



Study Session Meeting Agenda April 16, 2024—4:30 p.m. Placentia City Council

Mission Statement

The City Council is committed to keeping Placentia a pleasant place by providing a safe family atmosphere, superior public services and policies that promote the highest standards of community life.

Vision Statement

The City of Placentia will maintain an open, honest, responsive, and innovative government that delivers quality services in a fair and equitable manner while optimizing available resources.

Mayor Jeremy B. Yamaguchi
District 3

Mayor Pro Tem Kevin Kirwin
District 2

Rhonda Shader
Councilmember
District 1

Ward L. Smith
Councilmember
District 5

Chad P. Wanke
Councilmember
District 4

Robert S. McKinnell
City Clerk

Kevin A. Larson
City Treasurer

Damien R. Arrula
City Administrator

Christian L. Bettenhausen
City Attorney

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Any person who wishes to speak regarding an item on the agenda or on a subject within the City's jurisdiction during the "**Oral Communications**" portion of the agenda should fill out a "**Speaker Request Form**" and give it to the City Clerk BEFORE that portion of the agenda is called. Testimony for Public Hearings will only be taken at the time of the hearing. Any person who wishes to speak on a Public Hearing item should fill out a "**Speaker Request Form**" and give it to the City Clerk BEFORE the item is called.

The Council and Board members encourage free expression of all points of view. To allow all persons the opportunity to speak, please keep your remarks brief. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of an entire group. To encourage all views, the Council and Board discourage clapping, booing or shouts of approval or disagreement from the audience.

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(28 CFR 35.102.35.104 ADA Title II)

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Study Sessions are open to the public and held in the City Council Chambers or City Hall Community Room. Executive Sessions are held in the Council Caucus Room. While the public may be in attendance during oral announcements preceding Executive Sessions, Executive Sessions are not open to the public.

PLACENTIA CITY COUNCIL

STUDY SESSION

April 16, 2024

4:30 p.m. – City Council Chambers
401 E. Chapman Avenue, Placentia, CA

CALL TO ORDER:

ROLL CALL: Councilmember/Board Member Shader
Councilmember/Board Member Smith
Councilmember/Board Member Wanke
Mayor Pro Tem/Board Vice Chair Kirwin
Mayor/Board Chair Yamaguchi

ORAL COMMUNICATIONS:

At this time, the public may address the City Council and Boards of Directors concerning any item(s) on the Study Session Agenda only. There is a five (5) minute time limit for each individual addressing the City Council.

1. REGULAR AGENDA:

1.a. **Study Session: Five-Year Communications and Marketing Strategic Plan**

Fiscal Impact: None

Recommended Action: It is recommended that the City Council:

- 1) Receive and file the Staff report and Presentation; and
- 2) Review and provide feedback to Staff and the Consultant on the draft Plan; and
- 3) Adopt official Five (5) Year Communications and Marketing Strategic Plan pending City Council feedback.

RECESS: The City Council will recess to their 5:30 p.m. Regular Meeting Closed Session.

CERTIFICATION OF POSTING

I, Carole M. Wayman, Deputy City Clerk of the City of Placentia and Assistant Secretary of the Industrial Commercial Development Authority, the Successor Agency, and the Placentia Public Financing Authority hereby certify that the Agenda for the April 16, 2024 Study Session of the City Council was posted on April 11, 2024.

Carole M. Wayman
Deputy City Clerk



Placentia City Council

AGENDA REPORT

TO: CITY COUNCIL

VIA: CITY ADMINISTRATOR

FROM: COMMUNICATIONS AND MARKETING MANAGER

DATE: APRIL 16, 2024

SUBJECT: **STUDY SESSION: FIVE-YEAR COMMUNICATIONS AND MARKETING STRATEGIC PLAN**

FISCAL

IMPACT: There is no direct fiscal impact associated with the recommended actions.

SUMMARY:

Pursuant to City Council policy direction, Staff solicited competitive proposals to create a five (5) year Strategic Communications and Marketing Plan. The Communications and Marketing Plan presented is a dynamic, living document designed to evolve alongside the City's communication needs and advancements in communication technology. To create this plan, the City of Placentia hired Communications LAB, a public affairs and community outreach firm, to conduct a thorough, unbiased communications assessment that yielded the recommendations to be adopted in this Plan. This Study Session will provide the City Council with the results of the communications assessment and a draft of the Plan. Based upon City Council direction and feedback, Staff will finalize the Plan and begin prioritization of recommendations and objectives listed in the Plan.

RECOMMENDATION:

It is recommended that the City Council take the following actions:

1. Receive and file the Staff Report and Presentation; and
2. Review and provide feedback to Staff and the Consultant on the draft Plan; and
3. Adopt the official Five (5) Year Communications and Marketing Strategic Plan, pending City Council feedback.

STRATEGIC PLAN STATEMENT

This item conforms to Strategic Plan Goal 4 and Objectives 4.1 and 4.2 of Increasing Community Engagement.

DISCUSSION:

Pursuant to City Council policy direction, Staff solicited competitive proposals to create a five (5) year Strategic Communications and Marketing Plan. On November 7, 2023, the City Council awarded a contract to Communications Lab to prepare the Communications and Marketing Plan. The objective of the Plan is to provide a roadmap to improved communication efforts and efficiencies and a vision for the Communications and Marketing Division structure. It will also guide the City in building upon current progress toward developing premier Citywide communications and branded content for the Placentia community that addresses a wide range of communications preferences.

As the City of Placentia continues to progress, so does the City's approach to communication. The City of Placentia Communications and Marketing Plan presented hereafter is a dynamic, living document designed to evolve alongside the City's communication needs and advancements in communication technology.

Communication is fundamental to the vitality of the community. By engaging with residents, business leaders, visitors, and other audiences of interest, the City of Placentia seeks to foster informed participation, elevate community pride, and enhance overall livability. Recognizing the pivotal role of effective communication, the City has crafted this Plan to engage and inform, ensuring our efforts are both efficient and comprehensive.

This Plan provides a snapshot of the City's current communication objectives and a cohesive strategy to better serve Placentia's community. This forward-thinking Plan addresses various communications facets of the City, its departments, services, and programs.

To create this plan, Communications LAB conducted a thorough, unbiased communications assessment, which yielded the recommendations to be adopted in it.

During the assessment process, several ascertainties were conducted to gauge stakeholder perceptions of the City's existing communications and to identify opportunities for growth.

The research steps included:

- Evaluation of City marketing materials (printed and electronic communications)
- Evaluation of the City style guide
- Interviews with members of the Placentia City Council
- Interviews with department directors and senior staff
- Interviews with community partners
- Online survey of residents
- Online survey of City employees
- Assessment of City social media accounts and analytics
- Assessment of communications tools, methods, and frequency

The Plan seeks to make City communications Proactive, Frequent, Transparent, Timely, Professional, and Collaborative, and outlines sixteen (16) objectives with subsequent recommendations for doing so.

With these concepts as the guide, this Plan:

- Outlines the City of Placentia's communications goals.
- Outlines the City of Placentia's Mission and Vision, to which communications should align.
- Identifies and defines Placentia's target audiences.
- Identifies and defines Placentia's communication tools.
- Outlines roles and responsibilities.
- Outlines strategies and recommendations to pursue.
- Establishes the authority of the Communications and Marketing Division.
- Establishes a new expanded style guide to allow department uniqueness.
- Establishes a social media oversight structure and metrics.

Prepared by:



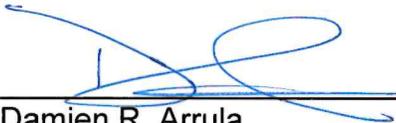
Nicolette Drulias
Communications and Marketing Manager

Reviewed and approved:



Jeannette Ortega
Deputy Director of Administrative Services

Reviewed and approved:

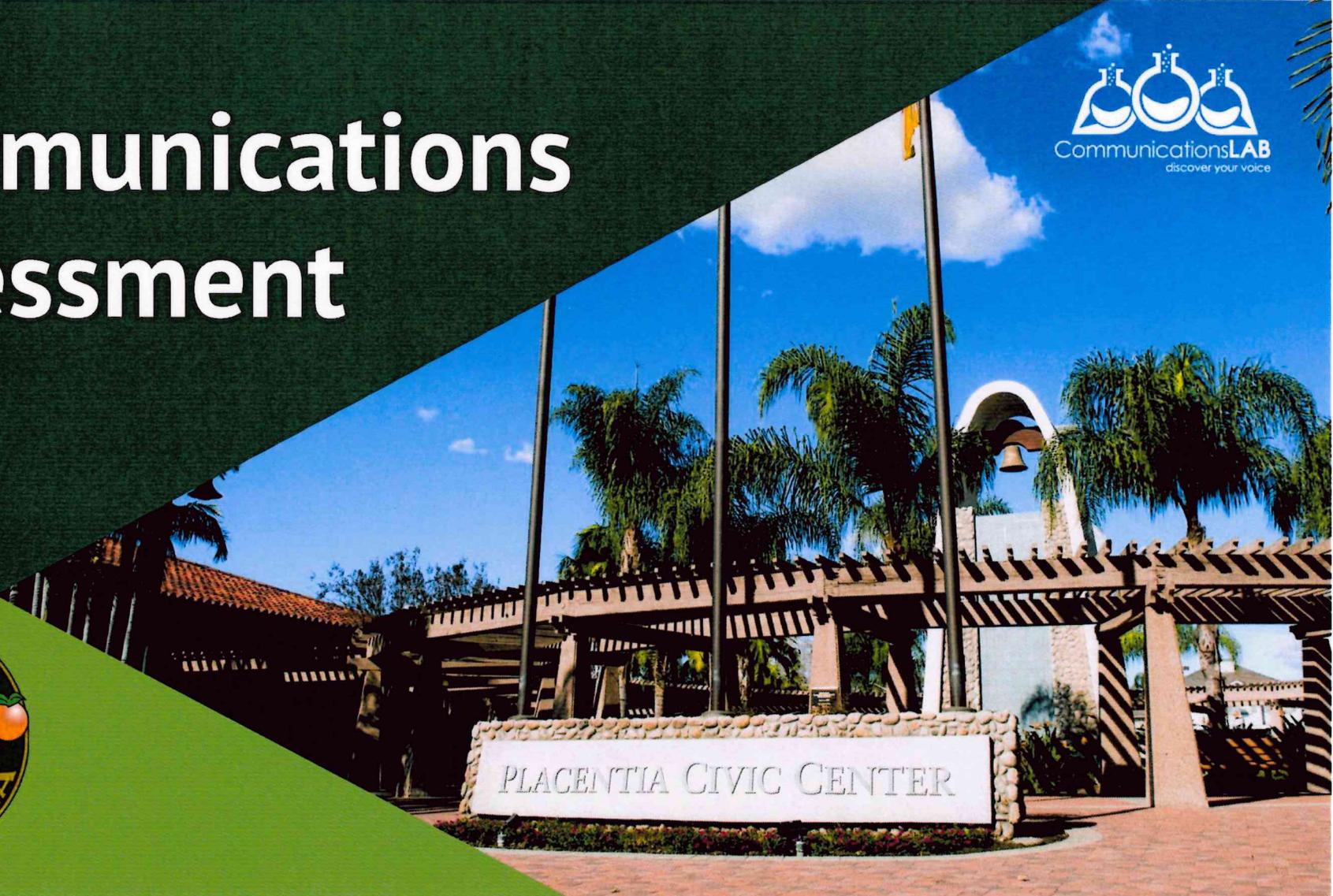
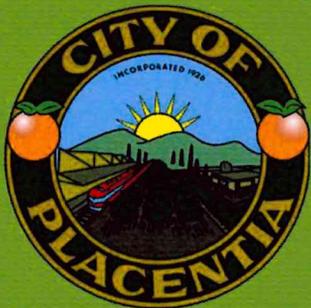


Damien R. Arrula
City Administrator

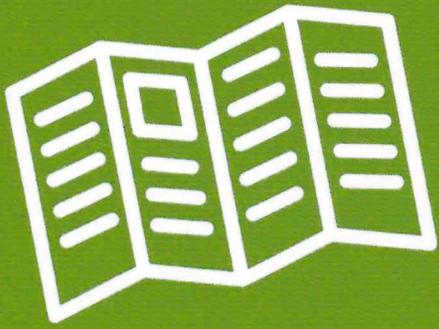
Attachments:

1. Presentation
2. Draft Five (5) Year Communications and Marketing Strategic Plan

Communications Assessment



Communications Audit Overview



**Internal and External
Collateral Materials**



**Social Media
Channels**



Website and App

What Do External Stakeholders Think?

293 External Surveys



4 External Interviews





Strategic Communications Plan

Communications Plan Goals



PROACTIVE



TIMELY



FREQUENT



PROFESSIONAL



TRANSPARENT



COLLABORATIVE





17 Plan Objectives

Establish the Authority of the Communications and Marketing Division as the Center of City's Communications

Properly Resource the Communications and Marketing Division

Enhance Brand Identity of City of Placentia

Create a Structured System to Oversee Content Created and Posted by or on behalf of City Administration and Departments

Generate Content of Interest to City's Target Audiences

Position the City of Placentia as the Leading Social Media hub for City News

Generate Proactive Communications that anticipate, address, and engage audiences

Establish a set of key messages that convey the City's goals and priorities

Adopt Marketing Plan for Citywide Events

Cultivate and Sustain Positive Relationships with Members of the Media



17 Plan Objectives

Increase use of Text/SMS Messages for City Communications

Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications

Establish and implement a system for the maintenance of City assets

Enhance and Maintain Communications Tools Deemed Successful by Audiences

Maintain Grammatical Standards Across City Channels

Provide Staff with Crisis Communications Guidelines

Improve Accessibility and Efficiency of City Communications

10 Focused Objectives

Establish the Authority of the Communications and Marketing Division as the Center of City's Communications

Enhance Brand Identity of City of Placentia

Create a Structured System to Oversee Content Created and Posted by or on behalf of City Administration and Departments

Generate Content of Interest to City's Target Audiences

Position the City of Placentia as the Leading Social Media hub for City News

Generate Proactive Communications that anticipate, address, and engage audiences

Adopt Marketing Plan for Citywide Events

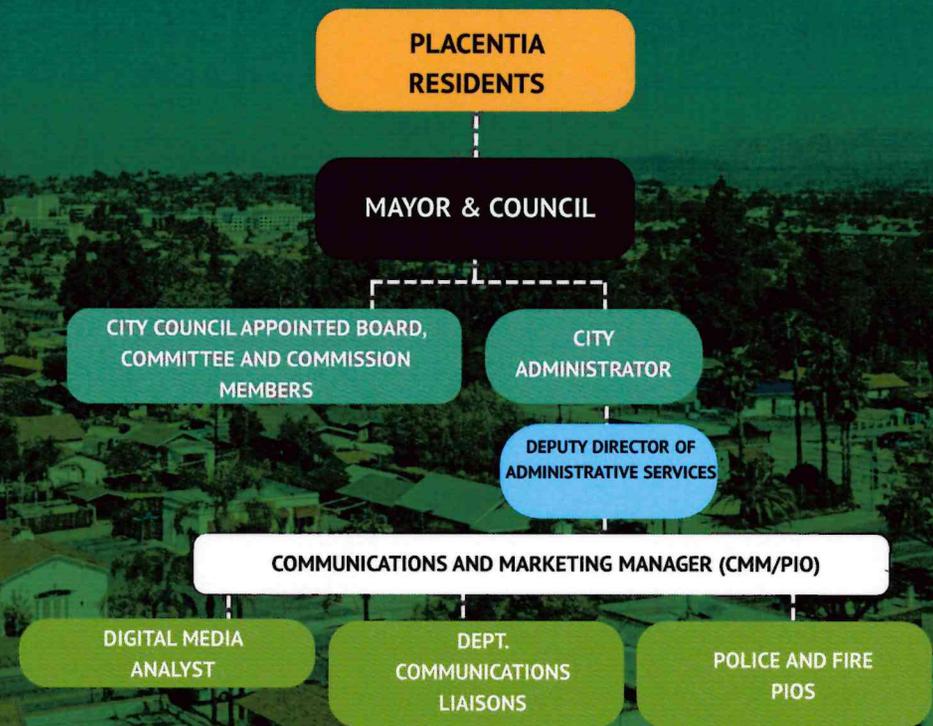
Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications

Enhance and Maintain Communications Tools Deemed Successful by Audiences

Provide Staff with Crisis Communications Guidelines

Objective: Establish the Authority of the Communications and Marketing Division as the Center of City's Communications

- Establish **Communications Oversight Structure & Responsibilities**
- Define **Role** of the Communications and Marketing Division and Marketing Manager
- **Public Information Officer** Title





**CITY OF PLACENTIA
STYLE GUIDE**



Objective: Enhance Brand Identity of City of Placentia

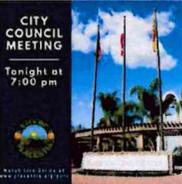
- Communications and Marketing Division shall expand Style Guide to ensure:
 - Consistency
 - Brand Identity
 - Clarity
 - Accuracy
 - Expanded Primary Colors
 - Logo Guidelines
 - Typography Rules
 - Style Guide Policy

Objective: Create a Structured System to Oversee Content Created and Posted by or on behalf of City Administration and Departments

- Establish **Editorial Calendar**
 - Department Communications Liaisons must share social media content with the CMM/PIO



SAMPLE EDITORIAL CALENDAR

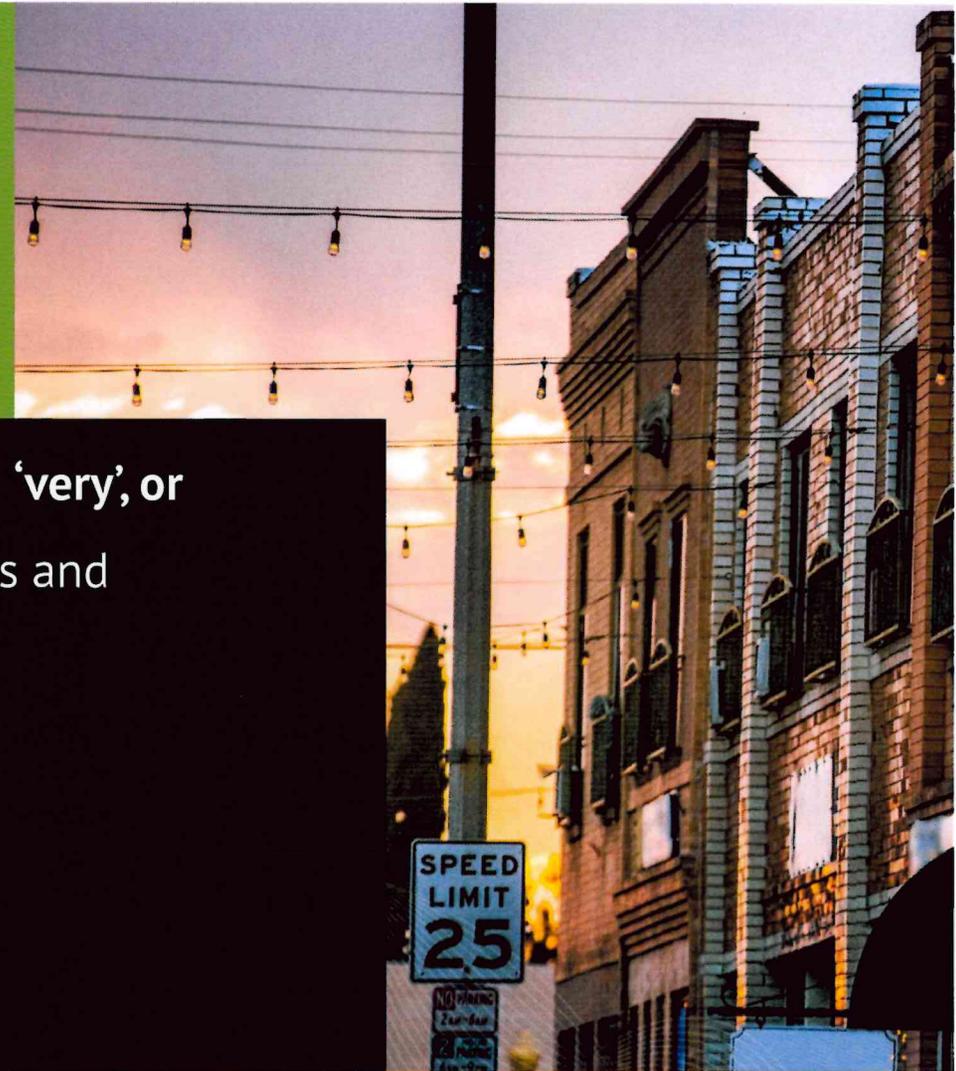
Department	Date	Channel	Type of Post	Post Topic	Copy to be scheduled	Graphic
CITY ADMINISTRATOR'S OFFICE	1/1/1	FB/Insta/ Twitter	Feed Post	Citizens Academy	Don't miss the opportunity to be a community ambassador. Apply today to be part of the 2014 Citizens Academy!	
CITY COUNCIL	1/1/1	FB/Insta/ Twitter	Feed Post	Council Meeting	Join us for a Council Meeting today at 7 PM. You're welcome to join either in person or virtually via the provided link.	
PUBLIC SAFETY COMMUNICATIONS CENTER	1/1/1	FB/Insta/ Twitter	Video	9-1-1 Calls	Calling 9-1-1 could be your most crucial call ever. Our Public Safety Communications Center is here to cover all you need to know about emergency calls	

REALIGNMENT OF SOCIAL MEDIA PAGES

Department	Platform	Followers
CITY OF PLACENTIA	Facebook	5.5K
CITY OF PLACENTIA	Instagram	2.1K
CITY OF PLACENTIA	X (Formerly Twitter)	4.5K
PLACENTIA POLICE DEPARTMENT	Facebook	12K
PLACENTIA POLICE DEPARTMENT	Instagram	11.5K
PLACENTIA FIRE AND LIFE SAFETY	Facebook	2.8K
PLACENTIA FIRE AND LIFE SAFETY	Instagram	2.3K
PLACENTIA PUBLIC SAFETY COMMUNICATIONS CENTER	Facebook	47
PLACENTIA PUBLIC SAFETY COMMUNICATIONS CENTER	Instagram	320
PLACENTIA COMMUNITY SERVICES	Facebook	1.6K
PLACENTIA COMMUNITY SERVICES	Instagram	1.6K

Objective: Generate Content of Interest to City's Target Audiences

- The majority of residents reported feeling **'very'**, or **'somewhat' informed** about the City's goals and objectives.
- **Current Top Sources for City Information**
 - Emails/E-notifications
 - The Palm Quarterly newsletter
 - Social media channels

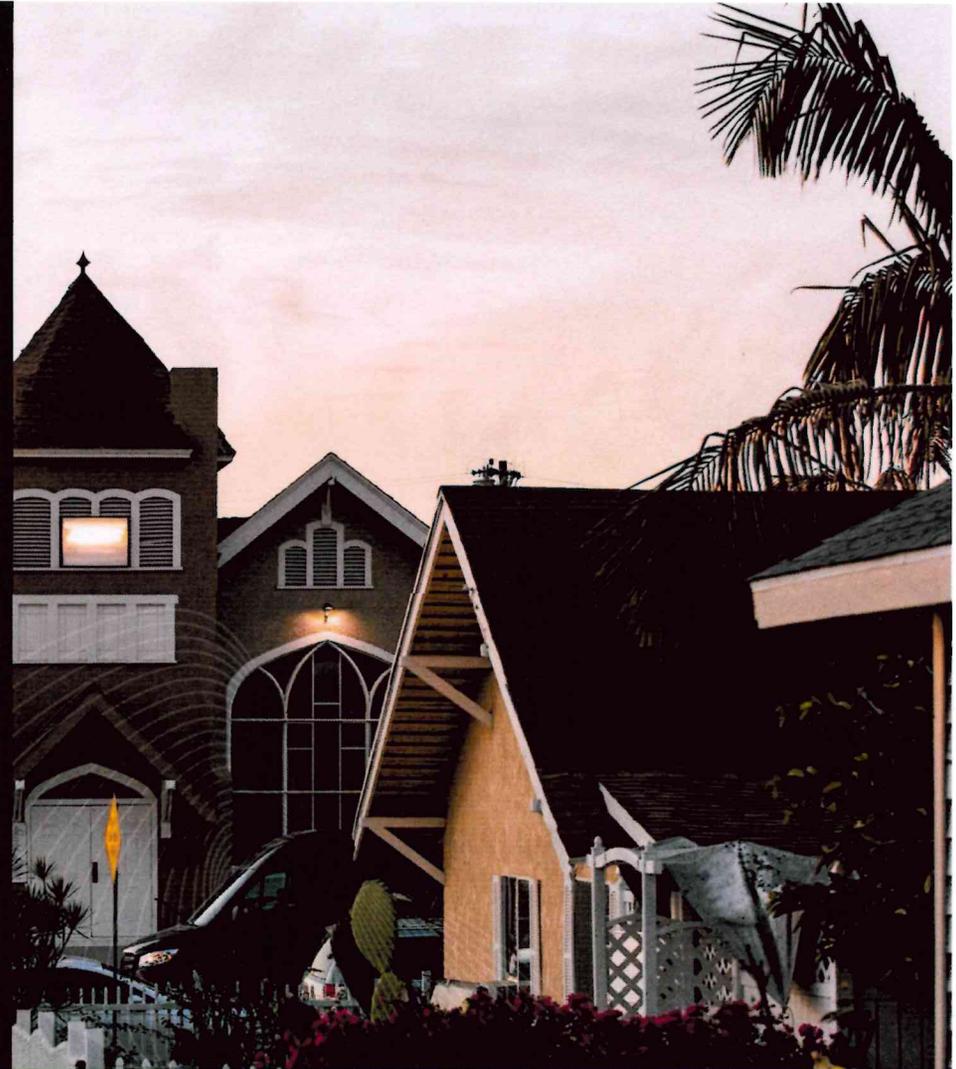


Residents Want

- Text alerts
- Social media videos
- Social media stories

Residents are **most interested** in receiving information on:

- **City services**
- **City events**
- **Public safety information**
- **City Council updates**
- **Emergency preparedness**



Objective: Position the City of Placentia as the Leading Social Media Hub for City News



Post Frequently

All social media channels associated with the City shall post two to five posts per week.

The information must flow consistently.



Generate More Video Content

Video content is desired by internal and external audiences. This includes videos, reels, and stories.



Paid Social Media Advertising

Approximately 31,200 to 36,700 Placentia residents on Meta (Facebook and Instagram).



Paid Social Media Management Platforms

These platforms would allow the City to manage and schedule content to ensure a consistent online presence. Ex. Hootsuite, Later, Sprout Social.

Objective: Position the City of Placentia as the Leading Social Media Hub for City News



Measure Social Media Performance

Quarterly social media reports should capture analytics including following, views, impressions, reach and follower demographics.



Social Media Best Practices Training

All staff with communications responsibilities shall undergo social media best practices training.

Objective: Generate Proactive Communications that anticipate, address, and engage audiences.



Be the First to Share City News



Monitor Various Internal and External Communications Channels



Share News with Business Organizations



Objective: Adopt a Marketing Plan for Citywide Events

Events Calendar



Capture all community events hosted throughout the City of Placentia, enabling the Communications and Marketing Division to prepare and promote events.

Coordinate Marketing with Department Liaisons



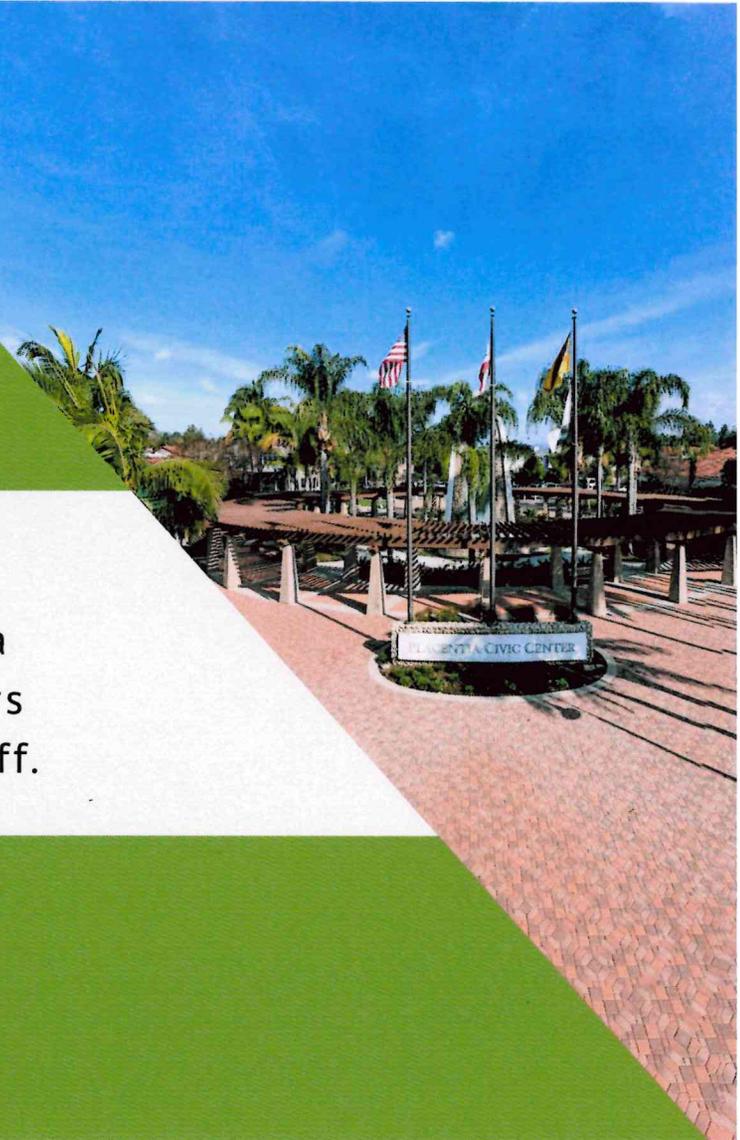
Following a marketing plan for citywide events is essential for maximizing community engagement and participation.

**Objective: Enhance and Maintain
Communications Tools Deemed
Successful by Audiences**



Brown Bag Lunch Series

Recognized by internal audiences as a successful communication tool, fosters collaborative environment among staff.





Objective: Provide Staff with Crisis Communications Guidelines

- **Develop a Crisis Communications Plan**
 - The City should consider the development of a detailed Crisis Communications Plan that provides a structured framework for effectively managing and responding to unexpected events or emergencies.

Objective: Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications



Social Media

- Number of Followers
- Reach
- Impressions
- Page Likes
- Profile Visits
- Engagement
- Etc.



Media Coverage

- Number of stories published about the City of Placentia
- Tone of the articles



E-newsletters

- Number of subscribers
- Click-through rates
- Open rates
- Bounce rates



Website

- Visitors
- Page Views
- Pages visited more frequently



Events

- Attendance

Set Baseline and Track



**Look
Ahead**

Questions?



Prepared by:



DRAFT

Strategic Communications Plan



FOR REVIEW ONLY

DRAFT

COMMUNICATIONS PLAN

CITY OF PLACENTIA
401 E CHAPMAN AVENUE
PLACENTIA, CA 92870

2024

Table of Contents

	Page Number
○ Overview	4
○ Plan Development	4
▪ Communications Concepts	5
▪ Communication Goals	5
▪ Our Mission	6
▪ Our Vision	6
▪ Definitions	7
○ Audiences	7
▪ Demographics	8
▪ External Audiences	8
▪ Internal Audience	9
○ Communications Tools	9
▪ Emails/E-notifications	9
▪ Text/SMS Messages	9
▪ Newsletters	10
▪ City Administrators Weekly Report	10
▪ The Palm Quarterly	10
▪ Social Media	11
▪ Citywide Social Media Accounts	11
▪ Department Social Media Accounts	11
▪ Website	12
▪ Other Communications Tools	13
▪ Placentia Community Television (Channel 3 and 99)	13
▪ Signs/Billboards	13
▪ iPlacentia Mobile App	13
▪ Nixle	14
▪ Communications Tools Overview	14
▪ External Communications Tool Matrix	14
▪ Internal Communications Tools Matrix	15
▪ New Tools/Platforms	15
○ Objectives and Recommendations	17
○ Other Topics	
○ Navigating the Use of AI Tools	62
○ Look Ahead	63
○ Objectives Overview	64
○ Recommendations Overview	65

Overview

As the City of Placentia continues to progress, so does the City's approach to communication. The City of Placentia Communications Plan presented hereafter is a dynamic, living document designed to evolve alongside the City's communication needs and advancements in communication technology.

Communication is fundamental to democracy and the vitality of the community. By engaging with residents, business leaders, visitors and other audiences of interest, the City of Placentia seeks to foster informed participation, elevate community pride, and enhance overall livability. Recognizing the pivotal role of effective communication, the City has crafted this plan to engage and inform, ensuring our efforts are both efficient and comprehensive.

This Communications Plan serves as a snapshot of the City's current communication objectives, providing a cohesive strategy to better serve Placentia's diverse community.

This forward-thinking plan addresses various communications facets of the City of Placentia, its departments, services, and programs.

Together, this plan lays the groundwork for meaningful dialogue and progress.

Plan Development

To create this plan, the City of Placentia hired Communications LAB, a public affairs and community outreach firm, to conduct a thorough, unbiased communications assessment that yielded the recommendations adopted in this plan.

During the assessment process, several ascertainments were conducted to gauge stakeholder perceptions of the City's existing communications and to identify opportunities for growth.

The research steps included:

- Evaluation of City marketing materials (printed and electronic communications)
- Evaluation of the City Style Guide
- Interviews with members of the Placentia City Council
- Interviews with Department Directors and senior staff
- Interviews with community partners
- Online survey of residents
- Online survey of City employees
- Assessment of City social media accounts and analytics
- Assessment of communications tools, methods, and frequency

The insight gathered through this process ensures the communications plan is both introspective and forward-thinking.

The Communications Audit Report is available as [Appendix A](#).

Communications Concepts

Drawing upon insights gleaned from our assessment process, this plan seeks to make City communications:

- Proactive
- Frequent
- Transparent
- Timely
- Professional
- Collaborative

With these concepts as our guide, this plan:

- Outlines the City of Placentia's communications goals.
- Outlines the City of Placentia's Mission and Vision, to which communications should align.
- Identifies and defines Placentia's target audiences.
- Identifies and defines Placentia's communication tools.
- Outlines roles and responsibilities
- Outlines strategies and recommendations to pursue.
- Establishes the authority of the Communications and Marketing Division.
- Establishes a new expanded Style Guide to allow department uniqueness.
- Establishes a social media oversight structure and metrics.

Communications Goals

Communications goals refer to specific outcomes the City seeks to achieve through communication efforts. The following goals should serve as a guiding principle for crafting messages, selecting communication channels, and evaluating the effectiveness of communication strategies. The communications goals identified below stem from the Communications Assessment.

- **Inform**
 - Be the leading source of accurate City information.
- **Establish**
 - Establish the City's Communications and Marketing Division as the central point for incoming and outgoing information, providing communications services to executive management, directors, and target audiences.

- Establish City’s credibility as the top source of City communications.
 - Establish a strong digital presence that reaches target audiences and engages residents in a positive and responsive way.
 - Establish the City social media channels as the “go-to” social media source for City information.
 - Establish a clear, recognizable brand identity and standards.
 - Establish protocols to effectively communicate in proactive responsive patterns.
 - Establish relationships between the City and local media.
- **Increase**
 - Increase engagement and reach across platforms.
 - Increase cross-department coordination.
 - Increase awareness of City initiatives, projects, and programs.
 - Increase employee understanding of the communications goals of the City.
- **Promote**
 - Promote upcoming projects and City initiatives.
 - Promote public participation in City government.
- **Create**
 - Create timely, proactive communications.
- **Foster**
 - Foster a culture of transparency.
 - Foster a collaborative relationship between City Departments.

Our Mission

The City Council is committed to keeping Placentia a pleasant place by providing a safe family atmosphere, superior public services, and policies that promote the highest standards of community life.

Our Vision

The City of Placentia will maintain an open, honest, responsive, and innovative government that delivers quality services in a fair and equitable manner while optimizing available resources.

Definitions

- **External Communications** refer to the methods, strategies, and channels through which the City interacts and communicates with individuals, groups, or entities outside of the City. External communications encompass various forms including but not limited to website updates, social media posts, press releases, and any other means by which the City conveys information or messages to external audiences. The City's external audiences and channels will be further defined and explored in this report.
- **Internal Communications** refer to the strategies, processes, and channels used within the City to facilitate the exchange of information, ideas, and feedback among employees and Departments. It encompasses the dissemination of City messages, updates, policies, and news to ensure that all City internal stakeholders are well-informed and aligned with goals and objectives. Internal communications encourage open dialogue and feedback, fostering a culture of continuous improvement. The City's internal audiences and channels will be further defined and explored later in this report.

Audiences

The City of Placentia's stakeholders or audiences fall into two categories, internal and external. It is essential to understand the varied stakeholder categories and their communications preferences to effectively communicate information in a consistent manner and voice.

Through the communications assessments, residents identified the following tools as their preferred communication tools:

- Emails/E-notifications
- Text Messages
- The Palm Quarterly Newsletter
- Social Media Channels

Placentia's single largest target audience includes City **residents**. When crafting communications, it is important to keep residents and corresponding population demographics in mind.

Demographics

According to the U.S. Census (**Source:** *U.S. Census Bureau Quick Facts*), below are Placentia demographics that all communicators should review.

- **Population:** approximately 52,000 residents
- **Gender:** Approximately 51 percent female, 49 percent male
- **Housing:** 63 percent owner-occupied housing.
- **Households:** 17,000 households
- **Average number of persons per household:** 3
- **Households with a computer:** 97 percent
- **Households with a broadband internet subscription:** 94 percent
- **Education:**
 - High School graduate or higher (percent of persons age 25+): 90 percent
 - Bachelor’s degree or higher, (percent of persons age 25+): 42 percent
- **Languages spoken at home:** 61 percent of Placentia residents speak only English, while 39 percent report speaking other languages. The single largest group is Spanish, which is spoken by 23 percent.

External Audiences

Stakeholder/Audience	Type	Definition
Residents/Citizens/Constituents	External	People who live in the City of Placentia.
Visitors	External	People who visit the City of Placentia.
Business Stakeholders	External	People who own/operate businesses in the City of Placentia. Placentia Chamber of Commerce.
Schools	External	Educational institutions within the City of Placentia.
Media	External	Outlets providing news, information, and other stories to the public in Placentia via newspapers, magazines, social media, internet, television, and radio.
Elected Officials	External	County, State, and Federal Officials representing the City of Placentia.
Community Partners/Community Organizations	External	Community-Based Organizations that serve the community.

Potential New Businesses	External	Business stakeholders seeking to relocate or open new businesses.
Prospective New Residents	External	An individual who is considering or in the process of potentially becoming a resident of Placentia.

Internal Audiences

Stakeholder/Audience	Type	Definition
City Employees	Internal	Individuals employed by the City of Placentia.
Mayor and City Council Members	Internal	Members of the Placentia City Council.
City Boards, Commissions, Committees	Internal	Residents selected to serve on City boards, commissions, and committees.

Communication Tools

The City of Placentia strategically utilizes an array of communications tools to communicate with both internal and external audiences.

Emails/E-notifications

Emails and e-notifications are digital communication methods used by the City to communicate with both internal and external audiences.

Emails provide a convenient and efficient means of communication and were identified by staff as the second most widely used internal communication tool.

Text/SMS Messages

Text messages, often abbreviated as SMS (Short Message Service) or MMS (Multimedia Messaging Service), are brief electronic communications sent between mobile devices.

Newsletters

City Administrators Weekly Report

The City Administrator's Weekly (CA Weekly) newsletter serves as a vital communication tool, disseminating updates to both internal and external stakeholders through email distribution. This newsletter, presented in PDF format, offers comprehensive insights into departmental projects and Citywide news on a weekly basis. A copy of the CA Weekly may be viewed [HERE](#).

Internal and external audiences can register to receive this communication via email. The Communications and Marketing Manager manually adds/removes subscribers.

Throughout the communications assessment process, audiences conveyed their appreciation of the CA Weekly, praising the communication for its relevance.

Considering the comprehensive nature of the information provided, strategic recommendations have been made to streamline production and broaden the outreach of this essential communication tool.

Detailed recommendations for tactical adjustments and enhancements are outlined on **page 58** for further consideration and implementation.

The Palm Quarterly

The *Palm Quarterly* is a quarterly community newsletter, formatted akin to a magazine, designed to provide residents with a comprehensive update on City news, upcoming events, and information on recreational classes. The *Palm* is printed and mailed to Placentia households and is also made available online via the City website. During the communications assessment process, residents reported liking the printed and digital copies of the newsletter and further enjoyed the level of detail included in the newsletter. The *Palm* was further identified by residents as one of the top platforms to be informed of City news.

Given its ample distribution, a recommendation has been made to leverage this communication to direct residents to the City's social media pages. The recommendation is delineated on **page 50** for further consideration and integration.

A copy of the *Palm Quarterly* can be viewed [HERE](#).

Social Media

The City of Placentia operates five distinct social media accounts across various platforms to engage with residents, disseminate information, and foster community interaction. Each social media account serves as a dedicated channel for communicating different aspects of City life, initiatives, and events.

Citywide Social Media Accounts

Account Name	Platform	Staff Responsible	Handle
City of Placentia	Facebook	Communications and Marketing Manager	@PlacentiaCA
City of Placentia	Instagram	Communications and Marketing Manager	@PlacentiaCA
City of Placentia	(X) Twitter	Communications and Marketing Manager	@PlacentiaCA
City of Placentia	LinkedIn	Communications and Marketing Manager	@CityofPlacentia
City of Placentia	YouTube	Communications and Marketing Manager	@CityofPlacentia

Department Social Media Accounts

Several City departments have established their own dedicated social media accounts. These department-specific accounts cater to the unique interests, initiatives, and communication needs of their respective areas of responsibility and are an extension of the City's communications.

Account Name	Platform	Department Responsible	Handle
Placentia Police Department	Facebook	Police Department, with consultation of the Communications and Marketing Manager	@PlacentiaPD
Placentia Police Department	Instagram	Police Department, with consultation of the Communications and Marketing Manager	@PlacentiaPD
Placentia Fire and Life Safety Department	Facebook	Fire Department, with consultation of the Communications and Marketing Manager	@PlacentiaFire
Placentia Fire and Life Safety Department	Instagram	Fire Department, with consultation of the Communications and Marketing Manager	@Placentiafiredepartment
Placentia Public Safety Communications Center	Facebook	Public Safety Communications Center with consultation of the Communications and Marketing Manager	@PlacentiaPSCC
Placentia Public Safety Communications Center	Instagram	Public Safety Communications Center with consultation of the	@Placentia_Public_Safety_Comm

		Communications and Marketing Manager	
City of Placentia Community Services	Facebook	Community Services Department with consultation of the Communications and Marketing Manager	@placentiacommunityservices
City of Placentia Community Services	Instagram	Community Services Department with consultation of the Communications and Marketing Manager	@placentiacommunityservices

Note: *City Departments like Development Services, Public Works, Finance, and Human Resources have communications department liaisons who coordinate with the Communications and Marketing Manager to share information.*

Due to the identification of social media platforms as a preferred communications tool, a series of tactics have been suggested for the City to establish a comprehensive oversight framework aimed at addressing discrepancies in tone, appearance, handles, and posting frequency across different City Departments. Recommendations have also been proposed to realign pages and amplify the City’s social media reach and engagement.

Website

The City of Placentia maintains a website, **www.placentia.org**, that serves as the centralized platform for residents, businesses, and visitors to access essential information, engage with local government, and participate in civic life.

During the communications assessment conducted in early 2024, staff reported the City website is the most used method of communication by Departments. Departments reported diligently updating Department webpages regularly, whether daily, weekly, or monthly.

The Communications and Marketing Manager routinely encourages Departments to update pages through regular email and calendar reminders.

Ensuring that the City website is responsive, secure, and user-friendly is critical to the City’s communications strategy.

Other Communications Tools

Placentia Community Television (Channel 3 and 99)

Placentia Community Television (Channel 3 and 99) is the City's cable network, running programming on Channel 3 and 99 and the City's website. Routine content includes City council meetings, State of the City programs, and community announcements.

Signs/Digital Billboards

The City of Placentia has access to signs and digital billboards located outdoors designed to display information, messages, or images to passing pedestrians or motorists. Signage includes the overhead street banner on Kraemer Boulevard.

Residents indicated that this communication tool is not their preferred choice for receiving City communications.

iPlacentia Mobile App

The iPlacentia mobile app is a smartphone application that allows users to instantly submit service requests for issues such as potholes, graffiti, and street light outages with just the touch of a button. The report is then automatically sent to the respective Department for review. The iPlacentia app also features direct access to recent City news, upcoming events and meetings, permit applications, and job openings.

iPlacentia uses GPS technology to automatically provide the problem's exact location, simplifying the reporting process for users while increasing the reliability of report location for City crews. The user submitting the service request is instantly notified when the City receives it and when it has been resolved. iPlacentia also allows residents to track the status of their requests, register for recreational classes, renew a business license, contact City Council or staff directly, and more!

iPlacentia is available for free download on all iPhone and Android devices on the App Store or GooglePlay. The iPlacentia App is not intended for use in reporting emergency situations or crimes in progress.

In response to residents' expressed interest in receiving text alerts, tactics have been proposed to prioritize the promotion of the app and the regular dissemination of push alerts to enhance community engagement and public awareness.

Nixle

The City of Placentia uses the Nixle alert system daily. The Nixle alert system can be opted-in by texting “92870” to 888-777. The Nixle alert system informs the community about general advisories, police and fire activity, and large-scale community notifications.

A distinct feature of Nixle is the ability to register more than one contact method to a specific address, cell phone, and email address to be incorporated into a single notification system.

Recommendations have been made to encourage residents to subscribe to this platform.

Communication Tools Overview

External Communications Tools Matrix

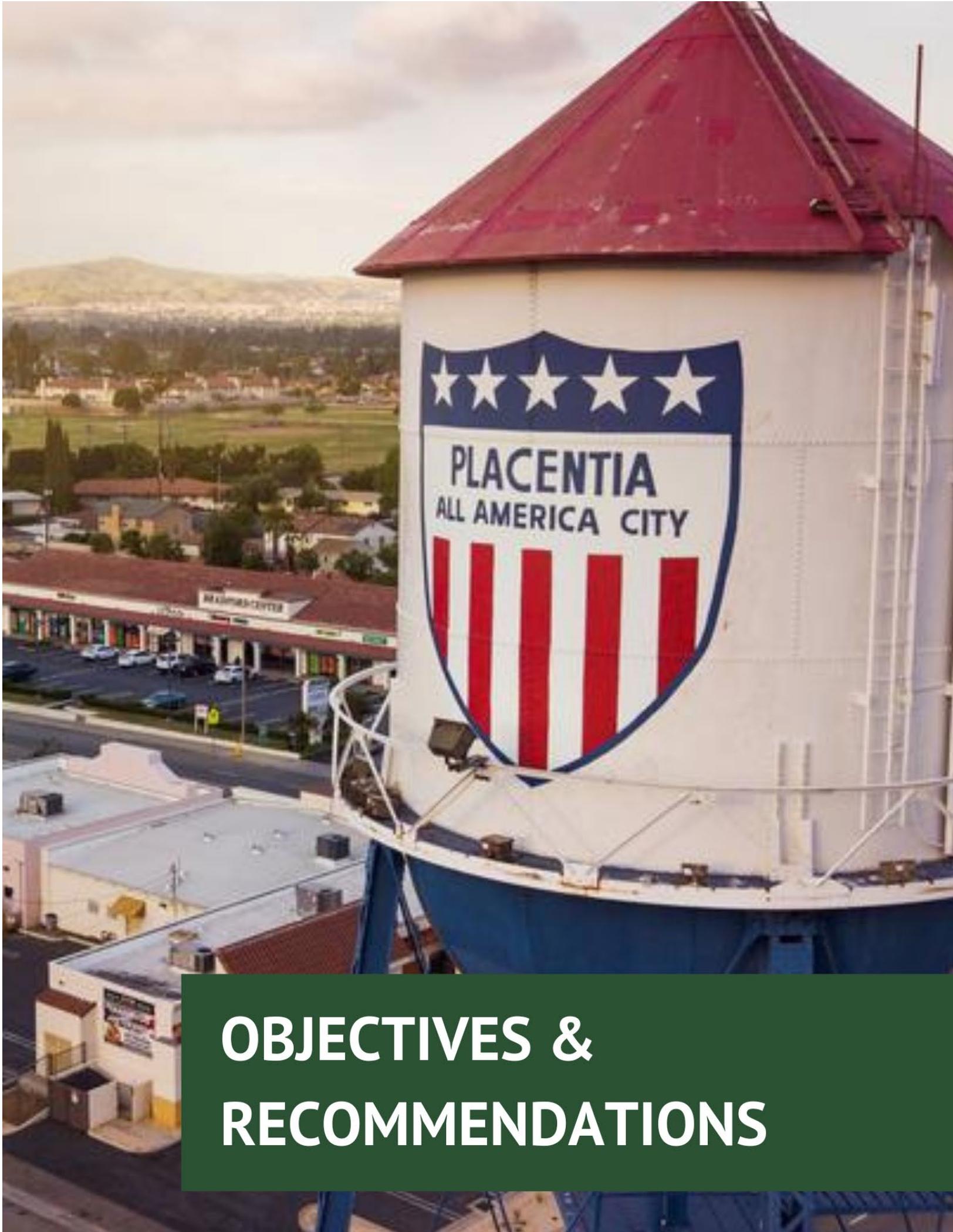
Communication Tool	Audience	Platform	Frequency
Council Meetings	External	In Person	Ongoing
Website	External	Digital	Ongoing
Emails	External	Digital	Daily/Weekly
Text Messages/SMS	External	Digital	As needed
Social Media	External	Digital	Daily
Meetings	External	In Person	Ongoing
iPlacentia app	External	Digital	Ongoing, As needed
Mail: Flyers, Notices	External	Print	As needed
Newsletter (The Palm Quarterly)	External	Print and Digital	Quarterly
Newsletters (The CA Weekly)	External/Internal	Digital	Weekly
Signage/Billboards	External	Print and Digital	As needed
Channel 3	External	Television	Ongoing
Media Relations: Press Releases/Conferences/Media pitches	External	Digital/In Person	As needed
Emergency Communications Tools (Nixle)	External	Digital	As needed
Phone	External	Digital	Ongoing
Nixle	External	Digital	Ongoing
Email	External	Digital	Ongoing

Internal Communications Tools Matrix

Tool	Audience	Platform	Frequency
Intranet	Internal	Digital	Ongoing
Email	Internal	Digital	As needed
Newsletters (The CA Weekly)	Internal/External	Digital	Weekly
Department Meetings	Internal	In-Person	Ongoing
Brown-Bag Lunch Meetings	Internal	In-Person	Quarterly

New Tools/Platforms

As new communication tools and platforms arise, the City of Placentia will be proactive in securing the username “City of Placentia”. Once it is established that the platform is worth investing in, staff will assess how to include it in its active channels.



OBJECTIVES & RECOMMENDATIONS

OBJECTIVES AND RECOMMENDATIONS

Objective #1: Establish the Authority of the Communications and Marketing Division as the Center of City's Communications

Recommendation 1: *Establish Communications Oversight Structure*

In Placentia, everyone serving in an official capacity for the City is entrusted with the responsibility of being a communicator.

A key element of this plan is identifying, training, and preparing messengers with communications responsibilities to understand the City's communications goals, tools, audiences, objectives, and resources.

Implementing a unified structure is essential to define messaging protocols and procedures, thereby guaranteeing consistent and dependable communication. Consequently, the success of the City's communication efforts relies on the shared understanding and proactive involvement of all messengers.

Within the framework of this plan, the City identifies its core **external communications** team, "external messengers," as the following:

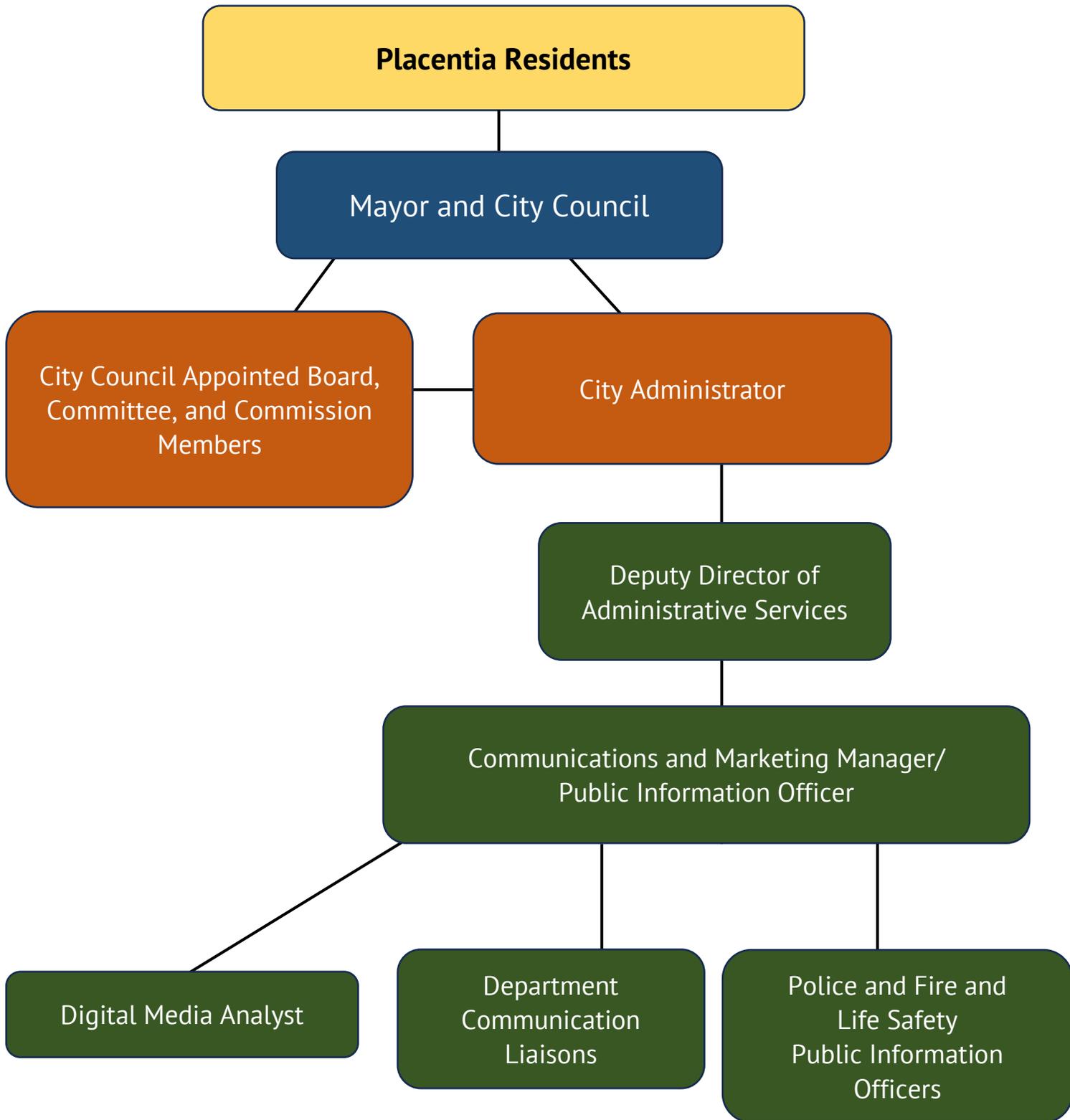
- Mayor, City Council, and City Council-appointed Board, Committee, and Commission Members
- City Administrator
- Communications and Marketing Division
- Department Directors and their designated Communications Liaisons
- Police and Fire Department Public Information Officers

Communications Structure

By adopting a defined structure, roles, and responsibilities, we fortify the City's capacity to disseminate information accurately and responsibly, fostering trust and transparency within the community. The communications structure also delineates the interconnectedness and accountability of Department communications to ensure adherence to City communication standards.

Note: the structure detailed below **only** applies to communications and does not affect other reporting structures or responsibilities outside of communications.

Communications Roles and Responsibilities Overview



Recommendation 2: Adopt New City of Placentia Communications Roles and Responsibilities

Below, we delve into the expanded roles, responsibilities, and oversight of the communications structure.

Role	Responsibility	Oversight
Mayor and City Council	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Share factual information about City initiatives, programs, events, etc. ○ Understand Public Records Act ○ Review and adopt social media policy 	Residents of the City of Placentia
City-Council appointed Board, Committee, and Commission Members	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Share factual information about City initiatives, programs, events, etc. ○ Understand Public Records Act ○ Review and sign social media policy 	Placentia City Council
City Administrator	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Coordinate emergency communications ○ Approve press releases and other media relations ○ Understand Public Records Act ○ Review and sign social media policy 	Placentia City Council
Deputy Director of Administrative Services	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Oversee Communications and Marketing Division ○ Understand Public Records Act ○ Review and sign social media policy 	City Administrator

Role	Responsibility	Oversight
Communications and Marketing Manager	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Spearhead the direction and execution of outreach and communication strategies, working with City departments to ensure that information is proactive, frequent, and of value to the community ○ Maintain City social media channels ○ Maintain Citywide editorial calendar ○ Review department editorial calendars for compliance with Style Guide and accuracy ○ Draft and distribute City Administrator’s Weekly ○ Coordinate with Department Directors and Department Communications Liaisons ○ Serve as the City’s PIO for all media inquiries ○ Website maintenance, training, and assessments ○ Graphic design and video creation ○ Respond to media and resident inquiries as needed ○ Ensure adherence to the Style Guide ○ Conduct social media best practices training ○ Host quarterly strategic communications meetings ○ Develop marketing plans with Communications Liaisons to promote citywide events. ○ Review Department communications (as needed). 	City Administrator and Deputy of Administrative Services

Role	Responsibility	Oversight
	<ul style="list-style-type: none"> ○ Understand Public Records Act ○ Review and sign social media policy 	
Digital Media Analyst	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Create graphics, videos, and other marketing materials at the direction of the Communications and Marketing Manager ○ Ensure adherence to the Style Guide ○ Understand Public Records Act ○ Review and sign social media policy 	Communications and Marketing Manager/PIO
Department Communication Liaisons	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Coordinate with Communications and Marketing Manager ○ Deliver monthly department editorial calendar to Communications and Marketing Manager ○ Create graphics and other marketing materials for Department communications that follows City guidelines ○ Ensure Department adherence to the City Style Guide ○ Attend quarterly strategic communications meetings with Communications and Marketing Manager ○ Attend annual social media best practices training ○ Review all print and digital external (public) communications shared by 	Department Head and Communications and Marketing Manager/PIO

Role	Responsibility	Oversight
	<p>Department including but not limited to: notices, flyers, event invitations. Note: All content must be reviewed by an immediate supervisor before sharing with the public. The Communications and Marketing Manager is available to assist in the review process if a direct supervisor is not available.</p> <ul style="list-style-type: none"> ○ Collaborate with Communications and Marketing Manager and Digital Media Analyst ○ A copy of all mass communication from any Department to the public should be sent to the Communications and Marketing Manger ○ Develop marketing plans with Communications and Marketing Manager to promote citywide events. ○ Review and update Department webpages. ○ Understand Public Records Act ○ Review and sign social media policy 	
<p>Police and Fire and Life Safety Department Public Information Officers</p>	<ul style="list-style-type: none"> ○ Understand communications goals of the City of Placentia ○ Coordinate with Communications and Marketing Manager in emergencies ○ Attend quarterly strategic communications meetings with Communications and Marketing Manager 	<p>Chiefs and Communications and Marketing Manager/PIO</p>

Role	Responsibility	Oversight
	<ul style="list-style-type: none"> ○ Understand Public Records Act ○ Review and sign social media policy 	

Mayor, City Council, and City Council-appointed Board, Committee, and Commission Members

The Mayor, City Council, and City Council appointed representatives may communicate with residents, the media, and other stakeholders at their discretion and in compliance with the law and City policies.

As a public agency, the City of Placentia is governed by the **Public Records Act** and follows **Social Media Policy No. 370**. Officials shall review and sign the Social Media Policy, which will be further explored later in this report. See page 43.

City Council Members are strongly encouraged to contact the City Administrator whenever they have a concern or question about City communications.

City Administrator

The City Administrator directs and oversees all City communications. The City Administrator has designated the Communications and Marketing Division to manage the successful execution of Citywide communications.

If the City Administrator is not available, they may delegate responsibilities to Deputy City Administrators or Department Directors.

Recommendation 3: Define Role of City Communications and Marketing Division

The City’s Communications and Marketing Division, acting under the authority of the City Administrator, bears the responsibility for supervising the development and execution of the Strategic Communications Plan, including any future modifications or enhancements to the plan.

Role of the Communications and Marketing Manager

Under the general supervision of the City Administrator and Deputy of Administrative Services, the Communications and Marketing Manager oversees, manages, supervises, and standardizes the activities and functions of the Communications and Marketing Division.

Additionally, the Communications and Marketing Manager/PIO spearheads the direction and execution of outreach and communication strategies, working with City Departments to ensure that information is proactive, frequent, and of value to the community.

Coordination with Department Directors and Department Communications Liaisons

The Communications and Marketing Manager/PIO coordinates with Department Directors and Department Communications Liaisons to ensure that this plan is followed.

Media Relations

The Communications and Marketing Manager/PIO manages media inquiries, including but not limited to interview requests and press releases.

The Communications and Marketing Manager/PIO further works with the City Administrator and the Deputy Director of Administrative Services to address inquiries in a timely manner.

Website Maintenance/Assessments

The Communications and Marketing Manager/PIO updates and routinely assesses the City website, www.placentia.org, to ensure the website is responsive, proactive, and resident-focused. The Communications and Marketing Manager/PIO shall direct Departments to audit and update Department pages every quarter.

Social Media

The Communications and Marketing Manager/PIO oversees all City social media accounts. The social media channels attributed to the City of Placentia are listed on page 10.

Editorial Calendar

The Communications and Marketing Manager shall maintain a Citywide editorial calendar of social media content. The proposed editorial calendar content, template, and collaboration with departments will be explored further in this report.

Editing Control

Acting under the authority of the City Administrator, the Communications and Marketing Manager can edit copy and graphics on all City communications channels, including pages attributed to Departments for purposes of clarity, accuracy, and professionalism. The Communications and Marketing Manager may remove any content that violates the Strategic Communications Plan.

Setting up and managing the City social media scheduling platforms: the digital media analyst can take the lead in establishing and maintaining the city's social media scheduling platforms (Later, Buffer, Hootsuite, etc.).

City Administrator's Weekly

The Communications and Marketing Manager coordinates with the City Administrator and Departments to deliver a weekly newsletter. The content and delivery methods of the *City Administrator's Weekly* are explored further on page 50.

Graphic Design, Style Guide Adherence

The Communications and Marketing Manager is responsible for ensuring that graphics posted on City and Department communications adhere to the Style Guide.

Video Creation

The Communications and Marketing Manager identifies topics for videos to highlight City services and programs.

Resident Inquiries

The Communications and Marketing Manager responds to resident inquiries, working with the City Administrator and Departments.

Training

The Communications and Marketing Manager undergoes speaker and/or media training to be prepared to interact with the media.

Public Designation (Title)

To establish a relatable identity with the public, the Communications and Marketing Manager will adopt a title to identify themselves in public communications. Examples of such titles include: "Communications Officer," "Public Information Officer," or any other title deemed appropriate by the City Administrator. The Communications and Marketing Manager should not identify themselves using their internal title as it may lead to confusion.

Role of the Digital Media Analyst

Under the general supervision of the Communications and Marketing Manager, the Digital Media Analyst develops visual graphics, videos, and other materials.

Along with the Communications and Marketing Manager, the Digital Media Analyst is responsible for ensuring that graphics posted on City and Departmental communications adhere to the Style Guide.

Role of Department Communications Liaisons

To ensure timely, dynamic communication, City departments shall designate department Communications Liaisons who are responsible for the creation and distribution of communications for the department.

Department directors must provide the Communications and Marketing Manager with the names, contact information, and responsibilities of the Department Communications Liaisons with external communications responsibilities (i.e., public-facing communications).

The Communications and Marketing Manager will maintain a document on the City server with the names, contact information, and responsibilities of the Communications Liaisons. This document will also outline the Department's review process prior to disseminating information to the public.

Department Directors must notify the Communications and Marketing Manager of any changes in staffing or responsibilities.

Role of Police and Fire and Life Safety Department Public Information Officers

Due to the dynamic and urgent nature of their responsibilities, Placentia Police and Placentia Fire and Life Safety Departments have the authority to designate Public Information Officers (PIOs) chosen at the discretion of the Chief.

Police and Fire PIOs are responsible for communicating between the Department and the public with duties including but not limited to:

- Acting as a liaison between the Department and the media, responding to inquiries
- Handling communications during emergencies or crises
- Providing timely, accurate information to the public, City leadership, and media
- Representing the City of Placentia

Police and Life and Safety Department Chiefs must provide the Communications and Marketing Manager with the names, contact information, and responsibilities of the Department Public Information Officers.

The Communications and Marketing Manager will maintain a document on the City server with this information.

Chiefs must notify the Communications and Marketing Manager of any changes in staffing or responsibilities.

Recommendation 4: *Establish Quarterly Communications Strategy Meeting*

To streamline Citywide communications, a quarterly meeting, overseen and staffed by the Communications and Marketing Manager, should be held. The meeting will function as a forum for information exchange, updates, and strategy development. Active participation is expected from all Department Communication Liaisons.

Additionally, regular communications-focused training sessions and annual workshops, such as social media workshops and branding workshops, may be organized.

The standard agenda for each quarterly gathering will encompass the following points:

- Citywide communications update
- Social media analytics
- Upcoming events and programs
- Editorial calendar updates

The Communications Team will work together to advance community relations strategies in support of the City of Placentia's goals and department initiatives.

Recommendation 5: *Utilize Public Information Title to Communicate Role and Responsibilities of the Communications and Marketing Manager*

To ensure that City Departments understand the authority of the Communications and Marketing Manager, it is important to draw a connection between the Communications and Marketing Manager and the roles and responsibilities of a Public Information Officer.

As a newly created position, it is critical to establish the role of the Communications and Marketing Manager. Many Cities have a PIO and it is important that staff understands that the Communications and Marketing Manager is, in essence, the Public Information Officer.

By utilizing the Communications and Marketing Manager/PIO title, staff will understand the weight of the position and the authority the staffer has been given by the City Administrator. It is critical that the Communications and Marketing Manager/PIO is viewed as an active, engaged, and respected member of City leadership.

Recommendation 6: Ensure Communications and Marketing Division is Involved in Communications Issues as Early as Possible

Any issue or matter with the potential to attract public attention or compromise public trust in the City of Placentia necessitates prompt and informed guidance from the Communications and Marketing Manager.

The Communications and Marketing Manager serves as a dependable advisor on sensitive communications subjects. Their effectiveness relies on timely involvement in any emerging issue or project.

Communication Liaisons are responsible for notifying the Communications and Marketing Manager about any Departmental issues that could potentially raise public concerns.

Recommendation 7: Establish Protocols for Submitting, Prioritizing, and Processing Department Design Requests

Establishing protocols to manage and fulfill Department graphic design requests will enhance the City's ability to uphold brand standards effectively.

Department Graphic Design Requests

The Communications and Marketing Division produces various promotional materials, including brochures, flyers, posters, banners, promotional items, and customized materials.

Departments are encouraged to request design support from the Communications and Marketing Division for Citywide events.

Design requests should be submitted via email to the Communications and Marketing Manager, who will work with the Digital Media Analyst to execute the request.

- Type of design request: flyer, banner, poster, social media graphics, etc.
- Language/Content to be included in the marketing material
- Design inspiration (staff shall include examples of marketing materials they like)
- Size specifications of the marketing material
- Plan for use of marketing material
- Production deadline
- Acknowledgement of Department Director approval

Citywide events: Design requests must be made at least 12-16 weeks ahead of time for large-scale events, which are signature events that will attract more than 100 residents.

Small-scale events- Design requests must be made at least six-eight weeks ahead of time for small-scale events that will attract a small audience of 100 residents or fewer.

The Communications and Marketing Manager and the Digital Media Analyst may further define the design parameters and requirements.

Department staff should reach out to the Communications and Marketing Manager directly for requests or copy the Communications and Marketing Manager on any requests sent to the Digital Media Analyst to ensure effective workflow productivity and prioritization of projects.

Objective #2: Properly Resource the Communications and Marketing Division

To successfully execute the duties of the Communications and Marketing Division, the office should be properly resourced.

Recommendation 1: *Expand Role of the Digital Media Analyst*

As the Communications and Marketing Division evolves and asserts its significance within the City of Placentia, the role of the Digital Media Analyst will be instrumental in driving effective communication strategies and maximizing the impact of the City's digital presence. In addition to existing responsibilities, the Digital Media Analyst can play a pivotal role in several key areas.

Reviewing editorial calendar and providing departments with recommendations: the Digital Media Analyst can leverage their expertise to review the editorial calendar, identify opportunities for synergy and alignment across departments and provide recommendations for optimizing content cadence and distribution channels.

Tracking and analyzing social media performance metrics: the Digital Media Analyst can take the lead in tracking Key Performance Indicators (KPIs), such as engagement rates, reach, impressions, and conversions across City social media channels.

Recommendation 2: Determine Need for Additional Communication Support

The City’s Communications and Marketing Division may request communications support through contractors in the following scenarios:

Project-based support

When the City needs targeted support for an event or project to enhance the Divisions capacity, it is more cost-efficient to hire a contractor for a limited period than to hire a new staff member.

Specialty services

To assist the City with work in specialty areas such as video production, graphic design, and social media management, requests for communications support should be presented to the City Administrator in writing with a justification for the request, type of support needed, timeframe, and cost.

Objective #3: Enhance Brand Identity of City of Placentia

Recommendation 1: Develop Expanded Style Guide

During the assessment process, the use of the City’s Style Guide was reviewed and discussed with internal stakeholders (City staff). While the staff acknowledged the Style Guide, some individuals reported deviating from the design guidelines in order to express department distinctiveness.

Style Guide Expansion for Department Communications

Departments requested more flexibility to achieve a level of uniqueness in communications that may not align with the existing Style Guide. We propose that the City explore the development of an expanded Style Guide that considers the following:

Primary Colors and Fonts

Department	Recommendation	Next Steps
City Administrator’s Office/Administration	Continue to Utilize City Seal Colors and approved fonts. May utilize the Economic Development colors in communications as deemed appropriate by the City Administrator and/or the Communications and Marketing Manager	No changes
City Clerk’s Office	Continue to Utilize City Seal Colors and approved fonts.	No changes

Community Services Department	Develop additional colors for use in department-specific communications. Must use City approved fonts.	Evaluate color codes of existing department logo and establish primary colors.
Development Services	Continue to Utilize Economic Development logo and approved primary colors. Must use City approved fonts.	No changes
Finance	Continue to Utilize City Seal Colors and approved fonts.	No changes
Fire and Life Services	Develop additional colors for use in department-specific communications. Must use City approved fonts.	Evaluate color codes of existing department logo and establish primary colors.
Human Resources	Continue to Utilize City Seal Colors and approved fonts.	No changes
Police Department	Develop additional colors for use in department-specific communications. Must use City approved fonts.	Evaluate color codes of existing department logo and establish primary colors.
Public Safety Communications Center	Continue to Utilize City Seal Colors and approved fonts.	No changes
Public Works	Continue to Utilize City Seal Colors and approved fonts.	No changes

A sample primary color guide with suggested primary colors for use by Departments, is available as [Appendix B: Draft Department Primary Colors Guidelines](#).

Establishing Logo Usage Guidelines

To ensure the appropriate use of logos and seals, it is essential for the City to establish definitive guidelines. Departments are strictly prohibited from utilizing a logo unless it has been explicitly approved for their use, as outlined below:

Department	Authorized Logo Use
City Administrator's Office/Administration	May utilize City Seal May utilize the Economic Development Logo in communications as deemed appropriate by the City Administrator and/or the Communications and Marketing Manager
City Clerk's Office	May only utilize City Seal
Community Services Department	May utilize City Seal or Community Services Logo
Development Services	May utilize City Seal or Economic Development Logo
Finance	May utilize City Seal
Fire and Life Services	May utilize City Seal or Fire and Life Services Department Logo
Human Resources	May only utilize City Seal
Police Department	May utilize City Seal or Police Department Logo
Public Safety Communications Center	Utilize City Seal or Public Safety Communications Logo
Public Works	May only utilize City Seal

Economic Development Logo

The Economic Development logo is reserved for use by the City Administrator's Office and Development Services Department. Unless authorized by the Communications and Marketing Manager, no other department may use the Economic Development logo.

Typography Rules

To address the large text volume found across the City's communications, which potentially impacts the readability of City communications, we recommend the addition of fundamental typography principles into the Style Guide. These principles would offer guidance on topics such as font usage, spacing and text alignment.

Draft typography guidelines for potential inclusion in the Style Guide can be found in [Appendix C: Draft Typography Guidelines](#).

Apparel

To ensure the proper production of apparel, Departments intending to order clothing items must submit designs for approval to the Communications and Marketing Manager before finalizing their orders. This proactive step ensures that the apparel aligns with established guidelines and standards.

Name Badges

The City currently has various designs for name badges. Guidelines should be added to the Style Guide to establish uniformity across badges issued by different departments or entities within the city. This consistency ensures that badges are easily recognizable and prevents confusion.

Significance of Style Guide and City Policy

It is crucial to emphasize the significance of the City Style Guide as a foundational tool for ensuring consistency in City communications. The Style Guide serves as a means to maintain brand integrity and unity across all City departments.

City departments are extensions of the City of Placentia, and therefore, compliance with the Style Guide is imperative to uphold brand cohesion and connectivity.

The City's style guide policy, outlined in **City Policy No. 372**, defines the purpose, utilization, and enforcement of the Style Guide. Access to this policy is available in the "Style Guide" folder within the City's network drive.

All staff members entrusted with communications responsibilities are required to review and acknowledge receipt of Policy No. 372 within 30 days of commencing their employment with the City of Placentia or upon assuming communications duties.

Objective #4: Create a Structured System to Oversee Content Created and Shared by or on behalf of City Administration and Departments

Recommendation 1: Adopt Social/Digital Media Terminology, Establish Primary Audiences and Post Frequency

Adopt Terminology

Adopting social and digital media terminology is needed to ensure effective communication and understanding among staff handling social media platforms. By embracing standardized terms and definitions outlined in **Appendix E: Social and Digital Terminology** the City can establish a common language that facilitates collaboration, clarifies expectations, and mitigates misunderstandings. Consistency in language usage will also promote a cohesive strategy across Departments.

All staff with communications responsibilities should review and understand the City's social and digital terminology.

Establish Primary Audiences

In conjunction with utilizing appropriate digital and social media terminology, it is important to understand the City's **Primary Audiences**, the specific group of individuals or demographics who are the main recipients of content. Understanding and defining primary audiences across the City's social media channels is essential for developing tailored content and engagement strategies that resonate with the audience's interests and needs.

All of the City's social media accounts shall be evaluated on a quarterly basis to determine who currently makes up the primary audiences. This assessment will enable the Communications and Marketing Manager and Department Communications Liaisons to discern whether the audiences align with the City's intended demographic or if adjustments are necessary to reach the desired target audience effectively. Should the analytics reveal an undesirable audience composition, strategic modifications in content, messaging, or engagement tactics may be warranted to realign the City's social media presence with its communication objectives. Regular monitoring and realignments based on audience insights ensure that the City's social media platforms remain effective tools for disseminating information and engaging with the community in meaningful ways.

Post Frequency

Frequency helps maintain a consistent presence, ensuring that audiences stay engaged and connected with the City's content, which, in turn, leads to increased awareness of the City's efforts and builds trust. Posting frequency further affects algorithm visibility on

social media platforms, therefore consistent activity can improve the City's reach and engagement rates. The City's current irregular posting schedule may result in audiences overlooking the City's crucial role as a source of information. Hence, it's imperative to establish and adhere to optimal posting frequencies across all platforms to maximize the City's social media impact.

For comprehensive guidelines on platform usage, primary audiences, and recommended posting frequencies, please refer to the detailed document provided in **Appendix F: Social Platforms**. The document should be reviewed by all staff with social media responsibilities.

Recommendation 2: *Establish a City Editorial Calendar*

The Communications and Marketing Manager shall maintain a master City editorial calendar. An editorial calendar is a structured visual tool that organizes social media content across daily, weekly, or monthly timelines.

The City editorial calendar will outline the content that will be shared across all channels owned by the City of Placentia and its Departments. See **page 11** for a list of all City-owned social media channels.

The calendar should achieve the following:

- Outline the schedule for distributing proactive communications on social media
 - Highlight the planned release of all information for the upcoming month
 - Coordinate social media across Departments
- Provide the Communications and Marketing Manager with the opportunity to review, edit, and offer content suggestions to Departments.

Social Media Pages Operated by City Hall (Administration)

Editorial Calendar

The Communications and Marketing Manager is responsible for drafting an editorial calendar for the pages operated by City Hall (Administration).

The Communications and Marketing Manager will consider the following information and resources when drafting the City calendar:

- Information/direction from the City Administrator
- Information/direction from Deputy Director of Administrative Services
- Information/direction from Department Communications Liaisons
- Citywide events calendar (See Objective 7, Recommendation #3)
- Citywide projects
- Citywide programs
- Social media holiday calendars (found online)
- Ongoing content

Editorial Calendar Content

- The Communications and Marketing Manager will share the draft editorial calendar for the administration-operated pages via email with the City Administrator, Deputy Director of Administrative Services, Digital Media Analyst, all Department Communications Liaisons, and Department Police and Fire and Life Safety PIOs.
- The calendar will include the following information:

Editorial Calendar Information	Description
Department	Department referenced in the post. <i>For example, if the post is marketing the Easter Eggcitement, the Department would be Community Services</i>
Date	Date the post will be published on social media
Channel	The social media platform where the post will be shared: <i>Facebook, Instagram, Twitter, YouTube, LinkedIn</i>
Type of Post	The type of post: <ul style="list-style-type: none"> ○ <i>Feed post</i> will appear permanently on the social media channel ○ <i>Photo</i> (single photo) ○ <i>Carousel</i> (multiple images) ○ <i>Story</i> (short-lived content, 24 hours) ○ <i>Reel</i> (short-form video up to 60 seconds) ○ <i>Long-form video</i> (60 seconds or more)
Post Topic	Topic of the post. <i>For example, Citizens Academy, Tamale Fest, iPlacentia app</i>
Copy to be scheduled	This is the copy that will accompany the post
Hashtags	Hashtags that will appear in the post
Graphic Copy	Copy that will appear as part of the graphic (if any)
Graphic/Video/Story to be scheduled	The final draft of the graphic, video, story, or reel that will be posted on social media

Editorial Calendar Review

- The Communications and Marketing Manager will share the editorial calendar and seek input from communication colleagues by a specific date.
- Department Communications Liaisons are responsible for communicating edits/updates to the calendar.
- The Communications and Marketing Manager will work with the Digital Media Analyst to create the graphics/videos and stories.

Department Contributions to Editorial Calendar

- Department Communications Liaisons are responsible for sharing their Department's social media content as part of the City's editorial calendar, this includes all posts that will be shared on the Department's social media channels in the upcoming month.
- The Communications and Marketing Manager will review the Department's proposed content and will provide departments with general feedback, suggestions, and recommendations.

Goal: The goal of the editorial calendar is to provide social media communications with a structure and align content across the City's channels.

Emergency Social Media Posts

Given the dynamic environment within the City of Placentia and the necessity for rapid dissemination of urgent communications, we acknowledge that circumstances may arise where content needs to be published without the opportunity to seek review from the Communications and Marketing Manager.

In these instances, Police and Fire and Life Safety Department PIOs are empowered to publish content as deemed necessary, under the guidance and authorization of their respective Chiefs. We encourage these PIOs to adhere to the following guidelines when crafting communications:

- Ensure accurate spelling and grammar
- Ensure accuracy of content
- Maintain an appropriate and professional tone
- Uphold visual consistency in alignment with established branding guidelines (Style Guide)
- Provide updates and resolution to the situation as necessary

By adhering to these considerations, the City aims to ensure that emergency communications effectively convey important information while upholding the City of Placentia's standards of professionalism and clarity.

Recommendation 3: *Adopt Objectives for Department Social Media Pages*

To prevent any overlap and maintain clarity regarding the focus and value of each social media channel owned by the City of Placentia, the Communications and Marketing Manager will collaborate with the Department Communications Liaisons to define the objectives of each social media page.

Below is a proposed definition of page objectives by department:

Department	Social Media Objective
City of Placentia	<ul style="list-style-type: none"> ▪ Increase awareness of City resources, events, and programs. ▪ Share citywide updates and news ▪ Share updates and news related to the City Council ▪ Share content related to all City Departments. • Support Department-run pages.
Placentia Police Department	<ul style="list-style-type: none"> ▪ Provide public with updates on Police Department ▪ Provide real-time updates during emergencies ▪ Disseminate crucial information ▪ Disseminate safety tips to enhance public awareness and preparedness ▪ Inform public of upcoming department events and department initiatives ▪ Spotlight the Police Department ▪ Promote opportunities for individuals seeking careers in law enforcement ▪ Collaborate with City of Placentia pages
Placentia Fire and Life Safety Department	<ul style="list-style-type: none"> ▪ Provide public with updates on Fire and Life Safety Department ▪ Provide real-time updates during emergencies ▪ Disseminate crucial information ▪ Disseminate safety tips to enhance public awareness and preparedness ▪ Inform public of upcoming department events and department initiatives ▪ Spotlight the Fire and Life and Safety Team ▪ Promote opportunities for individuals seeking careers in Fire and Life Safety ▪ Collaborate with City of Placentia pages
City of Placentia Community Services	<ul style="list-style-type: none"> ▪ Invite public to upcoming events ▪ Educate public about community services and programs available ▪ Spotlight Community Services Team ▪ Collaborate with City of Placentia pages

Recommendation 4: Consolidate Social Media Pages

During the communications assessment, 10 social media pages were identified as active and operated by the City of Placentia. The pages were evaluated to assess their alignment with the City of Placentia Style Guide, type of posts shared, frequency of posts, and follower counts.

The chart below captures department social media pages, their respective follower counts, and recommendations based on best practices and communication goals.

Note: a larger follower count increases the potential reach of social media content.

Department	Platform	Followers	Recommendation
Placentia Police Department	Facebook	12K	Maintain
Placentia Police Department	Instagram	11.5K	Maintain
Placentia Fire and Life Safety Department	Facebook	2.8K	Maintain
Placentia Fire and Life Safety Department	Instagram	2.3K	Maintain
Placentia Public Safety Communications Center	Facebook	47	Merge with City of Placentia citywide page
Placentia Public Safety Communications Center	Instagram	320	Merge with City of Placentia citywide page
City of Placentia Community Services	Facebook	1.6K	Maintain
City of Placentia Community Services	Instagram	1.6 K	Maintain

Rationale for this recommendation to merge pages:

Since 2022, the Placentia Public Safety and Communications Center (Center) has operated two dedicated social media pages to share updates on the City's dispatch center. Regarded as a cornerstone of Placentia's public safety infrastructure, the Center deserves greater visibility.

As revealed in the communications audit, the Center has a combined following of 367 followers on Facebook and Instagram. As part of our evaluation, we conducted general research to examine how these analytics compared to other cities and dispatch centers utilizing social media for communication. To our knowledge, we did not find any other cities in Orange County with a separate social media presence dedicated solely to Communications/Emergency Dispatch. Our research found some regional pages but no City-specific pages.

It is our assessment that the analytics do not highlight a lack of public interest but rather, may be a consequence of the multiple public safety pages operated by the City, as well as

the public's limited awareness of the dispatch center's services. The analytics highlight the necessity for a strategic reevaluation aimed at bolstering the Center's online presence.

By merging with the City of Placentia's main page, the Public Safety and Communications Center can capitalize on the City's broader audience reach and take advantage of the City's recent investments in communications. This integration would specifically enable the Center to work directly with the Communications and Marketing Manager, in collaboration with the Digital Media Analyst, to produce high-caliber content to elevate the quality of information shared with the public regarding the Center and its efforts.

This consolidation would also streamline the City's social media presence and reduce the administrative burden on the Center's Communications team.

Recommendation 5: *Develop Design Parameters for Use Across Departments*

Web-Based Graphic Design Platforms

Several City Departments reported utilizing web-based graphic design platforms that allow users to create a wide range of visual content, such as social media graphics, presentations, posters, flyers, and more. These platforms provide a drag-and-drop interface along with a vast library of templates, images, illustrations, and fonts, making it easy for individuals and businesses to design professional-looking materials even without prior design experience.

To assist Departments in creating digital assets that align with the Style Guide, the Communications and Marketing Manager will work with the Digital Media Analyst to provide parameters that should be adhered to on all marketing materials created on these platforms.

The Communications and Marketing Manager and Digital Media Analyst would subsequently provide all Department Communications Liaisons with training on these platforms as necessary.

Objective #5: Generate Content of Interest to City's Target Audiences

Recommendation 1: *Review Target Audience Communications Preferences* **Communications Preferences**

Understanding the pulse of the community is pivotal for crafting content that resonates with diverse populations. According to the communications assessment, residents expressed a keen interest in staying updated on a variety of topics.

Resident Perceptions

During the communications assessment, the majority of residents reported feeling ‘very,’ or ‘somewhat’ informed about the City’s goals and objectives. This feedback underscores the importance of the City’s ongoing commitment to transparent and effective communication with the community. It is encouraging to note that a significant number of residents feel adequately informed about the City’s goals and objectives. As a result, maintaining and improving the City’s communications tools, tactics, and timing should remain a priority for the City.

Sources of Information

During the communications assessment, residents identified the following three tools as the preferred sources of City information:

- Emails/E-notifications
- The *Palm Quarterly* newsletter
- Social media channels

Desired Communication Formats

Residents further shared the content formats they would like the City to include in upcoming communications. The most popular desired formats are:

- Text alerts
- Social media reels
- Social media stories

Emergency Communications

In the event of an emergency residents overwhelmingly prefer text message alerts as opposed to emails, social media posts, website updates, etc.

Communication Priority

Residents believe the top communication priority of the City of Placentia should be:

- Informing residents of upcoming projects and City initiatives

Residents are **most** interested in receiving information on the following topics (listed in order according to data gathered in the community survey)

- City services
- City events
- Public safety information
- City Council updates
- Emergency preparedness

Other topics of interest:

- Get to know our City

- Small-scale program information

Residents are **least** interested in receiving information on the following topics:

- Permits and licensing
- City employment opportunities
- Mayor’s message

Placentia Social Media Target Audience:

Who are they?	Primary: Placentia residents
What are they interested in that we can provide?	These individuals are looking for City resources, events, and/or updates. They want to be involved and informed about what’s happening in their City and have a community-based mentality.
Where do they usually appear online?	Facebook: Parents of high school & college students, seniors Instagram: Parents of small and grade-school children
When are they online?	<ul style="list-style-type: none"> • After school drop • Arrival, lunch, and end of workdays • Seniors (before 8 p.m.) • YouTube afternoon, especially after 8 p.m. • X (formerly Twitter) from 8 a.m. to 9 a.m.
Why do they consume our content?	To be involved in their community and/or receive updates from the City.

Social Media Topic Recommendations

Utilizing our social media objectives as a framework, the following social media topics are suggested for potential use on pages operated by the Administration and/or Departments.

It should be noted that during the communications assessment process, residents expressed a desire to see more of the following:

- Social media reels
- Social media stories

Resident preferences should be considered and integrated to the fullest extent possible.

City Council

Post Topic	Asset	Frequency
City Council Meeting Notifications	Graphic/stories	Day of meeting or day before meeting.
City Council Meeting Highlights/Recap	Monthly carousel	Monthly
Timely Updates	Stories	As needed

City Administrator

Post Topic	Asset	Frequency
Management/Strategic Planning Highlights	Video update of accomplishments	Every six months
Citizens Academy	Stories	As directed
The Palm Quarterly	Stories	Every quarter
CA Weekly	Graphic, stories, link	Weekly

Community Services

Post Topic	Asset	Frequency
Large-Scale City Event Promotion	Stories and reels	Ongoing
Small-Scale Event Promotion	Stories and reels	Ongoing
Programs and Classes	Graphic	Ongoing
Sports Registration	Stories and reels	Ongoing
Facility Rentals	Graphics	Ongoing
Volunteer Opportunities	Graphics	Ongoing

Public Works

Post Topic	Asset	Frequency
<u>Community Notices:</u> Street sweeping Project Updates	Stories and reels Stories and reels	Ongoing
<u>Project Updates:</u> Infrastructure repairs Park Upgrades	Depends on the information provided.	Ongoing

Development Services

Post Topic	Asset	Frequency
Business Highlights: New Businesses	Graphic/Reels	Ongoing

Economic Development Efforts: New Developments	Depends on the information provided.	Ongoing
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Placentia Police Department

Post Topic	Asset	Frequency
Explorer Program	Stories	Monthly
Special Events i.e. National Night Out, Coffee with a Cop, etc.	Depends on the information provided.	TBD
General Public Safety Information/Updates/Stats	Depends on the information provided.	Ongoing

Placentia Fire Life and Safety Department

Post Topic	Asset	Frequency
Special Events	Depends on the information provided.	TBD
General Public Safety Information/Updates/Stats	Depends on the information provided.	Ongoing

Placentia Public Safety Communications Center

Post Topic	Asset	Frequency
Behind-the-scenes content	Reels	Ongoing
Special Events	Depends on the information provided.	TBD
General Public Safety Information/Updates/Stats	Depends on the information provided.	Ongoing

General City Promotion

Post Topic	Asset	Frequency
Email Subscription	Motion graphic/graphic	Ongoing
City Hiring Updates	Motion graphic/graphic	Ongoing
iPlacentia App Promotion	Motion graphic/graphic/stories	Ongoing
Did You Know (DYK) posts	Motion graphic/graphic	Ongoing
City-Sponsored promotion of events and initiatives with partner agencies	Stories Reshare content provided.	Ongoing

The topics highlighted above serve as suggestions and should not be viewed as an exhaustive list. In fact, this list of topics should be regarded as a dynamic document that the Communications and Marketing Manager revisits and updates regularly.

Social Media Goals

Through the communications assessment process, the goal of the City's social media content is as follows:

- Increase awareness of City resources, events, and programs, including:
 - City improvements and City Department highlights
 - Community Services: large-scale events, programs, and classes
- Increase awareness of and attendance at community-based events
- Be proactive
- Incorporate reels
- Utilize stories and highlights
- Drive traffic to the City website
- Celebrate successful City initiatives and programs
- Use facts and figures when possible
- Increase engagement across social media accounts
- Develop creative, engaging graphics and visuals
- Utilize organic content when possible
- Avoid using stock imagery and blurry or low-resolution photos

Recommendation 2: *Create Content that is Visually Appealing and Readable*

Including too much text in communications can sometimes have negative consequences. It's important to strike a balance between providing necessary information and overwhelming the audience. When drafting communications, staff should always consider:

- Attention Span of the Audience: People have limited attention spans and are often bombarded with information from various sources. Lengthy blocks of text can quickly overwhelm and deter readers, leading them to disengage or overlook the key messages.
- Visual Appeal and Readability: Marketing materials should be visually appealing. By incorporating white space, bullet points, headers, and other formatting techniques, you can improve readability and draw the reader's attention to important information.
- Mobile and Digital Considerations: With the increasing use of mobile devices and digital platforms, attention spans are even shorter, and users expect information to be easily digestible on small screens. Keeping text concise and focused is particularly important for the City's digital marketing materials to ensure optimal user experience and engagement across various devices and screen sizes.

Objective #6: Position the City of Placentia as the Leading Social Media hub
for City News

Recommendation 1: *Post Frequently on Social Media*

To ensure proactive, frequent communications on social media the Communications and Marketing Manager and all department Communications Liaisons should consider the following guidelines to expand reach and engagement.

Social Media Post Frequency:

All social media channels associated with the City of Placentia shall post **two-five posts** per week without exception across all social media platforms (Facebook, Instagram). **Note:** Twitter, YouTube, and LinkedIn content can be shared as deemed appropriate.

- Typically, posts shall be scheduled Monday-Friday
- Weekend posts will be limited to:
 - Emergency alerts/notices
- Do not post more than once per day (unless there is an emergency).
 - Should there be a need to post more than once a day, consider utilizing stories.

Recommendation 2: *Generate More Video Content*

Based on the positive feedback from various residents and staff, video content emerged as a highly advantageous and desirable tool for enhancing the City's online communication. This recommendation encompasses not only professionally produced videos but also embraces other forms of video-based communication.

Live Videos: Live videos allow users to share real-time content with followers, enabling followers to engage with their audience in the moment.

Native Videos: Native videos are pre-recorded videos that are uploaded directly to a platform. Facebook's algorithm tends to prioritize native videos in users' feeds, making them a powerful tool for the City to reach and engage with audiences.

Based on the data collected during the communications audit, the City should explore creating native videos of topics such as:

- City services
 - How Do I? (How to request a service series)
 - Community programs and classes
- City Council
 - How to participate in a council meeting

Reels: Reels are short-form videos limited to 15 to 60 seconds in duration. They are specifically designed for quick consumption and are optimized for mobile viewing on platforms like Instagram. Reels benefit from Instagram's platform, appearing prominently

in the Explore feed and within users' feeds, increasing their potential reach and discoverability.

The City should explore reels on:

- Did You Know? series
 - Goal: inform residents of the many services Placentia offers.
- City behind the scenes
 - Goal: take residents behind the scenes for a day with public works, finance, police department, fire, etc.
- Placentia Pulse
 - Goal: share what residents/businesses think about the City

Stories: Facebook and Instagram Stories are short-lived videos that appear at the top of users' News Feeds for 24 hours. Like Instagram Stories, Facebook Stories allow users to share brief, casual updates, snippets of the day, behind-the-scenes content, polls, stickers, and interactive elements.

The City should explore stories on:

- Events
 - Invitations to attend
 - Reminders
 - Day-of event coverage
- Program Registration
- Community partner information on events the City is affiliated with

Recommendation 3: Utilize Paid Social Media Management Platforms

Social media management platforms enable communicators to manage multiple social media accounts from a single dashboard. They further provide tools for scheduling posts, monitoring social media activity, analyzing performance metrics, and engaging with followers across various social media platforms such as Facebook, Instagram, X (formerly Twitter), LinkedIn, and others. Among the most used platforms are Later, Hootsuite, and Buffer.

By utilizing a paid social media management platform, the Communications and Marketing Manager will manage and schedule content across all the City's social media accounts, saving time and ensuring a consistent presence online.

The Communications and Marketing Manager and the Digital Media Analyst would operate the social media management platform, add social media accounts, and train staff on its use (if appropriate).

Recommendation 4: Utilize Paid Social Media Advertising

To increase the visibility of the City of Placentia's programs, events, and efforts, a budget allocation shall be made to take advantage of the basic advertising features available on Facebook and Instagram.

Facebook and Instagram provide targeting capabilities that could allow the City of Placentia to engage audiences effectively. According to Facebook and Instagram, there are approximately 31,200-36,700 estimated users in the City of Placentia who the City could reach through advertisements.

Specifically, the City can employ geographically targeted ads to achieve various objectives:

- Inspire residents to connect with the City of Placentia's social media platforms
- Extend invitations to community events, fostering participation and engagement
- Inform residents about Citywide programs, projects, and initiatives, ensuring widespread awareness and involvement

Social media advertising offers flexible budgeting options and allows users to set their own spending limits. Compared to traditional advertising channels, social media advertising is more cost-effective.

Due to the inexpensive nature of social media advertising, a budget of \$250-\$500 per month would help expand the City's reach among residents and visitors. The recommended budget is adaptable, and additional monies may be spent for signature events, such as the *Tamale Festival*.

Recommendation 5: Delete Unused Social Media Accounts

The communications audit identified several social media accounts managed by the City that appear abandoned.

These accounts, once actively used to engage with the community or disseminate information, have become inactive or neglected. The absence of recent updates or interactions suggests a lack of ongoing management and maintenance.

This finding underscores the importance of regularly monitoring and revitalizing the City's social media presence to ensure effective communication and engagement with the public.

Accounts to be evaluated for deletion:

- **X (formerly Twitter):**
 - twitter.com/CityofPlacentia (Page appears inactive since 2010)
 - twitter.com/placentiapolice (Page appears inactive since 2012)

- twitter.com/fire_placentia (Page was inactive from September 2022 to October 2023, but only one post has been published)

The Communications and Marketing Manager/PIO will work with Departments to assess and delete the recommended pages.

Recommendation 6: Synchronize and Revise Social Media Handles

Social media handles, also known as usernames, are crucial for maintaining a cohesive brand identity and in the case of the City, should be the same across all platforms to make it easier for residents to find and connect with City social media channels.

During the audit, we found the handles for the social media pages operated by City hall are consistent, with @PlacentiaCA serving as the City’s username on Facebook, Instagram and X (formerly known as Twitter). Meanwhile, @CityofPlacentia serves as the username for LinkedIn and YouTube.

Moving forward, we recommend utilizing the username @PlacentiaCA on LinkedIn and YouTube. We have conducted some preliminary research and the usernames appear to be available for use.

In the case of department-operated social media pages, we found varied username consistency, as outlined below. To address inconsistencies, recommendations have been made by Department.

Department	Usernames	Recommendation
Placentia Police Department	@PlacentiaPD across all platforms	None
Placentia Fire and Life Safety Department	@PlacentiaFire on Facebook @Placentiadfiredepartment on Instagram	Utilize username @PlacentiaFire across all social media platforms
Placentia Public Safety Communications	@Placentiapsc on Facebook @Placentia_Public_Safety_Comm on Instagram	Utilize username @PlacentiaPSCC across all social media platforms.

These strategic adjustments will create a cohesive representation of Placentia’s social media channels and facilitate engagement with stakeholders.

Recommendation 7: Measure Social Media Performance

To ensure that the proposed social media strategy is effective, the Communications and Marketing Manager/PIO will generate and share a quarterly social media report that measures the following metrics:

- Platform followings
- Post views
- Post impressions
- Post reach
- Follower demographics

A template Key Performance Indicators (KPI) report may be viewed [HERE](#). These metrics will be used to adjust and correct the social media strategy.

To ensure the City is effectively sharing information, the Communications and Marketing Manager/PIO will review analytics with Department Communications Liaisons and discuss strategy adjustments as needed.

The KPI report should also be shared with the City Administrator.

Recommendation 8: *Social Media Best Practices Training*

Implementing social media best practices is imperative for upholding the City of Placentia's cohesive identity across all platforms. Consistency in tone, messaging, and visual elements fosters recognition and trust among residents, particularly within an organization as expansive and impactful as the City of Placentia.

Given the multitude of communication channels on social media, it is critical for all staff to undergo periodic social media best practices workshops, ideally conducted biennially. These workshops serve as opportunities for staff to remain abreast of evolving trends and standards in social media, which undergo constant transformation.

As an integral component of the communications assessment and plan development process, social media best practices training will be extended to the Communications and Marketing Manager and Department Communications Liaisons.

This training should be recurrent, scheduled every one-two years, to ensure its ongoing relevance and alignment with emerging trends and industry standards.

Recommendation 9: *Continue to Follow Social Media Policy*

Social Media Policy No.370

Social Media Policy (Policy No. 370) defines the social networking and social media policy for the City of Placentia. To address the fast-changing landscape of the Internet and the

way residents communicate and obtain information online, City Departments use social media tools to reach a broader audience.

The City of Placentia encourages the use of social media to further the goals of the City and the missions of its Departments, where appropriate. The City has an overriding interest and expectation in deciding what is “spoken” on its behalf on social media sites. This policy establishes guidelines for the use of social media by City employees and Officials on official City social media accounts.

All staff and City officials shall continue review and sign the Social Media Policy. The Social Media policy may be viewed [HERE](#).

Recommendation 10: Foster Resident Engagement by Promoting City Social Media Accounts

The Palm Quarterly Messaging

The *Palm Quarterly*, distributed to every household in Placentia, presents a prime opportunity to elevate the City’s online presence.

By prominently featuring social media icons accompanied by the inviting tagline, “Follow Us”, the City can potentially draw in more subscribers to existing social media channels.

Objective #7: Generate Proactive Communications that anticipate, address, and engage audiences.

Recommendation 1: Be the First to Share City News

Being the first to share City news, whether it’s good news or challenging news, reinforces the perception of the City as proactive, transparent, and forward-thinking. It demonstrates a commitment to keeping residents informed and engaged, which can enhance overall public perception and satisfaction with City services and governance.

The Communications and Marketing Manager will work with Departments and the City Administrator to prepare proactive communications accordingly. Below are some topics to consider:

- Citywide projects
- Controversial projects, initiatives
- Groundbreakings/ribbon cuttings
- Public Works projects

Embracing a proactive approach will foster a sense of trust and confidence among residents.

Recommendation 2: *Monitor Various Internal and External Communications Channels*

It is strongly recommended that the Communications and Marketing Manager diligently monitor various communication channels to proactively identify topics and issues relevant to the City.

By actively tracking communication platforms such as social media, news outlets, community forums, and official City channels, the Communications and Marketing Manager will stay informed about emerging trends, concerns, and discussions within the community.

The proactive monitoring of communication channels enables the timely detection of issues that may require attention or response from the City.

The Communications and Marketing Manager will proactively inform the City Administrator and Departments of emerging issues of interest.

Recommendation 3: *Share News with Business Organizations*

Informing business stakeholders is essential for fostering economic growth and community development within a City.

Several business stakeholders reported wanting to be more engaged and informed of City news.

The City of Placentia already maintains a strong partnership with the Placentia Chamber of Commerce that serves as a strong foundation on which to grow.

Here are some engaging ways the City can enhance its relationship with local businesses:

- Spotlight new businesses on social media platforms
- Celebrate the milestone achievements/anniversaries of businesses
- Encourage community pride and support by launching a "Shop Placentia" campaign to promote local businesses
- Engage business leaders by sharing updates on projects and citywide investments that impact the local economy and business landscape

Objective #8: Establish a set of key messages that convey the City's goals and priorities.

Recommendation 1: *Follow Key Messages*

Key Messages are instrumental in conveying the City's priorities to audiences. These messages should serve as guidelines for communication.

The key messages identified below apply universally to the City of Placentia, regardless of the project, program, service, or Department. These are the messages we want stakeholders to walk away with.

Due to the breadth and depth of City services provided, we have not suggested Department-specific key messaging at this time.

Should Department-specific messaging support be required in the future, the Communications and Marketing Division would lead that effort in consultation with the appropriate Department representatives.

Suggested Messages:

- The City of Placentia is a vibrant, welcoming City
- Residents of the City of Placentia are well-served and have access to high-quality programs and services
- The City of Placentia promotes open and transparent government that encourages public input
- The City of Placentia prioritizes public safety
- The City of Placentia is a collaborative organization, working with internal and external stakeholders to achieve the best outcomes
- The City of Placentia prioritizes good fiscal management
- The City of Placentia is a dynamic place to work, live, and play
- The City of Placentia works with regional partners to enhance the quality of life of residents
- Together with the community, the City of Placentia has a unified vision for growth.
- Placentia's Rich Heritage, Bright Future

Objective #9: Adopt Marketing Plan for Citywide Events

Recommendation 1: *Events Calendar*

Department Directors and/or designated Communications Department Liaisons must provide the Communications and Marketing Manager with an annual calendar of events. The calendar must be provided to the Communications and Marketing Manager no later than Dec. 15 for the following year.

The events calendar shall include all community events the department has planned for the following year. Events may be added and removed from the calendar as circumstances unfold.

Recommendation 2: *Coordinate Marketing with Department Liaisons*

Following a marketing plan for citywide events is essential for maximizing community engagement and participation.

1. **Planning Meeting:** The Communications and Marketing Manager and relevant Department Communications Liaisons shall meet no less than 6 months (24 weeks) before a citywide community event to discuss the development of event marketing materials, marketing timeline, and event goals.
2. **Develop Marketing Materials:** The Communications and Marketing Manager, Department Communications Liaison, and Digital Media Analyst will work collaboratively to design marketing materials. Materials should be finalized no less than 12 weeks before the event to ensure adequate promotion time.

Citywide events include Easter Eggcitement, Summer Concerts, Tamale Festival, Tree Lighting Ceremony, and Heritage Festival.

See Objective 1, Recommendation 7 for additional details on the process for requesting graphic design materials.

3. **Develop Public Promotion Plan:** The Communications and Marketing Manager and the Department Communications Liaison will work together to develop a marketing plan to promote the event.
 - City webpage - every citywide event should have a dedicated webpage with a corresponding friendly URL.
 - Social media promotion:
 - Organic promotion:
 - The Communications and Marketing Manager shall work with Department Communications Liaisons to create posts, stories, and/or reels promoting the event.
 - Facebook Events - The Communications and Marketing Manager shall work with Department Communications Liaisons to create Facebook events for citywide events that are open to the public at no cost (free). Events include: Easter Eggcitement, Summer Concerts, Tamale Festival, Tree Lighting Ceremony, Heritage Festival and Parade, etc. The Facebook event will include event name, date, time, location,

description, and other details. Once an event is created, the City and its online ambassadors can promote events by inviting their friends, sharing it in groups or on their timeline, and boosting with paid advertising to reach a wider audience.

- Paid promotion:
 - The Communications and Marketing Manager shall work with Department Communications Liaisons to develop social media ads for the event's target audience (This recommendation is contingent on a budget allocation).

Objective #10: Cultivate and Sustain Positive Relationships with Members of the Media

By nurturing a cooperative partnership with the media, the City can efficiently amplify its messages and encourage civic engagement within the community. The following strategies can be implemented to cultivate these relationships:

Recommendation 1: *Maintain Media Database*

The Communications and Marketing Manager shall maintain a comprehensive media contact list of local reporters who cover news related to the City of Placentia.

Recommendation 2: *Distribute Press Releases and Media Advisories*

Regularly disseminate proactive press releases, media advisories, and announcements to ensure comprehensive and accurate coverage of issues, developments, and initiatives affecting the City of Placentia.

Recommendation 3: *Prioritize Media Inquiries*

Prioritize responsiveness to media inquiries and requests by establishing clear communication channels and designated points of contact. It is also important to provide timely responses to inquiries.

Recommendation 4: *Invite Media to Events*

Actively engage members of the media by extending invitations to City events, such as community gatherings and special events.

Objective #11: Increase use of Text/SMS Messages for City Communications

Recommendation 1: *Promote Nixle Subscribers*

Nixle has demonstrated outstanding effectiveness in informing the public during crises or disasters. Enhancing subscriber numbers should be a top priority.

This goal can be achieved by incorporating a tagline into almost all communication materials, guiding residents and business owners to subscribe, and by executing dedicated information campaigns.

Recommendation 2: *Promote iPlacentia App Registration*

With residents expressing a preference for receiving text and SMS messages, the iPlacentia app is a powerful tool for the City to deliver pertinent updates and push notifications directly to residents.

Push Notification recommendations:

- Street sweeping updates
- City facilities closures
- State of the City invitations
- Citywide news

By leveraging the app, the City would not only meet residents' communication preferences but also ensure timely dissemination of critical information regarding City services, events, public safety alerts and emergency preparedness measures.

Objective #12: Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications.

Recommendation 1: *Establish Metrics for Success*

There are a variety of standard metrics, also known as key performance indicators, which can be used to track the success of the City's communication techniques.

The City will evaluate these metrics on a regular basis and compare them to earlier statistics to understand what tools are working well and which need improvements, refinement, or further implementation.

- Key Performance Indicators (KPI reports)
 - Social media, a template KPI report may be viewed [HERE](#)
- Media Coverage
 - Number of stories published about the City of Placentia
 - Tone of articles
- Eblasts-E-Newsletters (CA Weekly)

- Subscribers
- Click-through rates
- Open rates
- Bounce rates
- Website
 - Visitors
 - Page views
 - Pages visited most frequently
- Social Media
 - Followers
 - Engagement
 - Reach
- Events
 - Attendance

For the City of Placentia to gauge the overall effectiveness of its communications strategy, we recommend tracking and measuring results in the following ways:

- Set a Baseline
- Track Analytics – website, social media, newsletter open/click-through rates, etc.
- Track Engagement – social media, meetings, etc.
- Track Responses and Engagement – monitor social media comments/direct messages, meeting participation, etc.

Objective #13: Establish and implement a system for the maintenance of City assets

Recommendation 1: *Adopt Citywide Digital Asset Maintenance System*

Digital Assets/Photography

The Communications and Marketing Manager shall maintain a City photo archive. The archive shall be maintained on a City server. All departments must have access to the archive and are responsible for adding photos of events, programs, and teams.

The photo archive will serve as a repository for Departments and City Administration to access and use in future communications.

The goal of this recommendation is to use organic photos that will generate the attention of the residents of the City of Placentia.

Objective #14: Enhance and Maintain Communications Tools Deemed Successful by Audiences

Recommendation 1: *Expand Reach of City Administrator's Weekly by Utilizing MailChimp, Constant Contact, or other Email Marketing Platforms*

The traditional approach of distributing the City Administrator's Weekly newsletter solely through email in PDF format may inadvertently restrict its reach and impact. To overcome these limitations and elevate civic engagement, transitioning to platforms like MailChimp or Constant Contact could prove invaluable.

Currently, the distribution method of the newsletter confines its accessibility and engagement potential and does not deliver analytics to measure open and click-through rates.

By embracing mass email marketing platforms like MailChimp or Constant Contact, the City can unlock benefits that align with modern communication trends and user preferences.

Enhanced Accessibility: MailChimp and Constant Contact offer user-friendly interfaces and mobile-responsive designs, ensuring that residents can access the newsletter seamlessly across devices.

Streamlined Registration Process: Automating the subscription process simplifies resident engagement. With just a few clicks, residents can sign up to receive the newsletter, eliminating the need for manual email inputs by the Communications and Marketing Manager. This not only saves time but also minimizes the risk of errors associated with manual data entry.

Expanded Reach and Engagement: Cities of comparable size to Placentia have leveraged platforms like MailChimp and Constant Contact to amass thousands of subscribers. By tapping into these tools, Placentia can extend its reach beyond its current audience.

Data-Driven Insights: These platforms offer valuable analytics that provide insights into subscriber engagement, open rates, click-through rates, and more. Such data allows cities to refine content strategies, tailor messaging to audience preferences, and measure the effectiveness of communication efforts over time.

Cost-Effective Solution: Despite initial setup costs, the investment in a MailChimp or Constant Contact subscription proves cost-effective in the long run. For instance, a

MailChimp subscription of up to 10,000 subscribers costs \$110 per month, offering great value in exchange for enhanced communication capabilities.

The transition from distributing the City Administrator's Weekly newsletter via email in PDF format to leveraging platforms like MailChimp or Constant Contact would represent a forward-thinking approach to civic engagement.

Should the City move forward with this recommendation, a newsletter template can be created for ongoing use.

Recommendation 2: *Continue to Host Brown Bag Lunch Series*

Based on positive feedback received from staff, it is advised that the City Administrator maintains the practice of hosting regular briefings within a "brown bag" lunch setting.

These sessions serve not only to disseminate important City updates but foster a collaborative environment among staff members.

The brown bag series was specifically recognized as a successful communication tool for internal communications during the communications audit.

Objective #15: Maintain Grammatical Standards Across City Channels

Recommendation 1: *Use Grammarly and other Spell-Check Tools*

Every message, from official announcements to community updates, carries the weight of representing the City of Placentia.

Maintaining professionalism in written correspondence is non-negotiable. Spelling errors, grammatical mistakes, or awkward phrasing can undermine the credibility of the City and erode public confidence.

By employing tools like Grammarly or spell check, City staff can uphold a high standard of professionalism in every communication, reinforcing the City's reputation as a reliable and competent governing body.

Spell check is a complimentary feature included in the Microsoft Office Suite, whereas Grammarly offers a free subscription that corrects grammar and tone and generates writing prompts. A monthly Grammarly Premium account with added tools costs \$12.

Objective #16: Provide Staff with Crisis Communications Guidelines

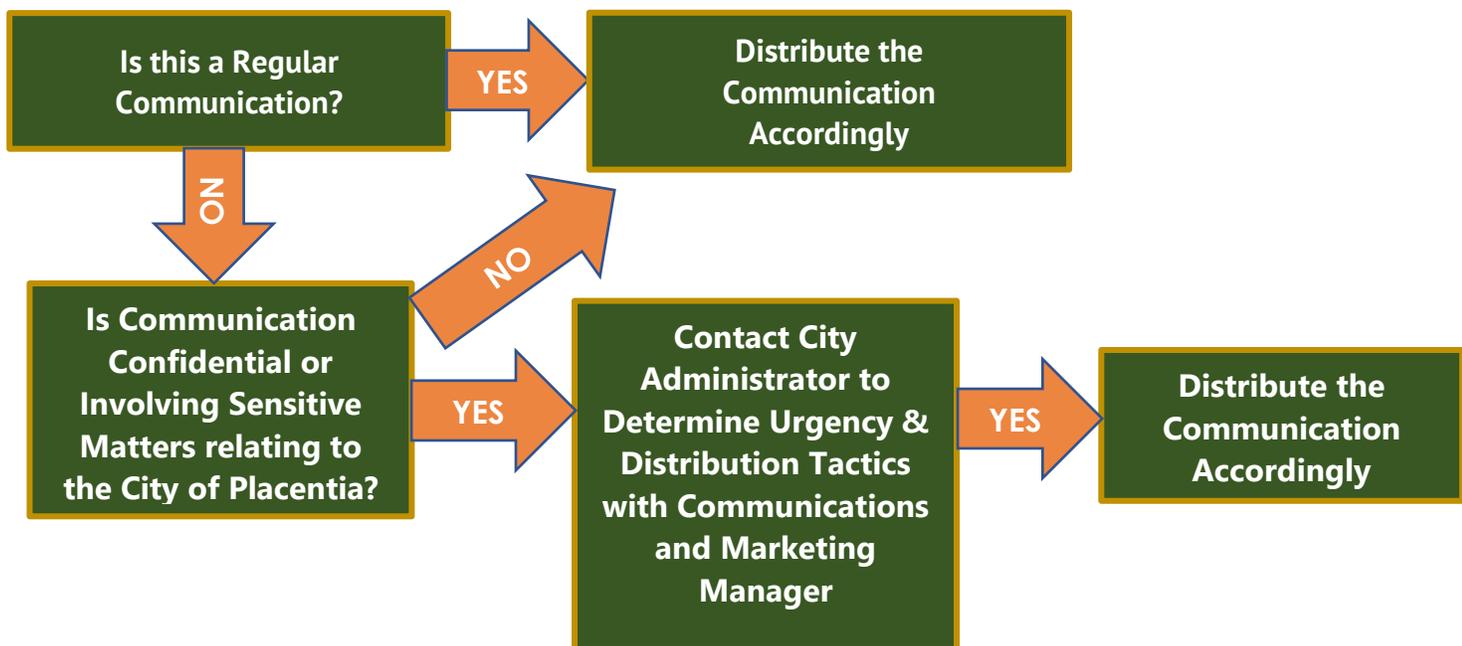
Recommendation 1: *Develop a Crisis Communications Plan*

Crisis Communications

At some point, an issue will inevitably emerge that requires specialized tactics. Crisis communications and how those types of communications should be processed are outlined below.

There may be occasions or situations which fall outside of these parameters where additional clarification is necessary.

In these situations, contact the Communications and Marketing Manager, the Deputy Director of Administrative Services, or the City Administrator to discuss crisis communications and decide on how to proceed.



It is important to remember that the Communications and Marketing Manager, as the PIO, serves as the point of contact for the news media at all times, including during a crisis.

The following escalation model provides a framework for escalating communication issues. The table below defines the priority levels, decision authorities and timeframes for resolution.

Priority	Definition	Decision Authority	Resolution
Priority 1	Major impact to the City of Placentia. If not resolved quickly, there will be significant adverse impact to the City and/or its residents.	City Administrator and/or City Council when deemed appropriate	Within two hours
Priority 2	Medium impact to the City of Placentia, which may result in some adverse impact to the City and/or its residents	City Administrator through Communications and Marketing Manager (PIO)	Within 24 hours
Priority 3	Insignificant impact to the City of Placentia, which may result in minimal to no impact to the City and/or its residents.	Communications and Marketing Manager (PIO)	Within two business days

The City should consider the development of a detailed Crisis Communications Plan that provides a structured framework for effectively managing and responding to unexpected events or emergencies.

A detailed crisis Communications Plan would enable coordinated efforts among departments, facilitating a swift and organized response to mitigate the impact of the crisis and protect public safety.

Objective #17: Improve Accessibility and Efficiency of City Communications

Recommendation 1: Review City Phone System, Policies, and Phone Tree

Several residents highlighted instances where navigating the City’s phone system was challenging, often encountering full voice mailboxes. It is imperative for staff to regularly monitor and clear their voicemailboxes, guaranteeing that callers can leave messages and, more importantly, receive timely responses.

Moreover, enhancing the phone tree within the phone system warrants exploration to ensure a more user-friendly experience.

Recommendation 2: Review Website

The City website is one of the top communication tools used by staff and is vital to the City's communication infrastructure, serving as a primary tool for disseminating news, updates, and general information. Given its pivotal role, it is imperative that the website is maintained with utmost diligence and always kept up to date.

Department Content Responsibility

Each Department is required to maintain their website content updated, relevant, and stylistically consistent. Pages should reflect timely information. The Department Communications Liaison is responsible for the Department's website content.

On a quarterly basis, the Communications Liaisons will review their Department's webpage for broken links and outdated information.

Staff should prioritize the usability and readability of the City website to facilitate seamless access to information.

Friendly URLs

Using friendly URLs is essential for enhancing user experience and optimizing website functionality. Friendly URLs, also known as clean URLs (for example: **placentia.org/city**) are easily readable and improve navigation. Friendly URLs are also beneficial for search engine optimization (SEO), as they contain relevant keywords that can improve the City website's visibility in search engine results pages. Staff should seek to incorporate friendly URLs as much as possible.

Other topics

Navigating the Use of AI Tools

Artificial Intelligence (AI) tools have become valuable assets for organizations seeking to streamline processes, however, while AI tools like ChatGPT offer undeniable benefits, it is essential for staff to remain mindful of the City's defined voice and messaging standards.

Communications from the City of Placentia should possess a distinct brand voice—a unique friendly, inclusive tone and style that resonates with residents and reflects City values and identity. As such, the integration of AI tools must be approached with a keen awareness of maintaining this established voice.

While AI can emulate human-like interactions, it currently lacks nuanced understanding. Therefore, should the City Administrator allow the utilization of AI tools, staff must ensure that:

- AI-generated responses to uphold the City's brand integrity
- AI is used solely for brainstorming or idea generation
- Foster transparency by disclosing to directors when AI tools are being used

LOOK AHEAD

In the ever-evolving landscape of the City of Placentia, effective communication is a cornerstone of progress and community vitality. The City's commitment to enhancing communication strategies is evident through the development of this communications plan and the communications assessment that served as the foundation for this plan.

As the City navigates the complexities of communication, it is imperative that the City's approach remains adaptable and responsive to the evolving needs of Placentia's diverse community.

Investing in necessary resources and tools will be important to effectively engage with external stakeholders, disseminate key messages, and cultivate meaningful relationships with the community at-large.

The communications plan outlined is not merely a static blueprint but a dynamic framework designed to evolve in tandem with technological advancements, the shifting communication's landscape and needs of the community.

At its core, this plan represents a collective commitment to transparency, inclusivity, and the community of Placentia.

OBJECTIVES OVERVIEW

Objective	Page Number
Objective #1: Establish the Authority of the Communications and Marketing Division as the Center of City's Communication	17
Objective #2: Properly Resource the Communications and Marketing Division	29
Objective #3: Enhance Brand Identity of City of Placentia	30
Objective #4: Create a Structured System to Oversee Content Created and Posted by or on behalf of City Administration and Departments	33
Objective #5: Generate Content of Interest to City's Target Audiences	40
Objective #6: Position the City of Placentia as the Leading Social Media hub for City New	45
Objective #7: Generate Proactive Communications that anticipate, address, and engage audiences	51
Objective #8: Establish a set of key messages that convey the City's goals and priorities	52
Objective #9: Adopt Marketing Plan for Citywide Events	53
Objective #10: Cultivate and Sustain Positive Relationships with Members of the Media	55
Objective #11: Increase use of Text/SMS Messages for City Communications	55
Objective #12: Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications	56
Objective #13: Establish and implement a system for the maintenance of City assets	57
Objective #14: Enhance and Maintain Communications Tools Deemed Successful by Audiences	58
Objective #15: Maintain Grammatical Standards Across City Channels	59
Objective #16: Provide Staff with Crisis Communications Guidelines	60
Objective #17: Improve Accessibility and Efficiency of City Communications	61

RECOMMENDATIONS OVERVIEW

Objective #1: Establish the Authority of the Communications and Marketing Division as the Center of City's Communication

- **Recommendation 1:** Establish Communications Oversight Structure
- **Recommendation 2:** Adopt New City of Placentia Communications Roles and Responsibilities
- **Recommendation 3:** Define Role of City Communications and Marketing Division
- **Recommendation 4:** Establish Quarterly Communications Strategy Meeting
- **Recommendation 5:** Utilize Public Information Title to Communicate Role and Responsibilities of the Communications and Marketing Manager
- **Recommendation 6:** Ensure Communications and Marketing Division is Involved in Communications Issues as Early as Possible
- **Recommendation 7:** Establish Protocols for Submitting, Prioritizing, and Processing Department Design Requests

Objective #2: Properly Resource the Communications and Marketing Division

- **Recommendation 1:** Expand Role of the Digital Media Analyst
- **Recommendation 2:** Determine Need for Additional Communication Support

Objective #3: Enhance Brand Identity of City of Placentia

- **Recommendation 1:** Develop Expanded Style Guide
- **Recommendation 2:** Continue to Follow Style Guide Policy

Objective #4: Create a Structured System to Oversee Content Created and Posted by or on behalf of City Administration and Departments

- **Recommendation 1:** Adopt Social/Digital Media Terminology, Establish Primary Audiences and Post Frequency
- **Recommendation 2:** Establish a City Editorial Calendar
- **Recommendation 3:** Adopt Objectives for Department Social Media Pages
- **Recommendation 4:** Consolidate Social Media Pages
- **Recommendation 5:** Develop Design Parameters for Use Across Departments

Objective #5: Generate Content of Interest to City's Target Audiences

- **Recommendation 1:** Review Target Audience Communications Preferences
- **Recommendation 2:** Create Content that is Visually Appealing and Readable

Objective #6: Position the City of Placentia as the Leading Social Media hub for City News

- **Recommendation 1:** Post Frequently on Social Media
- **Recommendation 2:** Generate More Video Content
- **Recommendation 3:** Utilize Paid Social Media Management Platforms
- **Recommendation 4:** Utilize Paid Social Media Advertising
- **Recommendation 5:** Delete Unused Social Media Accounts

<ul style="list-style-type: none"> ▪ Recommendation 6: Synchronize and Revise Social Media Handles ▪ Recommendation 7: Measure Social Media Performance ▪ Recommendation 8: Social Media Best Practices Training ▪ Recommendation 9: Continue to Follow Social Media Policy ▪ Recommendation 10: Foster Resident Engagement by Promoting City Social Media Accounts
<p>Objective #7: Generate Proactive Communications that anticipate, address, and engage audiences</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Be the First to Share City News ▪ Recommendation 2: Monitor Various Internal and External Communications Channels ▪ Recommendation 3: Provide Communications and Marketing Division with Annual Calendar ▪ Recommendation 4: Share News with Business Organizations
<p>Objective #8: Establish a set of key messages that convey the City’s goals and priorities</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Follow Key Messages
<p>Objective #9: Adopt Marketing Plan for Citywide events</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Events Calendar ▪ Recommendation 2: Coordinate Marketing with Department Liaisons
<p>Objective #10: Cultivate and Sustain Positive Relationships with Members of the Media</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Maintain Media Database ▪ Recommendation 2: Distribute Press Releases and Media Advisories ▪ Recommendation 3: Prioritize Media Inquiries ▪ Recommendation 4: Invite Media to Events
<p>Objective #11: Increase use of Text/SMS Messages for City Communications</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Promote Nixle Subscribers ▪ Recommendation 2: Promote iPlacentia App Registration
<p>Objective #12: Set and utilize metrics effectively to measure progress, evaluate performance, and drive continuous improvement across City communications</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Establish Metrics for Success
<p>Objective #13: Establish and implement a system for the maintenance of City assets</p>
<ul style="list-style-type: none"> ▪ Recommendation 1: Adopt Citywide Digital Asset Maintenance System

Objective #14: Enhance and Maintain Communications Tools Deemed Successful by Audiences

- **Recommendation 1:** Expand Reach of City Administrator’s Weekly by Utilizing MailChimp, Constant Contact, or other Email Marketing Platforms
- **Recommendation 2:** Continue to Host Brown Bag Lunch Series

Objective #15: Maintain Grammatical Standards Across City Channels

- **Recommendation 1:** Use Grammarly and other Spell-Check Tools

Objective #16: Provide Staff with Crisis Communications Guidelines

- **Recommendation 1:** Develop Crisis Communications Plan

Objective #17: Improve Accessibility and Efficiency of City Communications

- **Recommendation 1:** Review City Phone System, Policies, and Phone Tree
- **Recommendation 2:** Review Website