- ☐ Set up signage to make it easy for participants to find the building and/or the meeting room(s)

Accessibility Checklist

Accessibility Practices (continued)

- ☐ Always use a public address (PA) system in case there are participants who are hard of hearing
- ☐ Always designate a dedicated note taker(s) to ensure participant input is well-documented
- ☐ Always have staff introduce themselves and welcome participants. Take a minute or two to highlight the Senior Community Center, the Age-Friendly San Leandro initiative, and to review housekeeping items (such as the location of bathrooms)
- ☐ Set community ground rules and/or agreements at the beginning of the meeting
- ☐ If using a slide deck, ask the audience if anyone would like the slides read aloud
- ☐ After the meeting, share any slides or materials in accessible formats (PDF or Word document) with alt text

Goals

Age-Friendly San Leandro Initiative Goals

Implement solutions that make San Leandro...

1. More livable, accessible and happier for all ages and abilities.
2. Friendly to aging-in-place.
3. Welcoming and safe for everyone.
4. Respectful, kind and inclusive.
5. Proud of its diversity.
6. A leader in accessible, age-friendly communications and design.
7. Equitable in its provision of food, housing, transportation, and all other basic human needs.

Communications Goals

1. Increase awareness and utilization of local senior and disability programs, services, and engagement opportunities.
2. Increase awareness of the Age-Friendly San Leandro initiative through regular, ongoing communications and two-way dialogue.
3. Attract and build strategic relationships with local community stakeholders and partners, as well as regional, state and national experts and practitioners.
4. Strengthen connections and build trust between City Council, the Senior Commission, Human Services Department leadership, and the people they serve.
5. Effectively reach and engage a more diverse audience of adults aged 50 and over, particularly lower income, homebound and isolated individuals and those for whom English is a second language.

Strategies & Tactics

Based on findings from our community needs assessment and subsequent conversations with the Senior Commission and Human Services Department staff, we identified the following strategies to help Age-Friendly San Leandro achieve the goals outlined above. We also recommend related tactics to put those strategic objectives into action.

STRATEGY

Create and strengthen connections and trust between members of City Council, the Senior Commission, Human Services Department staff, and the people they serve.

TACTICS

1. Host an annual Senior Resource Fair.

Feature selected Age-Friendly San Leandro projects, programs and services at the annual Senior Resource Fair hosted at the Senior Community Center. Invite the Mayor, City Council, and Senior Commission members to staff tables and provide shared remarks together. Age-Friendly San Leandro spokespersons are encouraged to come prepared with stories, data and general talking points that highlight the impact the initiative has on the community.

2. Host bimonthly Age-Friendly San Leandro community events.

Age-Friendly San Leandro should consider hosting community events in each district of the city on an annual basis. These would be forums for bringing City leaders and team members into communities across the city to engage residents aged 50+. City Council members would participate at the meeting in their district. These meetings can be hosted at local community centers and/or community and faith-based organizations to draw on their constituencies.

3. Use City proclamations to increase awareness.

Strategically schedule age-friendly proclamations to raise awareness among elected officials and constituents of the issues, challenges, and successes impacting residents aged 50+.

Strategies & Tactics

STRATEGY

Create an internal Age-Friendly San Leandro communications staffing structure that enables the initiative to effectively and consistently inform and engage a diverse population and empowers spokespersons to deliver messaging and build relationships as part of their day-to-day responsibilities.

TACTICS

1. *Assign Age-Friendly San Leandro-related communications to an administrative team member(s), clearly outline responsibilities and expectations of the job, and hold that person accountable for clear, timely and consistent communications with internal and external stakeholders.*

The assigned team member would identify or create communications protocols and tools, and establish a timeline for when information pertaining to the initiative must be shared with particular audience segments. The timeline for communications should allow other team members adequate time to prepare messaging, reports and presentations. The assigned team member will meet regularly with initiative leadership to keep lines of communication open and ensure well-coordinated communications.

2. *Invest in training for internal communications team members on effective public sector communications approaches, as well as on identifying and combating ageism and ableism.*

As Age-Friendly San Leandro expands its proactive efforts to get its story out through the media and community engagement, it is important that internal communications team members and initiative spokespersons are prepared to effectively tell that story. To this end, we recommend that the Human Services Department implement communications, media and public speaking training for primary, secondary and topical spokespersons.

Strategies & Tactics

3. *Develop a calendar of communications activities that leverage the skills and capacity of the City of San Leandro's Communications team, including video production and social media presence.*

Identify content related to Age-Friendly San Leandro projects, programs and services, collaborations and other topics that demonstrate community relevance and impact. The content calendar should house all Age-Friendly San Leandro topical content, and featured events and workshops, and outline the schedule for distributing proactive communications materials for the month ahead. The calendar can be categorized by topic, with post copy and assets collected under each topic. One-off posts containing urgent or unanticipated but timely content would still be added, as needed, to the post rotation. The calendar should be updated weekly (or as needed), based on new developments. Integrate the content calendar across all channels, including weekly briefings, social media, video and newsletters.

STRATEGY

Empower Age-Friendly San Leandro storytellers.

TACTICS

1. *Establish a regular cadence of updates and presentations to City boards and commissions by Senior Commissioners.*

Provide opportunities for public speaking practice and skill development for primary and secondary spokespersons on the Senior Commission. Assist with talking points and materials to ensure consistency.

2. *Identify opportunities for primary spokespersons to present at conferences.*

Apply for seats on panels and to present to audiences at conferences and symposia where potential age-friendly partners and collaborators are in attendance. Develop and refine talking points to communicate the unique strengths of the Age-Friendly San Leandro initiative.

Strategies & Tactics

3. *Onboard new Senior Commissioners with the history and context behind the Age-Friendly San Leandro initiative.*

Begin the process of developing primary and secondary spokespersons from the moment members join the Senior Commission. Develop materials that can assist with “elevator pitch” conversations in community and future presentation talking points.

4. *Schedule intentional opportunities for secondary and emerging Age-Friendly San Leandro spokespersons to meet with and present to community stakeholders.*

Provide opportunities for public speaking practice and skill development for primary and secondary spokespersons with the Human Services Department, other City departments, and from among community partners. Assist with talking points and materials to ensure consistency.

5. *Create a “Ladder Up” platform to collect age-friendly impact stories.*

This platform would create a place where Human Services and other City department and community partner staff can easily and regularly share stories that demonstrate the reach and impact of age-friendly programs and services.

Team members would share their impact stories on a platform like Google Forms or other online form and submit the story to the Age-Friendly San Leandro communications person(s).

The assigned communications person(s) would review the stories and determine if they should “ladder up” to an internal or external storytelling opportunity, such as a video, social media content, newsletter article, or news outlet pitch. Before moving forward, all stories should be vetted by the Human Services Manager and/or Human Services Director.

Strategies & Tactics

STRATEGY

Establish internal communications protocols to increase efficiency and service delivery.

TACTICS

1. *Develop and refine communications templates and talking points for ease of use.*

Make templates for weekly briefings, social media posts, PowerPoint presentations, brochures, screen ads, etc. easily accessible to primary and secondary spokespersons. Templates should be downloadable, editable, and with simple instructions for intended use.

2. *Explore how to maximize use of the City's Emergency Management mass notification system.*

Work with the City's Emergency Management team to explore ways that Nixle and other mass notification systems can improve external age and disability-friendly emergency notifications and team response.

The team should identify opportunities to use the system's capability to send customizable notifications to specific audience segments, including homebound adults. This could include tailoring messages for different needs and services ensuring that relevant information immediately reaches the appropriate audience. Further, Age-Friendly San Leandro should establish clear and well-defined notification protocols outlining responsibilities and training for internal staff during emergencies.

Strategies & Tactics

STRATEGY

Leverage coordinated communications between Age-Friendly San Leandro staff and local community partners and organizations to advance shared interests.

TACTICS

1. *Convene a Human Services Department grantee working group.*

Formalize sharing of critical age-friendly program and service information among Human Services grantees, and particularly among dedicated communications and/or community relations staff members. Determine a meeting cadence and format that will allow the cohort to keep each other apprised of respective priorities, plans, programs and initiatives and collaborate to advance shared interests and initiatives.

STRATEGY

Build on proven strategies to directly connect and engage with residents, constituent groups, stakeholders and community leaders.

TACTICS

1. *Keep other City boards and commissions informed and engaged.*

Build partnerships with allies and community leaders by seeking input and participation from other City boards and commissions. Pilot new opportunities for joint decision-making and program implementation.

2. *Elevate the annual Senior Resource Fair and work to increase its reach and impact.*

Implement and evaluate strategies aimed at increasing turnout at the annual Senior Resource Fair through participant incentives, such as raffle prizes and reduced program fees, and more engaging event formats, such as moderated discussions and creative use of video.

Strategies & Tactics

Challenge attendees to bring one guest who has not attended the resource fair before, has limited knowledge of local senior programs and services, could benefit from learning more and could help advance the Age-Friendly San Leandro mission in the community.

Collaborate with Black, Indigenous, and People of Color (BIPOC) serving community organizations to build and diversify the audience.

3. *Increase Senior Services' presence at community events, particularly those that reach or serve BIPOC residents.*

Engage with residents where they are. Seek opportunities for Senior Commissioners and Senior Services leadership and staff to participate in events organized by community groups, specifically those that reach constituencies that may have language and cultural barriers or those that would benefit most from Center programs and services. Staff should analyze current program demographics and identify gaps to address.

4. *Continue to increase Senior Services subscriptions.*

Strategies to consider for building on the current subscriber base include: geo-targeted paid digital ad campaigns; sharing content with aligned community newsletters; including “subscribe here” link in shared articles or weekly briefings; placing QR code postcards at business locations, public meetings and in department and agency offices that get public foot traffic; and adding a link to the City’s newsletter subscription page.

5. *Collaborate with the Police Department on community engagement.*

Leverage public-facing agencies like the City’s Police Department to connect with residents, especially hard-to-reach constituencies. Assist with talking points and materials to ensure consistency.

Strategies & Tactics

STRATEGY

Ensure that Age-Friendly San Leandro communications reflect the diversity of the City’s adults aged 50 and over.

TACTICS

1. *Build on successful City collaborations with organizations representing and serving BIPOC communities in San Leandro.*

Deepen relationships and collaborate with trusted BIPOC leaders and community-based organizations to learn from and engage diverse voices in the Age-Friendly San Leandro initiative and opportunities with the City’s Senior Services. Pilot new communications approaches based on learnings from partners. Codify and where possible, measure the impact of pilot approaches on different audience segments.

2. *Tailor program, service and social engagement promotional efforts to reach culturally diverse populations to increase diversity among Senior Service programs and age-friendly resources generally.*

In collaboration with the City’s Communications team, develop a video series to feature diverse San Leandro older adult leaders, volunteers, and active community members. Also, consider tailoring paid digital promotional and awareness ad campaigns to reach diverse audiences.

STRATEGY

Elevate the power of video in Age-Friendly San Leandro storytelling.

TACTICS

1. *Create best practice age-friendly communications training videos.*

Collaborate with the City’s Communications team to develop internal training videos on age-friendly fonts, formatting, content, etc. Disseminate trainings to primary, secondary and topical spokespersons.

Strategies & Tactics

2. *Create Age-Friendly San Leandro testimonial videos.*

Work with the City's Communications team to identify "Ladder Up" stories that can be turned into video testimonials for use in marketing efforts. Use the videos on social media, in digital ads, at resource fairs, and at practitioner conferences.

3. *Launch an "I Am Age-Friendly" video campaign.*

Document the stories of a diverse cross section of older adult San Leandro community members to raise awareness of their contributions, and to combat biases in the way people view aging.

Establish a dedicated "I Am Age-Friendly" YouTube channel or feature on the City's public access channel. Use videos in social content, at community events, at the State of the City address, in program and services advertising, and at the annual Senior Resource Fair.

4. *Create videos that put a spotlight on the availability and impact of Age-Friendly San Leandro and Senior Services.*

Develop a video series that tours a selection of programs and services at the Senior Community Center and Marina Community Center, as well as age-friendly programs and services at Human Services Department grantees such as Vietnamese Community Center of the East Bay (VACCEB) and Davis Street Family Resource Center. Develop a video series on public safety tips, in collaboration with the City's Police Department. Develop a video services on what to do in an emergency situation, in collaboration with the Emergency Services team.

Tactics Summary

- ❑ Host an annual Senior Resource Fair.
- ❑ Host bimonthly Age-Friendly San Leandro community events.
- ❑ Use City proclamations to increase awareness.
- ❑ Assign initiative communications to an administrative team member(s).
- ❑ Invest in training for internal communications team members.
- ❑ Develop a calendar of communications activities and messaging.
- ❑ Establish a regular cadence of updates and presentations to City boards and commissions by Senior Commissioners.
- ❑ Identify opportunities for primary spokespersons to present at conferences.
- ❑ Onboard new Senior Commissioners with the history and context behind the Age-Friendly San Leandro initiative.
- ❑ Schedule intentional opportunities for secondary and emerging spokespersons to meet with and present to community stakeholders.
- ❑ Create a “Ladder Up” platform to collect age-friendly impact stories.
- ❑ Develop and refine communications templates and talking points.
- ❑ Explore how to maximize use of the City’s Emergency Management mass notification system.
- ❑ Convene a Human Services Department grantee working group.
- ❑ Keep other City boards and commissions informed and engaged.
- ❑ Elevate the annual Senior Resource Fair and work to increase its reach and impact.
- ❑ Increase Senior Services’ presence at community events, particularly those that reach or serve BIPOC residents.
- ❑ Continue to increase Senior Services subscriptions.
- ❑ Collaborate with the Police Department on community engagement.
- ❑ Build on successful City collaborations with organizations representing and serving BIPOC communities in San Leandro.
- ❑ Tailor program, service and social engagement promotional efforts to reach culturally diverse populations.
- ❑ Create best practice age-friendly communications training videos.
- ❑ Create Age-Friendly San Leandro testimonial videos.
- ❑ Launch an “I Am Age-Friendly” video campaign.
- ❑ Create videos that put a spotlight on the availability and impact of Age-Friendly San Leandro and Senior Services.

Language Access

Based on findings from our community needs assessment, residents who do not speak or read English very well, or for whom English is a second language, often view language as a barrier to connecting with neighbors and feeling welcome to access programs, services and social engagement opportunities. Improving language access is a major factor in turning San Leandro's diversity into its greatest asset.

The following strategies, tactics and protocols can improve and enhance the way Age-Friendly San Leandro communicates with non-English speaking audiences.

STRATEGY

Ensure that Age-Friendly San Leandro communications reflect the diversity of languages spoken by City residents.

TACTICS

1. Designate a language access coordinator.

Determine which Human Services staff will lead language assistance efforts. The coordinator may be a single person or a committee of people who develop and oversee a language access plan for the initiative. Coordinators can respond to questions about language access plan content, help ensure that it is implemented, and monitor its performance. The coordinator will need the resources to accomplish the necessary tasks associated with developing and implementing a language access plan.

2. Identify the languages spoken by individuals in San Leandro who may need language assistance.

To understand the needs of current and prospective clients and stakeholders with limited English proficiency, start by identifying the persons with limited English proficiency whom Age-Friendly San Leandro and Senior Services already engage or would like to engage in the future.

Language Access

Recommendation: Age-Friendly San Leandro should provide language access services in “threshold” languages, designated once the city reaches 1,000 limited English proficient residents who speak a shared language. Under this definition, San Leandro currently has three “threshold” languages: Chinese (Cantonese and Mandarin), Spanish, and Vietnamese.

3. *Identify and document the different points of contact clients and stakeholders have when engaging with Age-Friendly San Leandro and Senior Services.*

At each contact point, Age-Friendly San Leandro and Senior Services will want to ensure that its services and communications are linguistically accessible and appropriate. The language access coordinator should assess where individuals interact with staff, instructors, and volunteers, and determine what kind of language services would be appropriate at each point of contact.

4. *Develop an internal language access plan.*

A language access plan is a document that spells out when and how to provide communications and services to individuals who are non-English speaking or have limited English proficiency. The language access plan should be tailored to the unique goals and needs of Age-Friendly San Leandro, but would likely include a needs assessment, the language services offered, training for staff, and an evaluation framework for continuous improvement of services.

Recommendation: Consider implementing clear protocols for when translation and interpretation services are made available to clients and stakeholders. For instance, given the cost of translating large documents, Age-Friendly San Leandro should provide translation in “threshold” languages for documents less than 10 pages (or fewer than 18,000 characters), and translate executive summaries for documents over 10 pages. Clients and stakeholders in need of interpretation services must submit a verbal or written request to the language access coordinator within 48 hours of the anticipated contact point.

Language Access

5. *Expand successful funding models to help fund translation, interpretation, and community engagement services.*

To save time and money, consider leveraging the City of San Leandro's pool of bilingual employees to provide translation and interpretation services. Where City staff are unavailable, partner with trusted community-based organizations serving BIPOC residents to offer a sustainable approach to language assistance efforts.

A language access plan would identify target languages and protocols for points of contact with clients and stakeholders; it should also include when and how to engage local partners and community volunteers with a proven track record for topical, age-friendly translation and interpretation.

It is important to properly compensate community-based organization staff for the role they play in facilitating language access. Age-Friendly San Leandro and the Human Services Department should consider how to set aside funds to compensate community partners. Even if funding is limited and/or can only be applied to certain circumstances (or types of events or programs), being clear and transparent with partners about the protocols and the desire to provide adequate compensation would build a foundation for ongoing language access services.

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Audiences

Primary

INTERNAL

1. City of San Leandro Mayor & Council members
2. City of San Leandro Senior Commissioners
3. Members of other City of San Leandro boards and commissions:
 - a. Arts, Culture and Library Commission
 - b. Bicycle and Pedestrian Advisory Commission
 - c. Human Services Commission
 - d. Planning Commission/Board of Zoning Adjustments
 - e. Recreation and Parks Commission
 - f. Youth Advisory Commission
4. City of San Leandro departmental leadership and staff

EXTERNAL

1. Alameda County Council for Age Friendly Communities
2. Alameda County departmental leadership and staff
3. Community-based organization leaders and advocates, Board and staff
4. Community-based organizations representing and serving Black, Indigenous, and People of Color (BIPOC)
5. Faith-based organization leaders, Board and staff
6. Health care institutions
7. Housing organizations and advocacy groups
8. Public libraries
9. Arts and cultural institutions
10. Private business leaders and advocates, owners and employees

Audiences

Primary

EXTERNAL (continued)

1. Older adults and people with disabilities (especially from vulnerable populations)
2. Informal caregivers (family, friends and neighbors)

Secondary

INTERNAL

1. Members of other City of San Leandro boards and commissions:
 - a. Community Police Review Board
 - b. Personnel Relations Board
 - c. Rent Review Board

EXTERNAL

1. California Department of Aging
2. California State Senator District 9
3. California State Assembly District 20
4. Local schools and colleges
5. Foundations and philanthropic community
6. Other city and county governments in the region
7. Prospective residents and employers
8. General public, all ages and abilities

Audiences

Audience Segments

An audience segment is a specific group within a broader audience that shares similar characteristics, behaviors, or needs. It is important that Age-Friendly San Leandro tailor its messages and promotional strategies to resonate with different residents and stakeholders. Achieving greater levels of specificity and detail regarding audience segments will allow Age-Friendly San Leandro to more effectively reach and engage its target audiences. Each audience segment listed below links to a more detailed spreadsheet of specific stakeholders and contact information.

1. [Elected officials](#)
2. [Appointed officials](#)
3. [City of San Leandro department staff](#)
4. [Alameda County department staff](#)
5. [Private business community](#)
6. [Private nonprofit community](#)
7. [Private faith-based community](#)
8. [Community leaders and active participants](#)
9. [Senior housing facilities](#)

Channels

Primary

IN PERSON

1. Announcements and presentations at public meetings:
 - a. City Council
 - b. Senior Commission
 - c. Alameda County Council for Age Friendly Communities
 - d. Alameda County Access and Functional Needs (AFN) Advisory Committee
 - e. Arts, Culture and Library Commission
 - f. Bicycle and Pedestrian Advisory Commission
 - g. Human Services Commission
 - h. Planning Commission/Board of Zoning Adjustments
 - i. Recreation and Parks Commission
 - j. Youth Advisory Commission
2. Announcements and presentations at public City-sponsored and/or community events:
 - a. Senior Resource Fair
 - b. Senior Center Volunteer Appreciation Luncheon
 - c. Lunar New Year Celebration
 - d. Earth Day Festival
 - e. Cherry Festival
 - f. Juneteenth Celebration
 - g. Día de los Muertos Celebration
 - h. Downtown San Leandro Farmers' Market
 - i. Community and Faith-based Organizations

PRINT

1. Ads and editorials in the San Leandro Times (~33,500 homes and businesses).
2. Mass mailings through the City of San Leandro's communication systems (ex. the City Manager's quarterly newsletter).

Channels

Primary

PRINT (continued)

3. Posters, leaflets, brochures, and bulletins at public agencies, public libraries, private businesses, and community and faith-based organizations.
4. Posters, leaflets, brochures, and bulletins at senior residential facilities and living centers.

RADIO & TELEVISION

1. San Leandro Public Radio (AM 1610).
2. San Leandro Community Access Television.

DIGITAL

1. Emails (and links and attachments to digital content) to public agencies, public libraries, private businesses, community-based organizations, and faith-based organizations.
2. Age-Friendly San Leandro Weekly Briefings.
3. Programming promotions through the City's Klavio system.
4. Articles, announcements and content on SanLeandro.org (ex. Splash Page, Alert Banner, News Flash, Age-Friendly San Leandro webpage). SanLeandro.org receives 20,000 to 40,000 visits per month.

SOCIAL MEDIA

- | | |
|--|----------------------|
| 1. Facebook (~7,000 subscribers). | 4. TikTok |
| 2. Nextdoor (~33,500 subscribers). | 5. YouTube (~11,100) |
| 3. Peachjar | |
| a. San Leandro Unified School District | |
| b. San Lorenzo Unified School District | |

Channels

Secondary

IN PERSON

1. Announcements and presentations at public libraries, private businesses, community-based organizations, and faith-based organizations.
2. Interviews with local media outlets.

PRINT

1. Public transit advertising, including ads at bus stops.
2. Billboards.
3. Merchandise.
4. Car, bus or shuttle wraps.

DIGITAL

1. Articles, announcements and content on SanLeandroNext.com.
2. Google Ad campaigns.
3. Ads in Spanish-language Media.
4. Ads in Chinese-language Media.
5. Press releases to other local news and media outlets.

SOCIAL MEDIA

1. Instagram (~3,600 subscribers).
2. LinkedIn (~3,900 subscribers).
3. Simplicity.
4. Twitter/X (~2,500 subscribers).

Messaging & Talking Points

Initiative Framing & Narrative

The availability and quality of community features — such as housing, transportation, outdoor spaces, health services and others — has a direct impact on the well-being of older adults and people with disabilities.

Age-Friendly San Leandro is a City-led coalition of public, nonprofit and private organizations and individuals dedicated to implementing and improving the community features that make our city more livable, accessible and happier for all, so each of us, regardless of age, are able to stay in our chosen homes and communities.

We are collaborating towards a San Leandro that is welcoming and safe for everyone; that fosters respectful, kind and inclusive social interactions; that takes pride in its diversity and strives to be an example of accessible, age-friendly communication and design; and that centers equity in the provision of food, housing, transportation, and all other basic human needs.

Over the next five years, Age-Friendly San Leandro is focusing on improving communications about existing senior and disability services, implementing pedestrian safety infrastructure, launching a volunteer drivers program, and offering more intergenerational connection opportunities, among other projects.

Tagline

Age-Friendly San Leandro is making our city a great place to live a long and vibrant life!

Age-Friendly Action Plan Priority Areas

- | | |
|------------------------|----------------------|
| 1. Plan Sustainability | 4. Health & Wellness |
| 2. Personal Protection | 5. Transportation |
| 3. Housing Security | 6. Social Connection |

Messengers

While Age-Friendly San Leandro should always strive to cultivate brand ambassadors among its community partners and stakeholders, designated staff members should serve as primary spokespersons for the initiative. Ideally, the roster of spokespersons should reflect the diversity of the City of San Leandro community it serves and represents.

It is important that those who serve as spokespersons are fully informed about relevant issues and comfortable talking with the media and/or in front of stakeholders and community groups.

Further, to respect the bright line between government and politics, Age-Friendly San Leandro staff spokespersons should refrain from representing or advancing the partisan interests or positions of any political party or individual elected official. The staff's role is to deliver on the initiative's mission for all residents, without bias.

We recommend that the following individuals serve as spokespersons for the initiative due to their expertise and/or their position. Spokespersons would be determined based on the issue, the opportunity and availability.

Primary Messengers

1. Pedro Naranjo, Human Services Manager
2. Jessica Lobedan, Human Services Director
3. Senior Commission Chairperson

Secondary Messengers

1. Senior Commission Vice Chairperson
2. Liliana Gray, Human Services Program Coordinator

Calendar

A communications calendar would house all Age-Friendly San Leandro topical content, featured events and workshops, and outline the schedule for distributing proactive communications materials for the month ahead. The calendar can be categorized by topic, with post copy and assets collected under each topic. One-off posts containing urgent or unanticipated but timely content could still be added, as needed, to the post rotation.

Why a Communications Calendar?

1. It helps keep communications at the forefront of the work the initiative does everyday.
2. It organizes staff and community partners across a variety of communications channels and public events.
3. It serves as a centralized hub for messaging and content, as well as communicating changes that occur along the way.

JULY 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	1	2	3	4 Independence Day	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

AUGUST 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

SEPTEMBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1 Labor Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4

OCTOBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13 Indigenous People's Day	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31 Halloween	1

NOVEMBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4 Election Day	5	6	7	8
9	10	11 Veterans Day	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27 Thanksgiving Day	28	29
30	1	2	3	4	5	6

DECEMBER 2025

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24 Christmas Eve	25 Christmas Day	26	27
28	29	30	31 New Year's Eve	1	2	3

Evaluation Objectives

The following objectives advance Age-Friendly San Leandro's communications goals.

Awareness

SERVICES

1. A targeted survey of older adults establishes a baseline for awareness of local senior and disability programs, services, and engagement opportunities by June 30, 2026.
2. A targeted, annual survey of older adults reflects a 10% increase in awareness of local senior and disability programs, services, and engagement opportunities year-over-year between July 1, 2026 and June 30, 2029.
3. The San Leandro Senior Services subscriber list grows by 10% year-over-year from the baseline volume set on June 30, 2025.
4. Human Services Department staff establish a baseline for utilization of local senior and disability programs, services, and engagement opportunities, using internal and grantee attendance records and other available documentation, by June 30, 2026.
5. The utilization of local senior and disability programs, services, and engagement opportunities increases by 10% year-over-year between July 1, 2026 and June 30, 2029.

INITIATIVE

1. A community-wide survey establishes a baseline for awareness, reputation and communications from the Age-Friendly San Leandro initiative by June 30, 2026.

Evaluation Objectives

Awareness

INITIATIVE (continued)

2. An annual community-wide survey reflects a 10% increase in awareness, a 5% increase in reputation, and a 10% increase in overall satisfaction with communications, respectively, from the Age-Friendly San Leandro initiative year-over-year between July 1, 2026 and June 30, 2029.
3. Age-Friendly San Leandro increases visitors to its webpage and followers across all social media pages by 5% year-over-year.
4. All Age-Friendly San Leandro communications platforms have integrated best practices and follow the Communications Plan and Branding Guidelines by June 30, 2026.

Relationships

INTERNAL

1. A list of City leadership and staff partners is established as a baseline for strategic relationships with local community stakeholders by June 30, 2025.
2. The list of City leadership and staff partners grows by 5% year-over-year between July 1, 2025 and June 30, 2029.

EXTERNAL

1. A list of non-City partners is established as a baseline for strategic relationships with local community stakeholders by June 30, 2025.
2. The list of non-City partners grows by 10% year-over-year between July 1, 2025 and June 30, 2029.

Evaluation Objectives

Trust Building

INTERNAL

1. An anonymous survey of Senior Commissioners establishes a baseline of their satisfaction with implementation of the Age-Friendly Action Plan, to be completed by June 30, 2026.
2. An anonymous, annual survey of Senior Commissioners reflects a 5% increase in satisfaction with implementation of the Age-Friendly Action Plan, year-over-year between July 1, 2026 and June 30, 2029.

EXTERNAL

3. An annual community-wide survey reflects a 10% increase in satisfaction with the Age-Friendly San Leandro initiative addressing the needs of older adults across the city, year-over-year between July 1, 2026 and June 30, 2029.
4. Age-Friendly San Leandro leaders and team members are sought out and engaged as critical partners in service and community building opportunities.
5. Age-Friendly San Leandro leaders and team members regularly seek out and engage community stakeholders in partnerships to advance the initiative's mission.

Evaluation Objectives

Diversity

INTERNAL

1. Human Services Department leadership establishes a baseline for demographics of interest among existing Department staff, as compared to the City of San Leandro population, by June 30, 2025.
2. The demographics of the Human Services Department team — including the leadership team — are more reflective of the community by June 30, 2026.

EXTERNAL

3. Human Services Department staff establish a baseline for utilization of local senior and disability programs, services, and engagement opportunities, by race and ethnicity, gender and other targeted demographics, by June 30, 2026.
4. The utilization of local senior and disability programs, services, and engagement opportunities increases among BIPOC residents by 10% year-over-year between July 1, 2026 and June 30, 2029.
5. Human Services Department staff establish a baseline for outreach to homebound and isolated residents by June 30, 2025.
6. Outreach to homebound and isolated residents increases by 15% year-over-year between July 1, 2025 and June 30, 2029.
7. Age-Friendly San Leandro is making better use of data to help understand its audiences and more effectively communicate with different segments of the community.

For further information, contact:

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