



CITY OF
EL SEGUNDO

Communications Plan The City of El Segundo

July 1, 2021 - June 30, 2023



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Section 1



Overview & Background

BACKGROUND

1

The City of El Segundo Communications Program is a critical component of strengthening the City's relationship with residents, businesses and the community as a whole. The program aims to be proactive and inform stakeholders of what the City is doing to meet their needs and to strengthen and expand resident and business engagement through multiple communications channels.

2

The Communications Plan was created and implemented in May 2019 after the City and City Council identified a comprehensive program was needed to establish communications standards, meet news/media needs, implement branding, provide proactive content, utilize and manage social media and support other marketing-related needs.

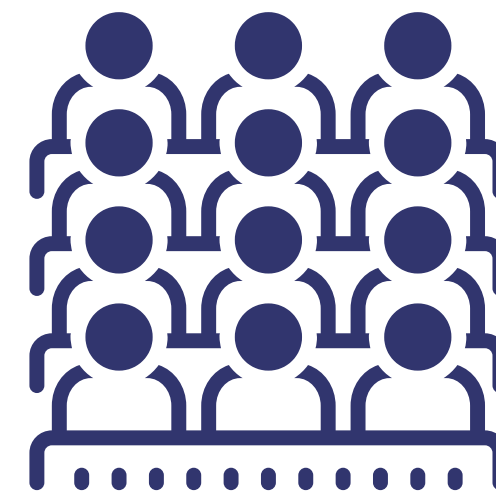
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An effective communications program is a fiscally responsible and a smart investment in the City's future.

VISION & PRINCIPLES

Vision: To support the City through communications that foster effective, proactive and two-way engagement with all stakeholders; leading to improved trust, greater transparency and understanding with residents, employees and businesses.

Guiding Principles: The Communications Program is timely, proactive, transparent, effective, accurate and helpful.

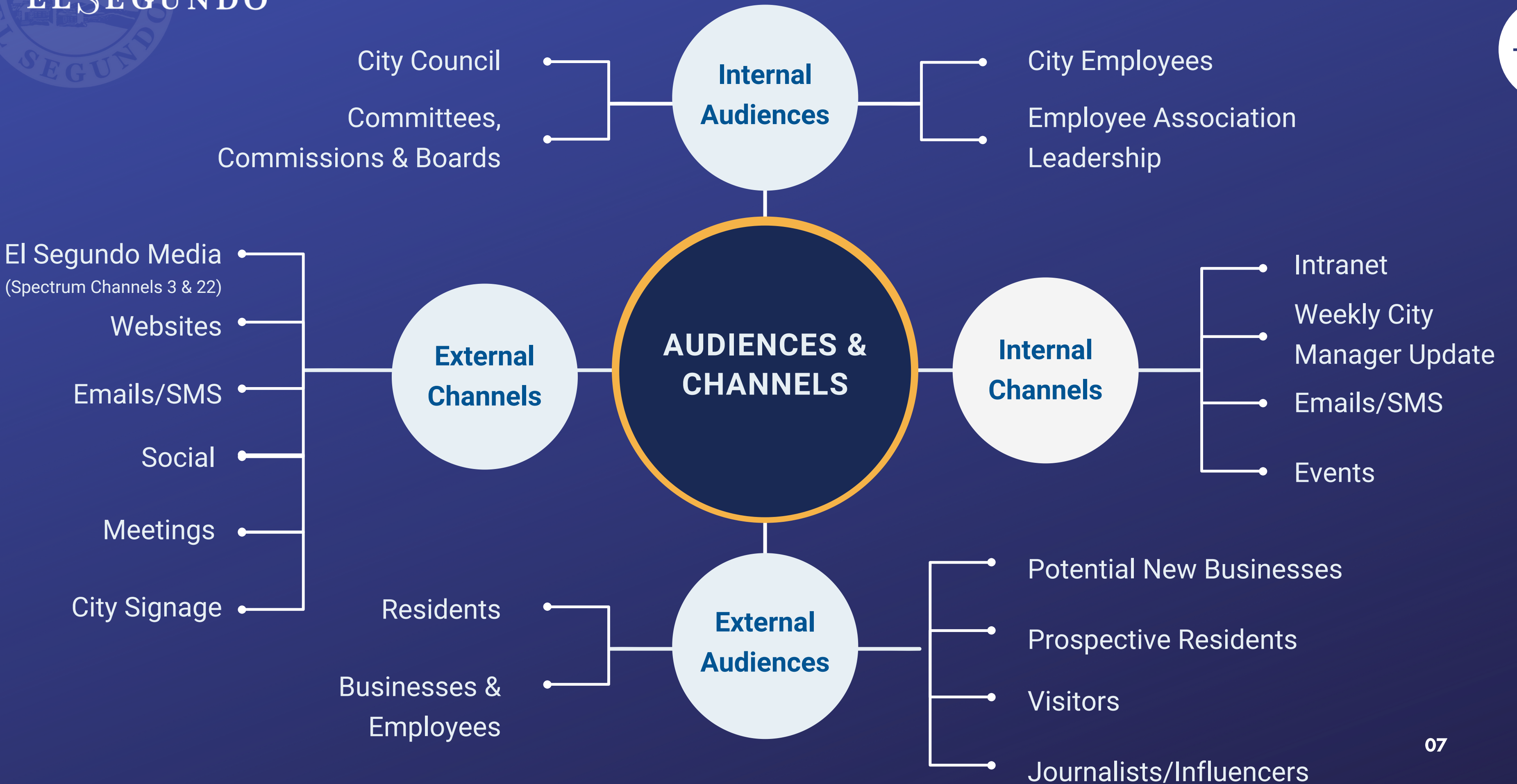




The Communications Plan aligns and supports the strategic goals outlined in the City of El Segundo's Strategic Plan:



- 1 Enhance Customer Service, Engagement and Communication; Embrace Diversity, Equity, and Inclusion
- 2 Support Community Safety & Preparedness
- 3 Develop as a Choice Employer & Workforce
- 4 Develop and Maintain Quality Infrastructure & Technology
- 5 Champion Economic Development & Fiscal Sustainability



COMMUNICATION TOOLS

The City of El Segundo now utilizes a full suite of communication tools to reach the community.

EL SEGUNDO MEDIA

El Segundo Media produces timely stories for both digital and community cable platforms. Programming includes public service announcements (PSAs), community awareness issues, spotlights on local businesses and healthy living. Shows include El Segundo News, City Council Recap and various other segments.

EMAIL/SMS

The City utilizes GovDelivery, an email and SMS delivery system that provides easy-to-use templates, supports images, PDFs, specific topics/email lists and easy-to-access analytics to measure interaction. The community can sign up for select topics or subscribe to all.

CITY WEBSITES

New and revamped City websites were launched in 2020 for the City, Fire, Police, Community Services, Library, Hospitality/Tourism and Economic Development. The sites are user-friendly and feature easy-to-find timely & accurate content. Key areas include: News, Events, Service Requests and department-specific information.

SOCIAL MEDIA CHANNELS

Social media channels are leveraged for integrated citywide communications. A new dashboard streamlines logins and provides ease-of-use for content deployment, monitoring and scheduling. All social channels are featured on the City's websites and there is a dedicated social media page on elsegundo.org

COMMUNICATION TOOLS

MEDIA RELATIONS

Media relations support includes media alerts, media release writing, distribution & outreach, maintenance of media lists & relationships, media/event production and photography & video asset (b-roll) creation.

DESIGN & PHOTOGRAPHY

El Segundo Media offers specialized expertise and assistance with photography and graphic design to departments and teams at City Hall. Support includes flyers, logo development, images for use on social media and websites.

INTRANET

The intranet serves as the primary tool to communicate with City staff. It provides staff with timely and relevant information and offer a repository of important employee policies and guidelines, that can be accessed anywhere, anytime.

EVENTS

Both internal and external events are critical tools for information dissemination and interaction. Staff events and external events such as charrettes, town halls, press conferences and media events are supported by the Communications Team.

DEPARTMENT INPUT

City department directors and team members provided feedback and input about how the Communications Program supported department efforts and identified areas of opportunity.

Input helped shape the goals and strategies for the 2021-2023 plan.



Key Findings:

- Proactive communications planning is now part of the equation for key projects in all departments.
- Wide adoption and use of Communications Request Form, websites and GovDelivery channels across departments, for both internal and external communications.
- Proactive feedback tools/surveys will be instrumental to inform customer service/satisfaction goals.
- New photography will be helpful for departments for website pages, social channels and bulletins.
- Additional topic additions to GovDelivery will continue to support department communication goals for the upcoming year.
- The intranet launch will vastly improve internal communications and support the Human Resources Department.
- The Communications Committee meets monthly and is an effective forum for cross-departmental collaboration and integrated communications for the City.

Section 2



Goals, Strategy & Initiatives



2021-2023 Communication Goals



INFORM

Be the leading source of information and provide a solid understanding of the City's responsibilities, services, and programs.

FOSTER

Foster a culture of transparency, partnership, diversity and inclusion with the community through timely communications.

LEAD

Lead communications between key stakeholders in the City, and ensure that communications are consistent, inclusive, proactive and collaborative.

LISTEN

Listen and increase two-way communication to garner feedback to take immediate action and set future customer service goals.

INCREASE

Increase awareness and understanding about why the City of El Segundo is a great place to live, work and visit.

REINFORCE

Reinforce key messaging and City branding while seeking new and innovative ways to increase communications.

PROMOTE

Promote the City's services, programs and events to residents and visitors.

BUILD

Build trust and responsiveness with the media.

REACH

Utilize effective communication channels to reach multiple audiences.

COMMUNICATIONS PROGRAM INITIATIVES

The Communications Plan focuses on 10 initiatives. This is an evolving plan and will adapt to insight and input from stakeholders in the community.



1. Support City Council Priorities
2. Proactively Outreach to the Community & Garner Customer Feedback
3. Improve Internal City Communications
4. Build Stakeholder Relationships
5. Develop a Consistent Brand Identity for the City
6. Lead Emergency & Crisis Communications
7. Evolve El Segundo Media
8. Enhance Social Media Use & Engagement
9. Strengthen Media Relations
10. Maintain the City Website

1

SUPPORT CITY COUNCIL PRIORITIES

The Communications Team supports City Council by providing proactive messaging to ensure transparency and public awareness about city-related matters.

The Communications Team keeps City Council informed about legislative issues at the state, county and local levels and supports the team with written correspondences to appropriate stakeholders.



Key Focus Areas:

- Lead public information outreach efforts to support implementation of City Council directives.
- Produce bi-weekly *City Council Recap* that summarizes decisions, recommendations and presentations made during the City Council meetings.
- Legislative support including research and preparation of policy briefs and position letters.
- Background and communication points for media interviews; statistics and information for presentations; updates on key projects and programs.
- Speeches, remarks and videos for official city-related activities.

SUCSESSES →

The Communications Team supported City Council with **COVID key communication points** related to county ordinances, resolutions and reopening procedures; and collaborated with the Mayor and Councilmembers for daily live briefings during the height of the pandemic.

Communications support was provided to **educate, inform and drive awareness** with the community to establish the **Diversity, Equity and Inclusion (DEI) Committee**.

El Segundo Media led the **successful pivot** to Zoom during the COVID pandemic to support online **Town Halls, roundtable meetings, interviews** and **City Council meetings**.

The Communications Team and El Segundo Media **launched *City Council Recap*, a biweekly show** that provides a brief overview of the topics, business and policies discussed during City Council meetings.

Prepared **Mayor's State of the City** and **Champions of Business** audio/visual production needs including speeches, presentations and videos featuring highlights from community leaders and all City departments.

Provided City Council with background and information regarding **pending bills, legislative changes and state budgeting**.

PROACTIVELY OUTREACH TO THE COMMUNITY AND GARNER CUSTOMER FEEDBACK

City News, a monthly newsletter and email/SMS bulletins deliver relevant and timely news and information to the community.

El Segundo News & City Council Recap news shows provide relevant and timely news, topics and Council meeting highlights. The City websites are updated on a daily basis.



Key Focus Areas:

- Collaborate with the ITS Department to implement a robust survey program to capture feedback from the public after interactions with City departments. This data will be used to improve customer service and processes.
- Conduct fifth annual Net Promoter survey.
- Further collaborate with City departments to create strategic awareness outreach campaigns including community outreach strategy, public relations, content production and marketing services.
- Expand and increase engagement with established communications channels including: newsletters, bulletins, City websites and social media.
- Keep a pulse and invite feedback for additional channels of communications, as needed.

SUCSESSES →

A **Communications & Legislative Affairs Manager position** was established to spearhead ongoing communications from all departments, oversee communications standards, respond to news/media requests, manage branding, develop content, streamline social media, and provide other marketing-related support.

The team **launched several proactive external channels of communication**, including **GovDelivery, a robust email program** and **new City websites**. These new channels provided a lifeline early in the pandemic to disseminate information quickly to the community.

Results from Jan 1, 2020 - December 31, 2020:

- Total GovDelivery subscribers of **19,515**
- **1,162 bulletins** sent
- Nearly **1 million** unique email opens
- Open rate of **29.3%**
- Almost **200 website news items** were created
- **728 calendar events** were posted on a main City website
- **441,475 unique page website views** since launch
- Most visited website pages include the homepage, coronavirus update page, employment opportunities, Planning & Building Safety info; and News.

SUCSESSES →

The Communications Team managed the annual **Net Promoter** survey to measure customer satisfaction with City services among residents and businesses.

A **Communications Committee** was formed with representatives from all City departments to ensure timely and relevant department news is shared.

A **Website Governance Committee** was established to maintain and update website content and meets on a quarterly basis.

Several impactful **integrated community outreach awareness campaigns** were implemented, including:

- 2020 Election/Voting Information
- Trash Provider Changes
- Bulky Item Pick Up/Illegal Dumping Outreach
- "Wearing is Caring" Campaign
- "Be Kind to Your Mind" Mental Health Campaign
- "Report an Issue" Service Request Feature
- Water/Wastewater Rate Increase
- Housing Element Update

IMPROVE INTERNAL COMMUNICATIONS

Ongoing and consistent internal communications are key to keep El Segundo City Staff informed and engaged.



Key Focus Areas:

- Continue the *Weekly City Manager Update* that includes a message from City Manager Scott Mitnick, timely news from departments, new businesses updates and City-related news and events.
- A citywide staff intranet features the latest staff and department-related news, city policies, leadership training opportunities, staff activities, employee appreciation events and health and wellness information.
- The Communications Team will continue to work with inter-departmental liaisons to align messaging priorities and collaborate with the Human Resources team.
- GovDelivery training will continue to be provided for all departments to empower staff to expand communications with employees and the community.

SUCSESSES →

The ***Weekly City Manager Update*** has an average **open rate of 30%**.

The Communications Team developed an online **Communications Request Form** for all departments to submit for communication needs. The form provides a process and central hub for support requests, streamlining of key information, asset tracking and metrics. In 2020, 42 communication support requests were submitted.

Training on GovDelivery was provided to all departments enabling them to **send internal communications** and it was **used to communicate daily with City Council and staff** during the coronavirus pandemic.

An online, password protected **Employee Page** was launched to provide timely and important information to staff, including coronavirus updates, quick access to policies, procedures and guidelines, while the intranet is in development.

BUILD STAKEHOLDER RELATIONS

The Communications Team connects and collaborates with a variety of the City's key stakeholders.

Key Focus Areas:

- Strengthen relationships with federal, state and local elected officials.
- Grow relationships with communications/government affairs contacts at top employers within the business community.
- Serve as City liaison with the El Segundo Chamber of Commerce Government Affairs Committee.
- Leverage speaking opportunities for City Councilmembers and key City staff with stakeholder groups.



Key Stakeholders

Community/Residents: PTAs, Churches, Kiwani Club, Rotary Club, Schools, Ed! Foundation

Media: El Segundo Herald, Los Angeles Times, Daily Breeze, Easy Reader, Beach Reporter, Los Angeles Business Journal, El Segundo Scene

Emergency: LAAFB, LAWA, Chevron, DWP, NRG, Hyperion, Top 10 Employers, Hotels, Schools

Economic Development Groups: El Segundo Economic Development Corporation, SBCCOG Economic Development Roundtable, LAEDC, South Bay Association Chambers of Commerce, GoBiz/Governor's Office of Business and Economic Development

Mayor's CEO Roundtable: Top 20 Employers, other interested CEO Stakeholders

Aerospace Sector Startups/Entrepreneurs: LAAFB, Aerospace Corporation, Starburst Accelerator, Aerospace Employers

Top 20 Employers: Aerospace Corp, AT&T, Big 5, Boeing, Cetera, Chevron, Infinion, Internet Brands, Kinecta, Kite Pharma, Los Angeles Times, Mattel, Northrop Grumman, Optum, Raytheon, Spectrum, Stamps.com, Karl Storz, TechStyle, Teledyne

Education: Superintendents, Principals and Key Education Stakeholders

State & Local Elected Officials: Governor Gavin Newsom, Offices of: Senator Diane Feinstein, Senator Alex Padilla, Representative Ted Lieu, Senator Benjamin Allen, Assemblywoman Autumn Burke and Fourth District Supervisor Janice Hahn; City Councilmembers of the South Bay Cities

Marketing Communications: LA Kings, Los Angeles Lakers, LA Times, The Point, Plaza El Segundo, Topgolf, Downtown Businesses, LA County Communications Representatives

LAAFB and Aerospace Industry Collaboration: LAAFB, LAEDC-SoCal Aerospace Council, South Bay Aerospace Alliance, Aerospace & Defense Forum, South Bay Association of Chambers of Commerce, El Segundo Chamber of Commerce Government Affairs Committee, Women in Defense Council

Committees, Commissions & Boards: Coordination between CCBs and the CCB Chairs Roundtable

Business Attraction and Retention: Downtown Businesses, Restaurants, Hotels, eGaming, Retail, Digital Design, Building Owners/Managers, Smoky Hollow Businesses, Developers, Brokers, Top Employers

LAWA Relations: City Lobbyist, LAWA External Relations, LAWA Press Office, LAWA Community Relations

SUCSESSES →

Strengthened relationships with **federal, state and local elected officials** to maintain ongoing interactions between the City of El Segundo and legislative activities.

COVID communications in 2020 led to **greater collaboration** with state, county and local city officials, **Los Angeles County Operational Area G representatives, Alert SouthBay, Beach Cities Health District** and **local businesses**.

Worked closely with **South Bay Cities Council of Governments, Southern California Association of Governments, League of California Cities, California Contract Cities** and **National League of Cities**.

Continued to work with key stakeholders to promote new business attraction wins for the City including **Topgolf, Belkin, Beyond Meat, L'Oréal** and **NantStudios**.

The team grew and fostered stakeholder interactions with on-site tours, meetings and events with **Boeing, Chevron, Scattergood Generating Station, Hyperion Water Reclamation Plan, NRG Energy, LA Metro, El Segundo Chamber of Commerce** and **local media**, to name a few.

DEVELOP CONSISTENT BRAND IDENTITY FOR THE CITY

Evolving a clear, consistent and recognizable identity for El Segundo will continue to build brand awareness for the City - locally, regionally and nationally.



Key Focus Areas:

- Develop a comprehensive branding style guide for the City, including:
 - Logo usage and compliance guidelines
 - Branded business cards, letterhead and email signatures
- Fresh and dynamic photography assets for use on the websites, social and other marketing opportunities.
- Explore development of a digital asset management system.
- Evolve and launch a consistent graphics package for City Council and CCB meetings.

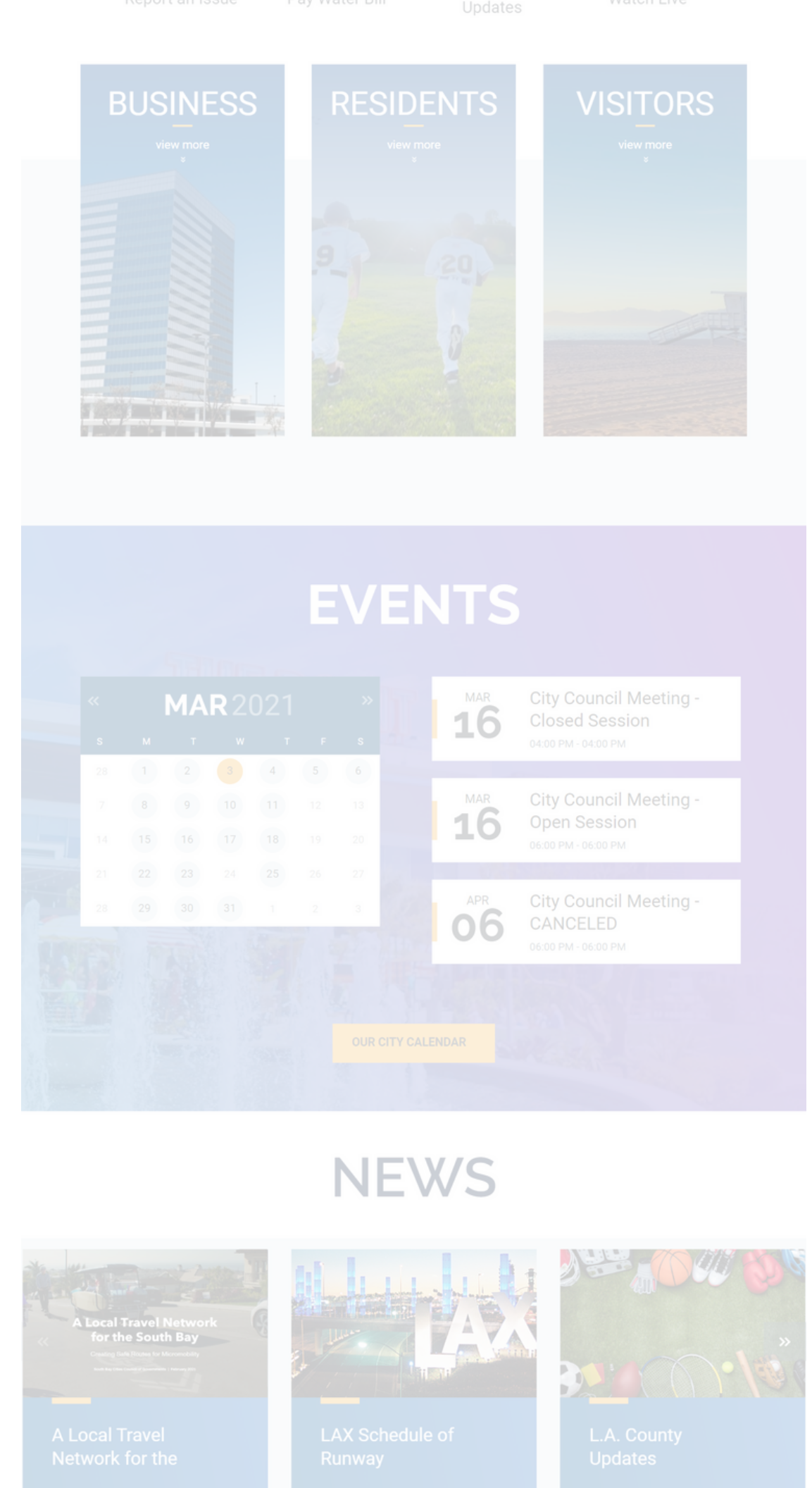
SUCCESSSES →

New and refreshed web and mobile friendly City or department seal/logo treatments were created for:

- City of El Segundo
- El Segundo Fire Department
- El Segundo Police Department
- El Segundo Public Library
- El Segundo Community Services

Vibrant integrated branding was brought to life on:

- New City websites
- Email/bulletin templates
- City PowerPoint templates
- Flyers
- A-Frame boards & banners
- El Segundo Media programs
- Other various marketing assets



LEAD EMERGENCY & CRISIS COMMUNICATIONS

An effective and proactive Emergency Communications Plan is a critical component of the Communications Plan. An established protocol facilitates accurate and consistent information dissemination to the public, City Council and staff.

A comprehensive Emergency & Crisis Communications Plan was completed in collaboration with the Emergency Management Coordinator and Police and Fire Chiefs.



Key Focus Areas:

- The Communications & Legislative Affairs Manager serves as the Public Information Officer (PIO).
- Work with the Human Resources Department to include the Crisis Communications Plan for Staff in the Employee Handbook and on the intranet.
- Alignment, collaboration and training with Alert SouthBay for regional alerts.
- Active participation in public information groups to continue to prepare and train for emergency communications needs.
- Prepare and utilize an emergency dedicated webpage, when needed.
- Support communications for CERT and other emergency preparedness activities.

SUCCESSSES →

The new Communications & Legislative Affairs Manager was an **experienced Public Information Officer (PIO)**.

Created a comprehensive **Emergency & Crisis Communications Plan** that includes pre-scripted messaging for numerous types of crises that will provide fast and efficient communications, when needed. The plan outlines the **Emergency & Crisis Communications Team** roles, information deployment channels and processes.

Proactive COVID communications were coordinated with the **All-Hazards Incident Management Team (AHIMT)**. The team took a proactive, multi-channel approach to inform the El Segundo community, including:

- **Daily email updates** to the community
- Frequent updates via **bulletins** and **social media channels**
- Dedicated **website pages**
- Live daily **video updates** from the Mayor/City Council/PIO
- Produced more than **70** relevant and timely **public service announcements (PSAs)**

EVOLVE EL SEGUNDO MEDIA

El Segundo Media is a trusted source of information and provides engaging content to educate and inform residents; builds awareness for local businesses; and promotes City departments and services.

El Segundo Media broadcasts on government access Spectrum Channel 3 and Channel 22, AT&T Uverse Channel 99, YouTube, the City's website and social channels.



Key Focus Areas:

- Continue successful programming including *El Segundo News*, *City Council Recap* and live broadcast of City Council and select Committees, Commissions and Boards meetings.
- Repurpose news segments to be shared on social media channels.
- Support press conferences and special events.
- Evaluate current programming to determine impact and effectiveness.
- Implement new programming with a focus on shorter news segments.
- Improve production quality, content and set design.
- Create local grassroots awareness campaign to boost viewership.
- Leverage video expertise for visually-driven social media channel opportunities.

SUCSESSES →

Implemented **new programming** with a focus on shorter news segments including ***El Segundo News***, a biweekly news program that covers city-related topics, and ***City Council Recap*** that provides a brief overview of business discussed during City Council meetings.

Produced content for economic development: Real Stories of Resilience, Hospitality Heroes and other initiatives to elevate the City's image.

Provided support to City departments with **content creation** around key programs including illegal dumping/bulky item disposal, water/wastewater rate increases, hazardous materials training and "Report an Issue" website feature.

Rebranded as **El Segundo Media**, with new name reflecting digital content development that is geared towards multiple channels. To streamline and better manage El Segundo Media coverage requests, a **Media Coverage Request Form** was added to the public website.

Produced more than **70 public service announcements (PSAs)** and **83 COVID-19 news updates** and programs, critical during the pandemic.

Completed **new set design** and **equipment upgrades**.

Produced **event videos** screened for more than 400 guests for State of the City 2020.

ENHANCE SOCIAL MEDIA USE & ENGAGEMENT

Social media channels are essential in today's communications landscape. Social media supports getting the word out quickly and makes content easily sharable.

The City will continue to engage with effective social media channels to reach a variety of audiences.



Key Focus Areas:

- Continue using Facebook, Instagram, LinkedIn and Twitter as main channels for citywide information sharing.
- Support departments' social channels to further broaden reach, grow audiences and leverage content across the City's social channels.
- Offer social media learning opportunities to the Communications Committee from vendor partners.
- Build confidence in the social media communities to refer to City websites for accurate information.
- Keep a pulse on new channels and platforms to further reach audiences.
- Align and update social media policy for current best practices.

SUCSESSES →

Streamlined all City social media channels to single dashboard using Hootsuite. Provided training to all departments on new **dashboard monitoring** and **content deployment**. The new dashboard provides more **precise social tracking, listening** and **metrics** and leverages the City's multiple channels for **shared messaging**.

From January 1, 2020 – December 31, 2020, City of El Segundo **Facebook followers increased** from 1,664 to 2,869, an increase of 40%; **page likes increased** from 1,415 –1,858, an increase of 76%; and average **post reach** for the year was 1,110.

New Instagram @elsegundocity was launched June 10, 2020 and as of December 31, 2020 had 424 followers. The new city-managed Twitter @elsegundocity, also launched June 2020 and added 17 followers through December 31, 2020. The addition of two social channels offers expanded opportunities for sharing, tagging and follower growth.

El Segundo Media has **revamped** and **organized playlists** and **shows** on their **YouTube channel** to make it easier for viewers to find relevant and helpful content.

STRENGTHEN MEDIA RELATIONS

A proactive approach builds rapport with local media, shares the City's messages with a wider audience, and establishes third-party credibility.

Media information and interview requests are streamlined through the Communications & Legislative Affairs Manager.



Key Focus Areas:

- Providing clear, consistent and timely messaging for external audiences.
- Regular check-ins with key reporters to share news and updates.
- Expanding and updating a comprehensive media contact list.
- Providing media and photo opportunity alerts for newsworthy events to stay top-of-mind with the media.
- Leveraging media monitoring to stay up-to-date on local media topics and coverage.
- Working with department directors and teams to proactively calendar ahead newsworthy projects and upcoming initiatives to alert media in advance.

SUCSESSES →

Leveraged several **timely news angles** and opportunities including:

- Established consistent information flow to the ***El Segundo Herald*** for ongoing local coverage.
- Participated in interviews and provided the City of El Segundo's point of view and concerns regarding **LAX expansion impacts** on the community.
- Secured **local business stories** featuring major commercial real estate development news.
- Shared local stories of **business expansion and changes** made by small businesses to adapt to the pandemic.
- Promoted **City programs** and **community support** during COVID.
- Notified and managed **local media coverage** about the cancellation of **Candy Cane Lane** with multiple media outlets, supporting the goal of reduced traffic and visitors in the area.

Produced dozens of **media/press releases** and **media alerts** about a wide range of issues and topics.

MAINTAIN CITY WEBSITE

The new City website and four subsites were launched in January 2020.

The new websites provide clear and timely City information with a integrated brand look and feel.

The sites now serve as the "go-to" source for correct and accurate information. The homepage is managed by the Communications Team.



Key Focus Areas:

- Conduct a website audit to uncover areas for opportunity to further support City and department communications.
- Work with the Website Governance Committee to refresh images and page layouts, where needed.
- Strategize with departments to promote and highlight content on their web pages.
- Update the Website Content Style Guide and Website Governance Policy on an annual basis.
- Encourage and work with department directors to hold City staff accountable for adhering to guidelines and policy.
- Provide training for new Website Governance Committee members.
- Employ best practices per the Website Content Style Guide.

SUCSESSES →

SERVICE FIN

The new websites offer an **improved user experience, state-of-the-art functionality** and **mobile-friendly responsiveness**. Key features include a **"Service Finder," "Report An Issue"** and more than **70 online forms** to make applications, permits and requests more efficient and streamlined. The sites utilize the latest in **analytics** to gauge most popular content and services to help guide future content.

The websites' overhaul was a **multi-department collaboration** effort with internal team representatives from all City departments. The **Website Governance Committee** was formed and meets quarterly. A **Website Content Style Guide** and **Website Governance Policy** were developed to ensure maintenance and integrity of the sites. New information is **updated** and **added daily** to the websites.

El Segundo Media Channel 3 **now streams live** via the City's website 24/7.

Average monthly pageviews for the main City website for February 2020 - December 31, 2020 were nearly **50,000**.

Sip, Shop, and Savor
Explore El Segundo's Downtown filled with
restaurants, local breweries, and bars.
Head east for more outdoor dining
at Point & Plaza El Segundo.



Looking Ahead

MEASURES FOR SUCCESS

Metrics will be set to gauge the City's successes related to the Communications Plan. These include but are not limited to:



- Successful community understanding of high-priority initiatives leading to intended outcomes.
- Monthly metrics report from GovDelivery, Hootsuite and Google Analytics.
- Increased website(s) engagement including unique page views and reduced bounce rate.
- Increase in the Net Promoter score.
- Citizen feedback via online surveys and point of service feedback.
- Increase in social channel growth and engagement, including: new followers, social post reach, comments and sharing.
- Positive media coverage supporting the City's messaging.
- Increased subscribers, open rates and click-thru rates in GovDelivery.
- Communications Program feedback from City staff via yearly survey.

NEXT STEPS



ADOPT

Review plan with all departments and representatives.

PLAN

Ensure action plans are in place for each initiative/focus.

EXECUTE

Execute communications strategy and support.

MEASURE

Measure for effectiveness and collect data to inform future strategy.



THANK YOU

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IMAGES BY *April*
PHOTOGRAPHY