

City of Pacifica Communications Plan 2014

“To maintain and enhance our open, sustainable community”



www.cityofpacifica.org



ACKNOWLEDGEMENTS

The creation of the Communication Plan reflects the work of dedicated committee members and concerned citizens. Thank you to the Council Sub-Committee Len Stone and Ginny Jaquith, who initiated the City's focus on improved communications. Thank you also to the citizens who participated in the focus groups and gave input by completing the survey and providing suggestions for City communication improvements.

Mayor and City Council

Mary Ann Nihart, Mayor
Karen Ervin, Mayor Pro Tem
Sue Digre, Councilmember
Len Stone, Councilmember
Mike O'Neill, Councilmember

City Manager

Lorie Tinfow

City Attorney

Michelle Marchetta Kenyon

Citizen Focus Group Participants

Wendy Santiago, Beautification Advisory Committee
Vasu Narayanan, Economic Development Committee
Joe Kell, Financing City Services Task Force
Rich Campbell, Planning Commission
Cindy Abbott, Parks, Beaches and Recreation Commission
Patrick Chiechi, Emergency Preparedness and Safety Commission
Paul Jones, Open Space and Parkland Advisory Committee
Trish Scholl, Pacifica Education Foundation/Pacifica Mothers Club
Cheryl Yoes, President, Pacifica Chamber of Commerce
Sue Beckmeyer, Co-President, Pacifica Library Foundation
Carol Prail, Real Estate Agent
Chris Fogel, Pacifica Index

Communications Implementation Plan Committee

Raymund Donguines, Public Works
Debbie Gehret, Waste Water Treatment Plant
Tina Gibbs, Planning Department
Melissa Mondragon, Police Department
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Kathy O'Connell, City Clerk
Clyde Preston, North County Fire Authority
Joseph Spanheimer, Police Department
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EXECUTIVE SUMMARY

Development of a City Communications Plan was designated as a high priority in the City Council Goal Setting process initially conducted in September 2012 and refined in council discussions at a Council meeting in November 2012. The plan is in response to an important community value identified by the Council: ***Key Dynamics between the City and its People***. The overall purpose of the Communications Plan is to improve relationships with the general community through more effective communication and education on community issues. The plan focuses on the development of goals and strategies to more effectively engage the community and bridge the gap between citizens and government.

The Council appointed a council sub-committee to explore and develop a Communications Plan. The sub-committee worked through 2013 and prepared a draft that was then discussed during a December 3, 2013 study session. A communications plan was designed to identify goals and strategies to effectively communicate with constituencies and community members, help set priorities, and improve the overall effectiveness of the City in meeting the needs of its citizens. An effective plan encompasses all written, spoken and electronic interactions with the community and provides effective tools for communication.



EXECUTIVE SUMMARY

The following recommendations were established to ensure the Communications Plan strategies can be implemented effectively:

Designate the City Manager as the City's Public Information Officer (PIO) to serve as the spokesperson for the City and City Council to the media and the community.

To ensure effective and consistent communications with the media and public it is critical that one person be designated to serve as the "voice" of the City, especially with regard to major decisions of the Council, major projects, policy directions and emergency situations.

The City Manager will determine the best way to ensure successful communication between the City and the community. Some examples are as follows:

- Establish internal public relations policies
- Ensure consistent messages
- Coordinate department public relations efforts
- Develop and implement internal staff communications training
- Coordinate website improvements
- Develop and coordinate social media efforts
- Coordinate a staff speakers bureau



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ESTABLISH PUBLIC RELATIONS POLICY

The goal of establishing a public relations policy is to encourage and invite all citizens to become involved with City business and decision-making processes by fostering personal interaction among City Staff, Council Members and Pacifica residents so that citizens feel connected and involved.

Additionally, our goal is to ensure City of Pacifica employees are distributing information in a clear, understandable and standard format to the intended audiences. This section will also assist staff by clearly outlining the possible media portals available to them.



“The two words “information” and “communication” are often used interchangeably, but they signify quite different things. Information is given out; communication is getting through.”

- Sydney J. Harris



City of Pacifica

Communication Implementation Action Plan

1. Establish Internal Public Relations Policies

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
1.1 Create Multiple Layers of Communication	•	Q1			Executive Team	•	•	•	•		N/A	
1.2 Establish Public Information Officer (PIO)	•				Executive Team	•					N/A	
A. Define Role of Public Information Officer		Q1			Executive Team			•	•		Annually	
1.3 Provide More Community Involvement	•		Q4		Public Information Coordinator	•	•	•	•		Daily	
A. Marketing Each Department			Q4		Executive Team	•	•	•	•		Annually	
1.4 Provide Updates on Issues/Projects	•		Q1		Executive Team	•	•	•	•		Quarterly	
1.5 Direct Mail for City Publications			Q4		Executive Team			•		Printing Cost and Postage	Annually	TBD
1.6 Email- Create a Users Group for Information Sharing (Notification by Subscription)			Q4		Executive Team & MIS				•		Annually	



City of Pacifica

Communication Implementation Action Plan

1. Establish Internal Public Relations Policies

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
1.7 Make Budget Information More Comprehensible			Q3		Executive Team	•	•	•	•		Annually	
1.8 Publish Commission and Committee Rosters	•				Executive Team			•	•		Annually	
1.9 Emergency Warnings (i.e. Tsunami)	•		Q1		Emergency Manager	•	•		•		Monthly	
A. Use Voice Activation Prior to Alarm for Notification of Tsunami	•		Q1		Emergency Manager		•		•		Monthly	
B. Explore Use of Kiosk/Marquee Throughout City				Q1	Management Information System				•	Location	Monthly	TBD
C. Social Media	•		Q1		Emergency Manager				•	Social Media Policy	Monthly	
D. Telephonic Electronic Notification System (TENS)	•				Emergency Manager	•	•		•		Monthly	
1.10 Create Social Media Policy	•				Social Media Task Force			•			N/A	
1.11 Clarify Expectation for Response Time to Email, Phone and Written Inquiries	•	Q1			Executive Team	•	•	•	•	By Department	Annually	



ENSURE CONSISTENT MESSAGES

The goal of ensuring consistency is to communicate City news and information internally and externally in a timely, accurate and proactive manner, so that citizens as well as City employees remain knowledgeable on all information pertaining to the City.

It is important that the City provide concise, consistent messages to the public. Formatting and designing communication templates and forms that all City Departments can share will assist us in providing that consistent message. Staff will be trained and encouraged to maintain a high proficiency in their communication skills. Newly hired staff will be provided with introductory materials and guides that describe the functions of each department.



"Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter."

-Gilbert Amelio



City of Pacifica

Communication Implementation Action Plan

2. Ensure Consistent Messages

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
2.1 Create a Standardized Format for Forms			Q3		Public Information Officer		•	•	•		Annually	
2.2 Ensure Consistent Press Release (Content/Format)	•		Q1		Public Information Officer		•	•	•		Daily	
2.3 Establish Best Practices for Reports and Presentations			Q4		Executive Team			•	•		Annually	
2.4 Create a Reference Guide Listing Departments' Primary Functions			Q2		Human Resources	•		•			Annually	



COORDINATE DEPARTMENT PUBLIC RELATIONS EFFORTS

In looking at the many ideas generated by the Communication Plan work group and by the public during the study session, several themes became evident. The overarching theme is to find ways for the City to effectively communicate with the public. The public has expressed a desire to become more aware of how the City does its business. As citizens have expressed a need to have easy access to information and for that information to be more clear and concise, the City will utilize multiple layers of communication. The City will not only continue to use traditional methods such as printed media and mail, but will expand its use of technology into areas such as expanded email capabilities, social media, and electronic kiosks or marquees that may be located throughout the city. In this manner, information can be fresh and relevant while reaching a broader range of the community.



"The basic building block of good communications is the feeling that every human being is unique and of value."

-Unknown



City of Pacifica

Communication Implementation Action Plan

3. Coordinate Department Public Relations Efforts

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
3.1 Release Meeting Agendas Earlier	•		Q1		Executive Team			•	•	Practicality	Monthly	
3.2 City Articles in the Tribune or Other News Outlets (Pacifica Patch)			Q3		Public Information Officer			•		Frequency	As Needed	TBD
3.3 Use Email Blast / Distribution List	•			Q2	Management Information Systems				•		As Needed	
A. Explore Use of Professional Service for Email Distribution				Q2	Management Information Systems				•	Purchase Service	N/A	\$900/year
3.4 Hold More Community Meetings and Events			Q2		Executive Team	•				If Need Exists	As Needed	TBD
3.5 Departmental Open House/ Tours	•		Q4		Executive Team	•				Scheduling	Annually	
3.6 Create Customer Surveys by Department Using Survey Monkey				Q3	Executive Team & Management Information Systems			•	•		As Needed	\$780/year



PERFORM COMMUNICATION TRAINING

Staff will be encouraged to enhance their communication skills by attending workshops and classes in public speaking, written communications and leadership. Training in proper customer service techniques and procedures will also be made available to staff.



"The art of communication is the language of leadership."

- James Humes



City of Pacifica

Communication Implementation Action Plan

4. Perform Communication Training

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
4.1 Promote Continuing Education	•	Q4			Human Resources Executive Team	•	•	•	•		Quarterly	
A. Customer Service Training for Staff			Q2		Human Resources	•	•	•	•		Annually	TBD
B. Provide Training in Public Speaking				Q3	Human Resources	•	•	•	•		Annually	TBD



COORDINATE WEBSITE IMPROVEMENTS

The website for the City of Pacifica is often the first portal that the public will access to obtain information about our City. Providing the public with regularly updated and accurate information in an easy-to-navigate, user-friendly layout is the primary objective of our website. The City will improve our “Frequently Asked Questions” (FAQ) section and search indexes while modernizing content with new, innovative sections. For example, “Meet your Staff” and an online City newsletter are enhancements that can help keep information fresh and interesting, as well as make information easier to find.



“Regardless of the changes in technology, the market for well-crafted messages will always have an audience.”

- Steve Burnett



City of Pacifica

Communication Implementation Action Plan

5. Coordinate Website Improvements

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
5.1 Upgrade Website Software			Q4		Management Information Systems				•	Request For Proposal	N/A	\$25,000
5.2 Reorganize Website			Q4		CIVICA Users Group				•		Annually	
5.3 Enhance FAQs Section of Website			Q1		CIVICA Users Group				•		Annually	
A. Master Calendar for all Events			Q1		CIVICA Users Group				•		Monthly	
B. Improve Search Indexes on Website			Q1		CIVICA Users Group				•		Annually	
C. "Meet Your Staff / CM"			Q2		Public Information Officer				•		Annually	
D. Create Centralized Referral for City Info		Q4			Public Information Officer				•		Annually	
E. Online City Newsletter			Q3		Public Information Officer				•		Monthly	
F. Maps by Activity Type			Q4		Public Works/Planning				•	GIS Capability/ Software	Monthly	TBD
G. Permit/Fee Tab	•		Q2		CIVICA Users Group				•		Annually	
5.4 Promote Website	•				CIVICA Users Group	•	•	•	•		Weekly	



COORDINATE SOCIAL MEDIA EFFORTS

The growing influence of social media channels signifies a shift in how the community obtains information. Social media includes online tools that promote dynamic content and social relationships. The increasing popularity of these tools is leading to a major shift in how people connect to each other and how they access information. Content sharing can include photos, videos, events and other time sensitive information, links to resources, discussions and news stories. Social media is often limited by the number of characters for posting, which can translate into quick and concise information dissemination.

Initially, the City will conduct one-way communication through social media efforts while City staff determines the resources necessary to meet the expectations of the community.



“Creating channels between people who want to work together toward change has always been one of the ways that social movements push the world forward and make it better.”

- Mark Zuckerberg



City of Pacifica

Communication Implementation Action Plan

6. Coordinate Social Media Efforts

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
6.1 Using Social Media	•		Q1		Social Media Task Force				•	Social Media Policy	Annually	
A. Facebook *		Q4			Social Media Task Force				•	Social Media Policy	Weekly	
B. SMC Alert	•				Social Media Task Force				•	Social Media Policy	As Needed	
C. Nixle			Q1		Social Media Task Force				•	Social Media Policy	Weekly	
D. Nextdoor *		Q1			Social Media Task Force				•	Social Media Policy	Weekly	
E. Twitter			Q1		Social Media Task Force				•	Social Media Policy	Weekly	

* one-way communication for Fiscal Year 2014/15



COORDINATE A STAFF SPEAKERS BUREAU

We believe communication with citizens is a sound investment of Pacifica's resources and deserves a place among the City's primary functions. The City should not rely on anyone else to talk with the citizens and tell its story. The City should tell that story- continuously, comprehensively and enthusiastically.

Often staff is asked to speak to a group on a particular topic, process or subject. Sometimes determining just the right speaker and coming up with them at a moment's notice can be a challenge. By establishing a speakers bureau, staff can be prepared to speak on their field of expertise and be able to tune their delivery to the appropriate audience. The speaker would then be responsible for making the proper arrangements, coordinate scheduling and, in some cases, provide the necessary presentation materials and equipment.



"Leaders who make it a practice to draw out the thoughts and ideas of their subordinates and who are receptive even to bad news will be properly informed. Communicate downward to subordinates with at least the same care and attention as you communicate upward to superiors."

- L. B. Belker



City of Pacifica

Communication Implementation Action Plan

7. Coordinate Staff Speakers Bureau

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
7.1 Establish a Speakers Bureau List			Q3		Executive Team	•					Annually	
7.2 Establish a List of City-Related Presentation Topics			Q3		Executive Team	•				Equipment Purchase	Annually	\$1,500



ESTABLISH WORKING PARTNERSHIPS

The City of Pacifica recognizes the value of teaming together with the variety of organizations within the City to collaborate on various endeavors as partners. When City personnel partners with outside agencies and community groups in particular areas of shared interest and expertise, we can collectively build trust, strengthen relationships and achieve common goals. Creating and maintaining these partnerships will keep communication channels open and allow us to reach a wider audience through the use of technology, direct contact and written/visual materials.



“I’m a great believer that any tool that enhances communication has profound effects in terms of how people can learn from each other, and how they can achieve the kind of freedoms that they’re interested in.”

– Bill Gates



City of Pacifica

Communication Implementation Action Plan

8. Establish Working Partnerships

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
8.1 Provide Information to Schools Electronically				Q3	Public Information Officer	•	•	•	•	School District Approval	As Needed	
8.2 Provide Information to Community Groups, Clubs and Homeowners Associations			Q3		Executive Team	•	•		•		Annually	
A. Relay Neighborhood Specific Information			Q3		Social Media Task Force	•	•	•	•	Nextdoor Approval	As Needed	
B. Identify Points of Contact with Affinity Group/Civic Groups	•		Q3		Executive Team	•	•	•			As Needed	
C. Develop a Neighborhood Liaison Group	•		Q3		Police	•	•	•	•		Annually	
8.3 Continue to Televisе City Council Meetings				Q4	Executive Team		•		•		As Needed	
A. PCT26 Pacific Coast Television	•		Q2						•	Availability of PCT26 Staff	As Needed	
B. Live Streaming of Council Meetings				Q4	Management Information Systems				•	Website Compatibility	As Needed	TBD



City of Pacifica

Communication Implementation Action Plan

8. Establish Working Partnerships

Goals & Strategies	Currently Implemented	Accomplish			Group, Team or Agency	Method				Dependencies / Restraints	Estimated Periodic Maintenance	Estimated Cost
		FY 2014-15	FY 2015-16	FY 2016-17		Direct Contact	Inter-Agency	Written Material	Technology			
8.4 Use Local Media	•			Q4	Executive Team		•	•			Daily	
A. Pacifica Tribune	•	Q4			Executive Team		•				Weekly	TBD
i. Dedicated Ad Space	•			Q1				•		Frequency	Weekly	TBD
ii. City Happenings in the Tribune	•	Q4			Executive Team			•		Availability	Weekly	
B. Use Local Television Station PCT26/News Feed (Ticker) / Rotating Ad Bulletin Board	•	Q4			Executive Team		•			Availability of PCT26 Staff	As Needed	TBD
8.5 Create a 3-1-1 Mobile App				Q4	Executive Team		•		•		Daily	TBD
8.6 Provide Content to iPacifica Mobile App			Q2									
8.7 Participate in Mayor's Walk	•				Public Information Officer	•					Monthly	



In Conclusion

In conclusion, the City's commitment to improving communication and the goals of the Communication Plan can be summarized as follows:

The City of Pacifica is committed to achieving excellence in all communications.

The City will provide timely, accurate, and complete information to the public and within the City organization.

We will standardize the form and appearance of our communications so the public can easily recognize information being provided by the City of Pacifica.

We will strive to deliver consistent messages about our services.

We will use a variety of means to communicate the same message to reach the maximum number of citizens.



“A world community can exist only with world communication, which means something more than extensive short-wave facilities scattered; about the globe. It means common understanding, a common tradition, common ideas, and common ideals.”

-Robert M. Hutchins