Communication and Engagement Plan

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Executive Summary

Local governments must have strong strategies in place to effectively reach and engage constituents to strengthen local confidence and trust between communities and their public sector organizations and leadership.

With the goal of strengthening communications to effectively reach and engage residents, the City of Pinole commissioned Tripepi Smith to develop a communication and engagement plan for the City. As part of the plan development, Tripepi Smith reviewed research conducted in 2021 by a third-party firm, which included extensive analysis of the City's communications process, platforms and staffing. The firm's research and analysis included an in-depth dangers, opportunities, and strengths (D.O.S.) assessment of the City's messaging, communications channels and stakeholder views on the City's communications efforts.

To confirm findings of the research and close any knowledge gaps, Tripepi Smith conducted interviews with staff members prior to starting the plan. Based on staff interviews and prior research available, Tripepi Smith developed a series of communications-related recommendations for the City to implement.

The recommendations, along with specific action steps, are outlined below and categorized into two phases. The first, or priority, phase includes action items that should be prioritized and can quickly take the City's communications efforts to the next level. The action items in the second, or long term, phase should be seen as long-range goals to follow phase one implementation.

While the City's resources are limited, the plan below offers direction and guidelines that staff can use as a foundation for improving overall communication with the public. By implementing the recommendations, the City can begin to enhance its communications efforts and, thereby, improve its mutually beneficial connection with its residents and stakeholders.

Pinole By the Numbers

The City of Pinole communicates with its constituents using several tools and each method offers an opportunity to reach target audiences in differentiated ways. To reach as many audience members as possible, the City must leverage a variety of platforms, including websites, social media, email, printed collateral such as flyers and banners, and in-person opportunities.

To refine and set communications goals, it is important to understand the City's potential reach with its external-facing communications. The table and chart below depict the City of Pinole's current audience counts. Data is up to date as of April 30, 2022, unless indicated otherwise.

Given the adoption levels of social media and the algorithms of social networks, it is unrealistic to expect a fan base on a social media site to ever match the size of your potential audience. However, by comparing the size of the potential reach and the current count of Followers and Subscribers on the City of Pinole's social media sites, it provides a quick glimpse at the growth potential for those sites. In interviews with staff, the Pinole Police Department was often mentioned as a model for the City. For that reason, metrics from the Police Department's social media presence have been included to show the City's growth potential. Drawing from this comparison, the City has an outstanding opportunity to significantly broaden its communications presence.

METRIC	COUNT	NOTES
Residents on Facebook	19,800	Based on total Facebook potential reach of those that self-identify as living in Pinole.
City Population	19,343	Data collected from US Census.
Registered Voters	12,403	Data from Contra Costa County 2020 election results.
Nextdoor Claimed Households	4,330	Number of households on Nextdoor in Pinole. Data pulled from Pinole PD's Nextdoor account.
Facebook Followers	731	Pinole PD has 9,400 followers on Facebook.
Twitter Followers	573	Pinole PD has 1,275 followers on Twitter.
Instagram Followers	55	Pinole PD has 2,613 followers on Instagram.
YouTube Subscribers	19	The Pinole TV YouTube channel has very little traffic. Multiple videos have no views. The Pinole PD channel has 55 subscribers. The vast majority of traffic on the PD's YouTube channel was driven by the video of a specific incident.

Pinole By the Numbers

Category	Value
Residents on Facebook	19,800
City Population	19,343
Registered Voters	12,403
Pinole PD Facebook Followers	9,400
Residents on Nextdoor	6,609
Pinole PD Instagram Followers	2613
Pinole PD Twitter Followers	1275
Facebook Followers	731
Twitter Followers	573
Instagram Followers	55
YouTube Subscribers	19
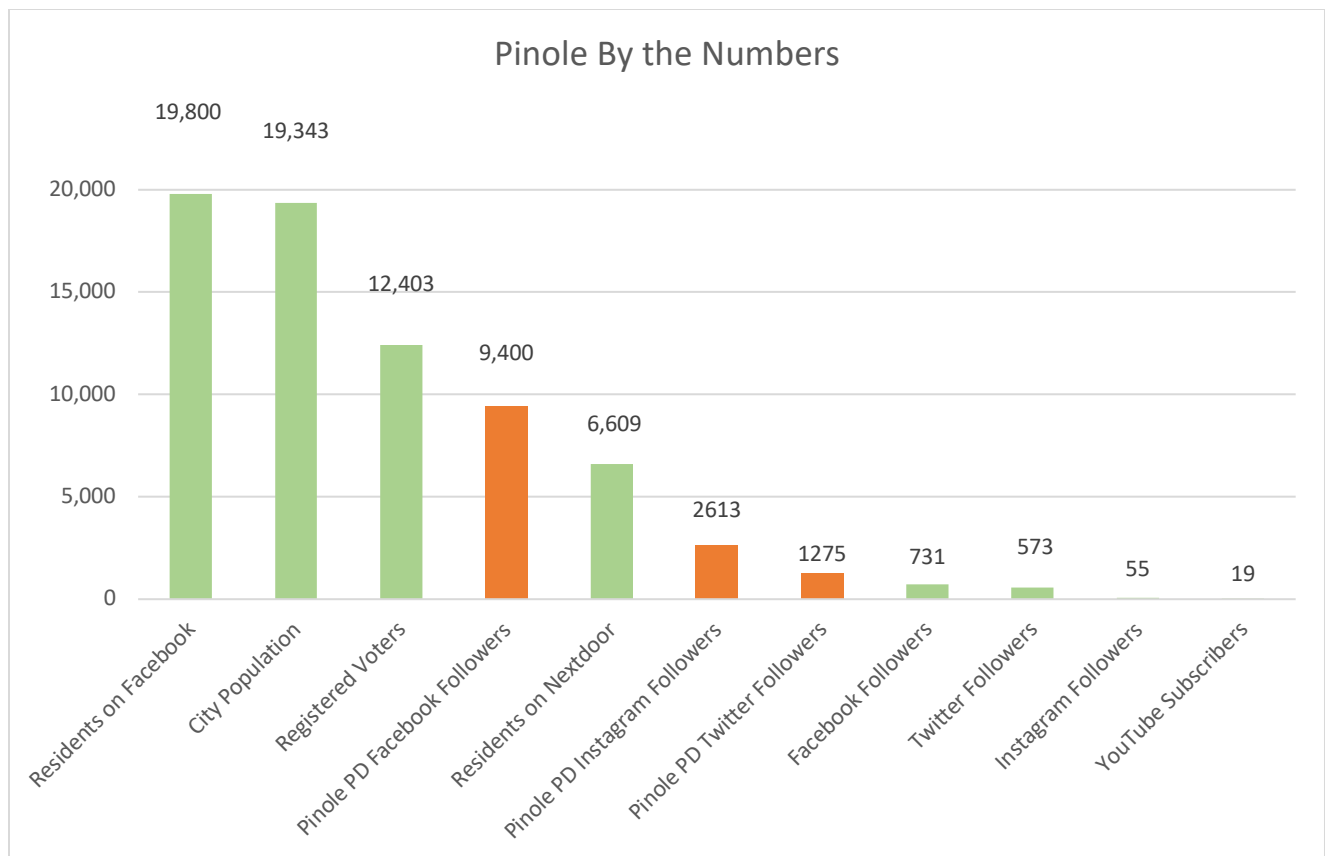
Recommendations

Tripepi Smith suggests implementing the recommendations below in two phases. As noted in the executive summary, the first phase is the priority phase and should be followed by the second, or long term, phase that includes more long-range goals.

Planning Process

A structured and regularly maintained communications planning process helps organizations shift from reactive, day-to-day communications to strategic, proactive efforts that are more engaging and effective in reaching a broader portion of the City's target audiences. Additionally, cross-departmental communications planning helps organizations increase public engagement and minimizes reactive communications.

With limited staffing resources dedicated to communications, the City historically has not proactively planned or brainstormed communications needs beyond a day-to-day basis, except the Police Department. The City has an opportunity to establish a cross-departmental planning process that isn't time intensive and resource heavy. A process ensures staff have enough time to identify communications opportunities across all departments, coordinate communications ahead of the opportunity and strategically execute when the opportunity arrives.

Phase 1
Action Steps

- Identify a staff member who will be responsible for key cross-departmental planning tasks (identified below)[1].
- Create a communications calendar within Microsoft Excel or Google Sheets in which staff can organize communications topics, determine what type of communications materials are necessary, where the materials need to be distributed and when. This calendar should be regularly maintained by the identified point person.
- Establish a quarterly cross-departmental communications meeting in which all department directors are involved and prepared to identify their top communications stories for the next 12 months. Topics will be organized in the communications calendar.
- Ensure the staff member leading on cross-departmental planning is included in any all-hands leadership team meetings among department directors so they: (1) remain updated on potential communication opportunities across departments and (2) can identify additional or changing communications opportunities early and in between quarterly cross-departmental communications meetings.

Phase 2
Action Steps

- Within each department, assign a current staff member who will be responsible for identifying ongoing communications opportunities within their department and will be responsible for proactively reaching out to the City's identified point person responsible for maintaining the city-wide communications calendar.
- Establish specific guidelines for submitting information related to communications opportunities i.e., for social media posts, the minimum standard for staff submitting ideas should be to submit at least one photo relevant to the opportunity and a summary of the project, program, event, etc.
- For major initiatives, such as capital improvement projects and developments, create project-specific, detailed communications plans with specific short-term and long-term goals, as well as action steps. Utilize the City's identified point person responsible for cross-department communications for assistance in creating a template that can serve as a foundation for any communications plan various departments need.

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[1] As of this writing, the City has assigned the Assistant to the City Manager to be responsible for citywide communication and engagement coordination.

- Incorporate City Council, Commissions and Committees City Communications Distribution Efforts
    - Regularly check in with a key point of contact and/or the council, commission or committee liaison to offer information about key City communications underway.
    - When available, provide commissions and committees with communications materials to distribute among their peers i.e. flyers and handouts.
    - Encourage and remind commissions and committee members to engage with the City's social media accounts.
    - For specific communications campaigns, email commissions and committees with a detailed overview of the topic and specific instructions on how they can spread the word, including an outline of online and printed materials available.

Website

The City of Pinole has an external-facing website at ci.pinole.ca.us. The website is run on the CivicLive platform. Administrative support has been historically provided by the City's Assistant City Manager (ACM); however, the ACM retired in December 2021 and the City has not yet assigned anyone else to serve as website administrator. Additionally, website administration was one of many responsibilities for the ACM and not their expertise, so the website lacked comprehensive management. Staff interviews revealed a prevalent sentiment that the website is difficult to navigate and lacks a user-friendly design, and adding content is complicated.

A city's website is often the highest profile, most utilized communication platform by residents, visitors and stakeholders. It is important for Pinole to have a website that is useful to the public, is easily navigable and highlights the character of the City.

Phase 1
Action Steps

- Restructure the format of the website to ease navigability and make small cosmetic updates:
    - Update page titles for clarity and conciseness. For example, retitle the home page to "City of Pinole."
    - Reformat the dropdown menus from the navigation bar to clearly show the subcategories and their sections.
    - Update quick link buttons to the pages with the highest traffic.
    - Add more resident-specific resources to the "Residents" menu on the navigation bar.
    - Change the "Contact Us" menu on the main navigation bar from a dropdown menu to a single page with centralized contact information; residents should be

able to find all general department contact information on one page instead of navigating to individual department pages.

- o Add additional languages to the translator function at the top right of the website.
- o Update the favicon to the City seal to increase branding awareness.
- Ensure information and content on the website are up to date:
  - o Assign a resource within each City department to take lead on updating website content for their department.
  - o Update the copyright date in the website's footer each year.
  - o Update the social media links in the website's footer to City accounts.
- Track website metrics through Google Analytics[2].

Phase 2

- Consider shifting from the CivicLive content management system (CMS) to a more robust CMS.
  - o CivicLive frequently experiences intermittent performance issues which temporarily prevent the City from using key features.
  - o The CivicLive backend is difficult to use, increasing staff time spent on website edits and updates. Occasionally, changes do not save properly causing staff to upload the same update multiple times; staff time is unnecessarily wasted in this endeavor.
  - o The CivicLive CMS experiences many unplanned outages causing disruption in workflow.
  - o An alternative, trusted platform is Granicus which is utilized by many local government agencies and can potentially be a better solution for Pinole.[3]
- While it is recommended to change the City's CMS, regardless of the City's decision, pursue a website redesign for increased user-friendliness and modernized look and feel.
  - o Currently, the City has a Premium CivicLive Website Design and, after 4 years, is entitled to 20 hours of free design time towards a website refresh[4]. Since the website has been active since 2018, the City is eligible for a refresh in 2022.
  - o Per CivicLive, refreshes are being scheduled between October 2022 and February 2023.

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[2] The Assistant to the City Manager will perform this task in their capacity as citywide communication and engagement coordinator.

[3] See Appendix H for estimated cost of transitioning to Granicus.

[4] CivicLive's 20 hours of design time would not suffice for a complete website redesign; see Appendix I for estimated cost of CivicLive completing a website redesign.

- Whether shifting to a new CMS or remaining with the CivicLive CMS, complete an audit of the website to determine ADA-compliance and required changes to achieve compliance; ensure all staff who regularly edit the website receive training on website ADA best practices.
- Establish continued website administration support, ideally through a third-party website administration firm or full-service communications and marketing firm.
- Integrate a citizen request management tool where residents can submit requests online without needing to call staff or visit City Hall.
  - SeeClickFix[5] and GoGov[6] are two viable options, both offering website integration and a mobile app.

Social Media

Consistent and compelling social media is critical for all municipal governments. With over 80% of the American public on Facebook alone, local governments must have a strong presence on the digital platforms that their residents and stakeholders frequent. Often, community members' primary source of local news is social media; a strong social media presence is crucial for local governments to effectively reach constituents.

Pinole has an opportunity to broaden community engagement by expanding its presence on digital platforms. Currently, the City's active social media accounts include a main City of Pinole Facebook Page, a main Instagram account, and the Police Departments, Facebook, Instagram, Twitter, YouTube and Nextdoor. Additionally, the City has a few inactive accounts that aren't regularly maintained: Twitter, LinkedIn and YouTube. By increasing communication via its active accounts and reviving a few inactive accounts, the City can begin to reach its audience more effectively on social media.

The action steps below offer guidelines for increasing the City's social media presence and influence on digital platforms and are broken down into phases, with phase 1 being the priority.

Phase 1
Action Steps

- Establish a Social Media Strategy.
  - As the City's social media audience grows, it is important to have an official social media strategy to ensure communications efforts via social media sites are

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[5] https://seeclickfix.com/
[6] https://www.gogovapps.com/

effective at engaging target audiences on the City's key strategic initiatives and organizational priorities and reflect the City's character and overall body of work.

- Gain control of the current, inactive @PinoleCA Twitter account.
  - The City may first survey staff to determine whether someone may have login credentials or insight into the email associated with the account.
  - If staff does not have insight, the City should consider reporting the account as an impersonator via help.twitter.com/en/forms/authenticity/impersonation. Twitter will remove the account and the City can create a new one.
- Actively maintain @PinoleCA Twitter account.
  - Twitter restricts Tweets to 280 characters, so content currently being created for Facebook will need to be cut down in most circumstances.
    - If content cannot be shortened, the City can utilize Twitter threads and end each tweet with an indicator showing the length of the thread. For example, add "(1/2)" and "(2/2)" at the end of each respective tweet.
  - Update Twitter profile picture to Pinole city seal.
  - Upload picture for Twitter header. An image similar to the City's current LinkedIn header would be suitable.
  - Allow Direct Messages from followers to open a line of communication between residents and the City.
- Regularly schedule activity on @cityofpinole Instagram Account.
  - Cross-populate Facebook content on Instagram. Content for Facebook that has a visual component can easily be shared on Instagram as well for nearly no additional time cost and will expand the content's reach.
- Leverage Pinole PD accounts to supplement City posts (tag, share, engage, shout-out).
- To avoid a cluttered footer, social media icons in the footer of the City's website should direct to the City's main social media accounts. Department social media accounts can be listed on the department's website page and/or on a website page that lists all available City social media accounts.
- Standardize all staff email signatures to include links to the City's digital assets, especially the City website, social media sites and any sign-up forms.
- Ensure that branding assets across the City's social media sites are consistent in colors, images and words.

Phase 2
Action Steps

- Establish a social media management software to facilitate various tasks, including scheduling, monitoring and metrics tracking.

- o Sprout Social[7] and Hootsuite[8] are two options with robust features for the City to consider.
- Establish a social media archive tool, such as ArchiveSocial, Pagefreezer or Smarsh to ensure social media posts on all platforms are available to the public, per the California Public Records Act, Section 6252.
- Create a dedicated webpage on the City's website that includes links to the City's digital assets, such as social media sites and any newsletter sign-up forms.
- Link policies appropriately across all City platforms. For example, a social media policy should be publicly available on the website and all social media platforms.
- Develop a social media calendar, integrated into the global communication calendar mentioned above, to ensure communication opportunities are identified and communicated via social media when necessary[9].
- Track and report social media metrics. See Appendix C for an example metrics dashboard report.
    - o Assign a resource to take lead on tracking metrics.
    - o Regularly create reports to compare metrics to past months and track progress.
    - o Consider using a social media management tool, such as Hootsuite or Sprout Social, to reduce the time and labor required to complete this task.
- During cross-departmental meetings, discuss social media content and metric reports to ensure all departments are on the same page with messaging and are on the same page about what is working and what needs fine-tuning in terms of the City communications.[10]
- Increase posting frequency across all platforms.
    - o Based on experience with dozens of public agencies, Tripepi Smith generally recommends posting no less than five times a week, one post per weekday; however, ultimately, the City should use its social media calendar to determine messaging needs and post frequency.
- Identify City-specific hashtags to facilitate ease of discovery and a shared City voice on community activity that can be used by sister agencies, community partners and residents alike. Hashtags should include the name of the City.
- Launch a social media followers campaign to increase the City's following across all social media accounts; prioritize Instagram since it's the newest account with the lowest number of followers.

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[7] https://sproutsocial.com/

[8] https://www.hootsuite.com/

[9] Reference Planning Process on page 5.

[10] Reference Planning Process on page 5.

Branding

The City of Pinole does not have an official brand/style guide. A style guide is key to maintaining consistency across externally communicated content, including the website and social media. A brand/style guide can help ensure that anyone who creates external-facing content for the City can easily and appropriately apply its brand.

Phase 1
Action Steps

- Develop a Brand/Style Guide.
    - Determine the City's official logo/seal and specific guidelines for how the logo/seal can be used including varying sizes, colors and variations. For example:
        - Always leave space or "padding" around the outside of the logo/seal
        - Don't manipulate the logo/seal so it becomes distorted
        - Do not change fonts that appear within the logo/seal
        - Never change colors or adjust elements within the logo/seal and its approved variations
        - Define the minimum size acceptable for each logo/seal.
    - Incorporate color that complements the logo/seal color options in the official brand color palette.
    - Consistently use the City logo/seal to strengthen brand consistency and maintain the integrity of the brand identity.
    - Establish the City's official brand colors and limits to variations that can be used.
    - Determine the City's official fonts and provide guidelines on how the fonts can be used.
    - Develop a shortened "cheat sheet" document that outlines key guidelines for the City's logo, colors and fonts.
    - Develop a template for materials commonly used by the City and its departments
        - For example, letterheads, business cards, press releases, staff reports, memos to Council, press releases, banners, flyers/postcards, and presentation decks.

Phase 2
Action Steps

- Incorporate the vision, mission and goals identified in the Strategic Plan 2020-2025 into regular City communications with residents and businesses.
- Establish a plan for replicating all external-facing plans, reports and publications, such as the Pinole Year in Review and Pinole Community Guide, using the City's brand style guide.
- Establish an official map of locations where banners should be placed across city parks and facilities; the preliminary map is attached (Appendix D).
- Use PCTV to create video content about City events and activities for dissemination on other channels and platforms.
    - The City is undertaking a planning process for PCTV that will recommend the best use of the PCTV television channels for communication, engagement and other purposes.
- Ensure staff is aware of guidelines for creating content for PCTV; update existing guidelines (Appendix E).
- Minimize text on print materials i.e., postcards (see Appendix F).
- Ensure all departments use Every Door Direct Mailing for mailers to ensure that all households receive City mail.
    - If the City does not have a mailing address when using USPS, that household will not receive the mail. EDDM ensures every household in the City receives the City's mail and doesn't rely on addresses.

Newsletter

The City of Pinole has one cross-departmental newsletter: the bi-monthly City Manager's Report. A newsletter is an important piece of a communications strategy that complements other communications efforts, and can more effectively reach portions of the community that are not active on other platforms like social media. Additionally, whether emailed or distributed physically, newsletters can reach residents directly in their inbox or household unlike social media which is not as direct.

The content of the Report covers critical and interesting city information and provides timely updates. An updated look and feel, visuals and presentation of the newsletter and its content can optimize distribution and increase regular subscribers. Additionally, the City Manager's Report is currently posted on the City's website to broaden its reach. The City utilizes its social media channels to drive traffic to the website newsletter posting.

The City currently uses News Flash, an email notification tool within CivicPlus, and manually-maintained mailing lists to send email communications. While CivicPlus's internal tools can be effective, they are not as robust or efficient as email marketing services like Mailchimp and Constant Contact. The City's communications efforts would benefit from a stronger email

management tool, further organization of email communications and more assertive subscriber recruitment efforts.

Phase 1
Action Steps

- To understand the current newsletter audience and gain insight into how to grow the audience, the City should consider distributing a survey to newsletter subscribers that captures the following information:
    - How often recipients read the newsletter, what information is most beneficial, their preferred method of receiving news, etc.
    - How often subscribers engage with the city, which city services they most often use, types of information missing from the newsletter and what topics they would like to see covered.
- Develop digital advertising campaigns via the City's social media accounts to grow the audience for the bi-monthly City Manager's Report.
- Ensure all content in the City Manager's Report are items that directly impact residents and are applicable to city services provided to members of the public.
    - Simplify content and presentation wherever possible to make it digestible, reduce text where possible and consider visuals to tell stories.
    - Ensure consistency with City brand and voice.

Phase 2
Action Steps

- Expand use of the City's Mailchimp account. Note that subscription costs are based on the number of email addresses uploaded to the account.
    - Export email subscribers from News Flash and import them into Mailchimp, then create email lists based on existing CivicPlus categories.
    - Develop branded email template for the bi-monthly City Manager's Report.
    - Develop branded email template for distributing public meeting agendas, including City Council and various commissions and committees.
    - Regularly collect and analyze available metrics, including Open Rate, Click Rate, Top Links, and percentage of Open Rate on mobile versus desktop.
        - Use these to inform future content strategies, such as send times and subject lines.
- Conduct a survey to determine the need for a print newsletter.

- o Because print newsletters can be costly, the City should consider a mailed survey to all households to determine how many residents prefer this method of communication.
- o Depending on survey results, the City can better determine whether a print newsletter would be an effective form of communication and worth the cost.

Policies and Procedures

Managing communications efforts is easier and more efficient when an organization has established policies to guide them. Policies also provide potential legal protections. The City's communications efforts would benefit from updating and establishing key policies.

Phase 1
Action Steps

- Update the City's formal internal social media policy. At a minimum, the policy should outline:
  - o Responsibilities of ultimate stakeholders, department heads and social media managers.
  - o Procedures for social media management (including restricting access).
  - o Content guidelines for posts and comments and records retention for posts and comments.
  - o Employee and elected officials' engagement on agency social media sites.
  - o Who is responsible for enforcing the City's communications-related policies.
- Establish a formal external social media policy. At a minimum, the polices should outline:
  - o Content guidelines for posts and comments, alternate methods to contact staff and submitting complaints.

Phase 2
Action Steps

- Assign a staff member, such as the Assistant to the City Manager in their capacity as citywide communication and engagement coordinator, responsibility for overseeing and enforcing various communications-related policies.
- Develop internal communications materials to ensure staff across all departments are aware of the communications-related policies and where they can be found.
- Link policies appropriately across City platforms. For example, the City's external social media policy should be available on the website and all social media platforms.
- Establish a resource to ensure all staff members, especially front-line employees answering direct calls from constituents, know who leads on and can answer questions about specific programs and services. The resource may be developed in the form of a

booklet or multi-page document that lists various City programs and services and the staff member and/or department in charge.

Crisis Management

The City of Pinole does not have an official crisis communications plan. A key part of crisis management is preparation. Having a clear process for handling a crisis can lessen confusion and provide clear next steps for residents and staff. A crisis can come in many forms and often results from an unforeseen or unplanned event i.e., a natural disaster, public safety incident, ethical/criminal allegations or a health/safety emergency. Below are the action steps outlined in two phases to emphasize the priority and capability of putting recommendations regarding crisis management into effect.

Phase 1
Action Steps

- Develop a Crisis Communications Plan for the City and its staff to use as a guideline for communications:
  - Determine single point of contact, spokesperson, for crisis communications.
  - Define target audiences.
  - Identify existing internal and external sources of communication.
  - Analyze toolset for targeted communications.
    - The City does not currently have an emergency notification tool. While the City can use features of existing tools, like Facebook Local Alerts, a next step would be to establish a Nixle account for official emergency alerts; Nixle is a trusted emergency alert tool among local government agencies.
  - Introduce potential scenarios for outreach and engagement.
  - Create communications assets.
    - Templates for press releases, emergency notifications (i.e., GovDelivery), etc.
    - Emergency evacuation graphics
  - Outline how to measure success and determine which metrics to collect, analyze and report (i.e., reach, engagement, media tracking, etc.)
- Develop a Communication Decision Tree and Checklist for staff to use as a guideline for communications, asking the following questions:
  - Decision Tree[11]
    - Question 1: Does the City need to communicate with public about the crisis?

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[11] See Appendix G for Crisis Communications Decision Tree.

- Yes:
  - Inform the City Manager.
  - City Manager will inform the City Council.
  - Begin identifying necessary communications assets (move onto question 2).
- No:
  - Inform the City Manager.
  - City Manager will inform City Council.
  - Monitor the issue.
- Don't know (if the answer is yes to any of the following questions, the City needs to communicate with the public):
  - Life safety or property saving information that must be communicated urgently?
  - An emergency or disaster that has caused loss of life, damage to public/private property or harm to the environment?
  - Existing, significant media coverage of the incident?
  - A mistake, wrong-doing or accident involving city staff, resources or vendors/contractors that requires a public explanation?
  - Broad involvement of City properties, facilities, equipment, fund, or personnel?
  - Public experience of a major service interruption (i.e., major road closure or utility disruption)?
- Question 2: Does the City need to communicate life safety, property-saving or major service disruption information immediately? (i.e., the City may need to communicate this information during the event of an earthquake, fire, flood, gas leak, major road closure, utility shutoff, etc.)
  - Yes:
    - Use an official emergency alert tool to notify residents[12].
      - Note: When communicating with residents about disruptions in services provided by other agencies (i.e. Pacific Gas and Electric or East Bay Municipal Utility District), the City should reshare information through available platforms (i.e. social media) instead of creating new communications.
  - No:
    - Move onto question 3.
- Question 3: Does the City have all information available about the crisis?
  - Yes:

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[12] See page 15 for emergency alert tool recommendation.

- - - o Move forward with a press release, social media post and talking points for the City Council about the crisis.
    - No:
      - o Move forward with a holding statement, social media post and talking points for the City Council about the crisis.
    - Don't know:
      - o Does the City have a complete picture of what happened?
        - An effective response strategy needs facts (i.e., why it happened, how it happened, who is affected or involved, and the impact of the incident).
  - Question 4: Is the City receiving a high amount of media coverage and media inquiries about the crisis?
    - Yes:
      - o Contact media directly to provide additional information, offer a spokesperson to answer questions.
    - No:
      - o Move onto question 5
  - Question 5: Will additional critical information about the crisis become available days, weeks or months from the time of the event?
    - Yes:
      - o Create a dedicated website page about the crisis where ongoing updates live. Add a link, button or banner on the homepage that directs visitors to the dedicated website page.
      - o Monitor the issue and post updates.
    - No:
      - o No need for a dedicated website page.
      - o Monitor the issue.
- o Checklist
  - Identify the spokesperson.
    - Unless otherwise assigned, the City spokesperson is the City Manager.
  - Identify the priority audiences.
    - Refer to the identified target audiences in the City's Crisis Communications Plan: who is the most affected and needs to be reached immediately?
  - Identify immediately available information.
  - Identify necessary communications assets based on decision tree.
- o Distribute communications as necessary.

Phase 2
Action Steps

- Regularly update the Crisis Communications Plan to ensure it contains the most current information and practices.
- Review the Crisis Communications Plan annually to determine direction on communications strategy, update with current, specific campaigns, and adjust the document accordingly.

Media Relations and Press Accessibility

Pinole's local media presence among traditional media outlets, like many municipalities', has been contracting in recent years due to changes within the mass media industry and the shrinking business of print media. Despite the trend, the City continues to have important and valuable opportunities for connection with the media. With local journalists constrained by a lack of resources, it is more important than ever for the City to be proactive in cultivating relationships with reporters and increasing connections with news outlets.

Phase 1
Action Steps

- Assign a resource, such as the Assistant to the City Manager in their capacity as citywide communication and engagement coordinator, to monitor local media for mentions of the City across print and digital media platforms.
    - o Monitoring can be done effectively via Meltwater or Google Alerts. The latter is a tool that sends subscribers email notifications about articles published online that match specific terms set by the subscriber.
- Define a process for communication with the media[13].
    - o Designate a staff resource as the main point of contact for the media.
    - o Develop and regularly maintain a media list comprised of local and regional media contacts.
        - ▪ Identify key individuals and news organizations with which to cultivate relationships.
    - o Define guidelines for determining when to proactively contact the media.
    - o Formally communicate the process to all key staff and provide staff with updates at regular intervals to ensure broad-based understanding and acceptance of the media relations process.

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[13] *See Crisis Communications (pg. 15) for media response decision tree.

- Establish a formal Media Relations/Inquiry Policy or procedure. At a minimum, the Policy should identify:
  - A single spokesperson who is responsible for funneling media inquiries and vice-versa.
  - How and when staff and elected officials may interact with the media.
  - When press releases should include quotes from the Mayor, other Council members, Directors or the City Manager.
- Regularly develop press releases.
  - Create a branded template for press releases.
  - Assign a resource within each department to identify, in coordination with the Assistant to the City Manager in their capacity as citywide communication and engagement coordinator, communications opportunities that can be proactively shared with the media.
  - Develop a defined process for press release approval and distribution.
  - Ensure press releases are published on the City's website and distributed via social media.

Phase 2
Action Steps

- Expand media outreach team and activities.
  - Appoint a resource within each city department to act as subject matter expert/point of contact (POC) for media inquiries and outreach.
  - Create POC list to be housed with the City Manager's Department and regularly maintain list.
  - Forecast opportunities to provide media with "advance preview" of significant projects/issues/updates.
  - Facilitate periodic media briefings in conjunction with identified opportunities.
  - Provide tours of City assets that reflect the work and achievement of the City.

Language Access

As local populations continue to become more diverse, it is essential for local government to take steps to ensure that diverse communities can access and engage with the government that represents them. The City of Pinole does not have a defined process for translation services. To increase the reach of essential information, expanding language access is important for Pinole. Providing translated documents and messaging in the languages spoken by the City's residents and stakeholders will ensure that the City's information will be effectively

communicated. Below are the action steps outlined in two phases to emphasize the priority and capability of putting recommendations, regarding expanding language access, into effect.

Phase 1
Action Steps

- Develop a defined process for translation services of communications.
  - Determine a list of documents or publications that are vital to residents obtaining the services provided by the City.
    - Determine if vital documents should be translated in full, or if they should be translated in a condensed, summary form.
    - Vital documents may include, but are not limited to public notices, press releases, program/service applications, program eligibility rules, program/service-specific outreach or community education materials.
    - Vital social media content may include, but is not limited to urgent impacts to service, educational information, or public notices.
      - For social media posts, combine English and translated text in the caption and the image within a single post.
  - Documents that are identified as not critical for obtaining City services will require further assessment about the appropriateness of translation.
  - Identify a staff member, or a contractor, to translate all necessary City communications (i.e., press releases, emergency alerts, social media posts, etc.)
- Update the website translation options to include Simplified Chinese.

Phase 2
- Boost bilingual posts to increase reach.
  - For posts with a budget[14] of $25 or less, combine English and translated text in the caption and the image within a single post and boost.
  - For posts with a budget of $25 or more, post English and translated content in two separate posts and boost each post separately using language targeting.
- Plan to collect and analyze available metrics to evaluate the performance of translated communications.
  - Leverage insights from each metric to inform which City communications need continued translation services.

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[14] A budget for Facebook boosted post or ad is the amount of money you want to spend on showing people your boosted post or ad. Ads and boosted posts can have lifetime budgets: the amount you are willing to spend over the entire run-time of your boosted post or ad. Ads can also have daily budgets: the average amount you want to spend on an ad set or campaign each day.

Residents Academy

Pinole wants to increase resident engagement among all residents, adults and students alike. In order to do that, the city is currently considering the development of a Residents Academy.

Cities across the nation utilize resident academies to educate community members about the inner workings and processes of local government. The purpose is most often to educate for the purpose of improving the level of effective engagement. Through resident academies, residents can understand how to navigate the complexities of municipal government and achieve greater influence into a city's decision-making process.

In Pinole, development of a residents academy will help strengthen the city's bonds with the community and will empower residents to effectively and actively engage with their local government. Below are recommended action steps outlined in two phases to enable the orderly creation of these new forums for public participation.

Phase 1
Action Steps

- Establish a Resident Academy.
  - Develop a title and logo consistent with city branding and style guidelines.
  - Determine staff who will oversee program, such as the Assistant to the City Manager in their capacity as citywide communication and engagement coordinator.
  - Create a mission statement.
  - Develop curriculum outline/engage appropriate city staff to build out their department's curriculum.
  - Based on curriculum, determine length of each academy.
  - Determine how often academy will be held, i.e., annual, semi-annual or quarterly.
  - Create webpage within City's website that includes:
    - Mission Statement
    - Registration process and link to registration
    - Course description
  - Decide the maximum size of each academy class.
  - Choose inaugural academy start date.

Phase 2
Action Steps

- Recruit first academy class.
  - Begin publicity through all city channels at least eight weeks ahead of course start.
  - Leverage community-based organizations/strategic community partners to publicize on behalf of city.
  - During academy, ensure photos and videos are taken during courses for publicity.
    - Consider having participants sign a waiver to allow their images to be used.
  - Issue survey to gauge attitudes and experience of all participants after completion of each academy. Ensure the survey includes an open-ended opportunity for graduates to make additional comments.
    - Note that the city may choose to use those comments when advertising for future academies. Consider including a "check box" participants can mark to give their permission for inclusion of their comments in future advertisements for the program.

Metrics

The City does not regularly analyze available communications-related metrics such as website traffic and social media reach. By regularly collecting and analyzing available metrics, the City can implement a data-driven approach and gather important insights to help improve communications efforts. A data-driven approach will help guide important decisions related to communications efforts, including resource allocation, and ensures the City knows what efforts are the most efficient and effective for reaching its constituents.

Phase 1
Action Steps

- Plan to collect, analyze and report on available metrics on a quarterly basis. Regularly compare metrics to the baseline averages.
- Determine key metrics to report regularly. At a minimum, metrics should include:
  - Website: Sessions, Users, Avg. Sessions Per Day, Avg. Session Length, Top Pages, Most/Least Active Days, Traffic Source, Site Search Top Keywords.
    - The City should aim to stay within 5% above or below of each quarterly average for Sessions, Users, Avg. Sessions Per Day and Session Length.
  - Social Media: Followers, Number of Posts, Post Reach, Post Engagement.
    - By accounting for Most/Least Active Days, Traffic Source and the above statistics, the City will learn what information its community is interested in.

- By analyzing post reach and post engagement, the City can determine the impact of information. Post reach and post engagement can also correlate to in-person attendance at meetings, events, etc.
- Leverage insights from each quarterly report to inform messaging strategy and distribution.
- Optimize Google Analytics to ensure quality data is retrieved:
  - Enable Google Search Console to improve your control of the domain and how it interacts with Google Analytics.
  - Set up Site Search in Google Analytics to better understand what website visitors are searching for. Use the results to inform your website design, especially the home page.
  - Create three data views within the Google Analytics Property:
    - Unfiltered
    - Test
    - Master

Phase 2
Action Steps

- Shift from quarterly to monthly reports to stay informed of shifts in the City's communications efforts more regularly.
- Incorporate metrics discussions into cross-departmental communications planning meetings to ensure all departments stay informed on communications efforts results and understand which efforts are working and which need fine-tuning.
- Conduct annual or biennial scientific surveys to gather direct community feedback via a professional, scientific surveying service.
  - OpenGov[15] and FlashVote[16] are both trusted and effective services for the City to consider.

Conclusion

With the goal of strengthening communications and community engagement, the City of Pinole initiated a series of communications-related research and planning efforts in 2021 and is well on its way to achieve the next level of success when it comes to reaching and engaging constituents.

The City has started building a strong foundation for its communications efforts by completing research and laying the framework for a success communications plan. By implementing

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[15] https://opengov.com/
[16] https://www.flashvote.com/

Tripepi Smith's recommendations, the City can reach a higher level of engagement and strengthen its community ties.

Appendices

Appendix A – City of Pinole Strategic Plan 2020-2025

City of Pinole Strategic Plan 2020 – 2025

Vision

Mission

Goals

Strategies

February 2020

Prepared for the City of Pinole by Management Partners

Table of Contents

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Introduction

The City of Pinole Strategic Plan 2020 – 2025 expresses the City's vision, mission, goals, and strategies for the next five years. It was developed through an extensive research and engagement process led by Management Partners, described in detail below, that began in June 2019.

The vision, mission, goals, and strategies are based on the information and perspectives provided by Pinole's community members, appointed officials, staff, and the City Council.

The vision is our aspiration for the future. The mission is the City organization's statement of purpose. The goals are the main objectives that need to be achieved in order to obtain the vision. Each goal contains a list of specific strategies (deliverables). Following City Council approval of the Strategic Plan, staff will develop an implementation action plan to assign responsibility and timelines for completion of the strategies.

The City would like to thank all of the stakeholders that participated in the development of the Strategic Plan, and encourage everyone to remain engaged with the Strategic Plan by monitoring the City's progress and celebrating the results we achieve and deliver together.

City of Pinole Leadership

City Council

Roy Swearingen
Mayor

Norma Martinez-Rubin
Mayor Pro Tem

Pete Murray
Council Member

Vincent Salimi
Council Member

Anthony L. Tave
Council Member

Executive Team

- Andrew Murray, City Manager
- Hector De La Rosa, Assistant City Manager
- Eric Casher, City Attorney
- Neil Gang, Police Chief
- Heather Iopu, City Clerk
- Andrea Miller, Finance Director
- Tamara Miller, Development Services Director / City Engineer
- Chris Wynkoop, Fire Chief

Strategic Plan Process and Themes
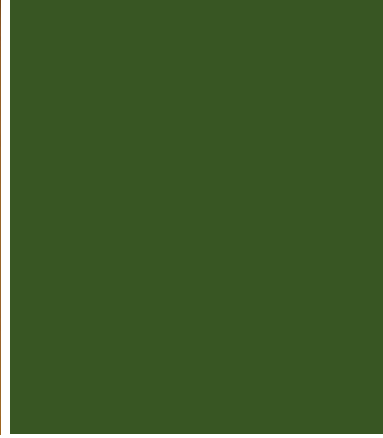
BENEFITS OF STRATEGIC PLANNING

The City of Pinole's **Strategic Plan** contains a vision, mission, goals, and strategies. Strategic planning helps a community identify its highest priority interests, articulates a vision of the future, and clearly communicates the City's direction amidst competing demands. Moreover, the plan provides a framework for reporting progress on how the City is achieving its vision through defined goals.

PLAN DESIGN APPROACH
Community Engagement

A public engagement plan was developed to gather input from a cross-section of elected and appointed officials along with community members. In each engagement event, participants were invited to share their aspirations for the community and insights about Pinole's accomplishments, challenges, and opportunities. The public input opportunities that informed the Strategic Plan included the following:

- *City Council Workshop: On June 27, 2019, the City Council and City Manager participated in a one-day workshop and identified key community priorities as well as their vision for the future.*
- *Boards and Commissions Focus Group: On August 26, 2019, 11 members, representing the City of Pinole Planning Commission, Community Services Commission, and Traffic and Pedestrian Safety Committee, shared their perspectives about strengths, challenges, and opportunities of the City.*

- *Community Meetings: Members of the community were invited to identify community strengths, challenges, and opportunities in four separate meetings. A total of 57 community members attended meetings held at four separate locations across the city and at four different times on September 25 and October 7, 2019.*
- *Departmental Questionnaire and Meeting: Each City department provided responses to a questionnaire that focused on identification of current City projects and future needs. The executive team met on October 30, 2019 to review the engagement results and discuss key community trends in preparation for the Council workshop in January 2020.*
- *Strategic Plan Workshop: The Council held a Strategic Plan workshop on January 25, 2019. The City Council reviewed a summary of all public engagement input and key community trends presented in an environmental scan. Following a review of the information, the Council developed the vision, mission, goals and strategies contained in this document.*

Community Engagement Themes

Community members indicated that they value Pinole's strong sense of community, good school system, ethic of citizen involvement, location, open space, and small-town feel. Community members also expressed interest in seeing improvements to the following:

- Consistent communication with community members,
- Community engagement opportunities,
- Emergency preparedness,
- Fiscal stewardship and sustainability,
- Long range capital planning and maintenance of current assets,
- Neighborhood beautification efforts,
- Economic development and downtown redevelopment,
- Regional and legislative partnerships, and
- Employee attraction, retention, and development.

Environmental Scan

The Strategic Plan was also informed by an environmental scan. The scan included a summary of Pinole's demographic and community trends. The scan also provided an overview of recent patterns in housing, public safety, development, transportation, and traffic congestion. The scan included information about the City's current and future financial forecasts. The impacts of climate change were also discussed along with a review of overall community resilience.

Vision

The vision statement is an aspiration for the future.

It is a statement of where the community is going.

"*Pinole is a safe, vibrant, and innovative community with small town charm and a high quality of life.*"

Mission

A mission is a statement of the purpose of the organization.

It fundamentally defines what the organization stands for and what it will do.

"*Pinole will be efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.*"

Pinole's Goals

The Strategic Plan contains four goals. The goals, along with their definition statement, are listed below.

Safe and Resilient Pinole	**Develop and communicate community resilience through quality public safety service delivery, property maintenance policies and practices, and disciplined investment in community assets.**
Financially Stable Pinole	**Ensure the financial health and long-term sustainability of the City.**
Vibrant and Beautiful Pinole	**Facilitate a thriving community through development policies and proactive relationship building.**
High Performance Pinole	**Build an organization culture that is efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.**

GOAL 1. SAFE AND RESILIENT PINOLE

Develop and communicate community resilience through quality public safety service delivery, property maintenance policies and practices, and disciplined investment in community assets.

STRATEGIES

1. Conduct a citywide asset condition assessment.

2. Update the emergency preparedness and response plan (including results of the facilities and equipment assessment).

3. Explore restoring the community emergency response team (CERT) program and conducting annual tabletop exercises and community drills.

4. Review, prioritize, and implement as appropriate the 2019 fire service study recommendations.

GOAL 2. FINANCIALLY STABLE PINOLE

Ensure the financial health and long-term sustainability of the City.

STRATEGIES

1. Develop a long-term financial plan (LTFP) and use it to guide budget and financial decisions (including policies regarding reserves and management of liabilities).

2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform.)

3. Establish a program to evaluate grant opportunities and capacity.

4. Explore an array of revenue generation opportunities to recover costs.

5. Develop a disciplined approach to funding infrastructure maintenance and improvements.

GOAL 3. VIBRANT AND BEAUTIFUL PINOLE

Facilitate a thriving community through development policies and proactive relationship building.

STRATEGIES

1. Update the General Plan and Three Corridors Specific Plan.

2. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.

3. Partner with regional for- and non-profit housing organizations to provide an array of housing options consistent with community income levels.

4. Develop a comprehensive economic development strategy that includes a focus on downtown redevelopment to activate the core of the community as a destination for the region (including gateway and wayfinding signage as well as branding).

5. Partner regionally to improve and enhance transportation circulation, including public transit, cars, bikes, and pedestrians.

6. Conduct a review and update of the City's code enforcement and property maintenance programs with a focus on increased beautification efforts and investment in community amenities, business districts, and nuisance abatement.

GOAL 4. HIGH PERFORMANCE PINOLE

Build an organization culture that is efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.

STRATEGIES

1. Develop an employee attraction, retention and development plan.
   a. Analyze the City's classification and compensation system and update as needed.

2. Conduct a citywide organization review to optimize efficiencies.

3. Review citywide implementation of best practices and improve processes.

4. Develop a strategic communication plan (i.e., public information officer, messaging, marketing, technical implementation).

5. Develop a public engagement plan.
   a. Develop policies and practices that provide a framework for diverse community members to connect, interact, and proactively participate.
   b. Explore opportunities for meaningful youth participation in city and community life.
   c. Develop a robust volunteer and internship program.

6. Develop a comprehensive information technology Strategic Plan.

7. Develop an interagency legislative advocacy program.

As described earlier, the Strategic Plan is accompanied by an implementation action plan that sets forth timelines and staff assignments. Progress reports will be provided periodically throughout the year to the City Council. Community members are encouraged to attend City Council meetings to learn more.

PINOLE, CA 94564
(510)724-9826

Appendix B – Cerrell Communications Assessment

To:	City of Pinole
From:	Cerrell
Date:	Mar 4, 2022
Subject:	Assessment of Existing City Communication and Engagement Practices and Immediate Recommendations

OVERVIEW

As part of our effort to create, analyze and provide recommendations to strengthen the City's overall external communications and public engagement, Cerrell conducted an in-depth Dangers, Opportunities and Strengths (D.O.S.) assessment of the City's messaging, communications channels and how stakeholders view the City's communications efforts.

This comprehensive assessment resulted in findings that provide a baseline for the creation of strategic recommendations for enhanced communications and engagement. Using this information, we can implement an effective communications program for the City of Pinole to improve both internal and external communications.In addition to findings, the assessment resulted in some recommendations for immediate improvements to the City's communication and engagement.

The findings and recommendations that have resulted from the assessment are organized into the following sections:

- Website
- Social Media
- Branding
- Communication Plan
- Crisis Management
- Newsletters
- Press Releases
- Media Relations & Press Accessibility
- Language Access
- Strategic Goals

A subsequent *City of Pinole Communication and Engagement Plan* will follow in the months ahead after this D.O.S. assessment is formally accepted. The *Plan* will cover specific tactics, communication mechanisms and recommendations on tools and platforms for enhancing engagement with the City's diverse residents.

FINDINGS AND RECOMMENDATIONS

Below, we have outlined our findings and immediate recommendations in greater detail to help the City strengthen its overall communications and engagement with its constituents. The subsequent *Communication and Engagement Plan* will provide in-depth recommendations, strategies and tactics to improve the City's engagement with and communication to its residents.

<u>**Website**</u>

Recommendations:

- Add Simplified Chinese to the language translator in the top right corner of the website
- Remove City of Pinole Police Department Instagram and Twitter links from the footer of the website and add to the Police Department's contact us page. The Police Department's social media pages are already linked on its description page.
- Better formatting for drop-down menus/titles
  - Example: 'About Pinole' when the tab drops down you see the green label in the bottom middle instead of the top. Should start off in the top left.
- Update copyright to 2022 in the website footer. Currently states "2018" which could imply to readers that the website has not been updated in several years
- Retitle home page from "Home - City of Pinole" to "City of Pinole" and update current generic favicon to City Seal or a "P" graphic
- Remove the "Contact Us" menu and sort pages/links into other menu options
- Remove the "Residents" menu as all resources are already available in other menus
- Change "About Pinole" menu to be called "Our City"
- Community Events page has outdated information
- Notices page links to an old RFP from 2018

A website is a modern-day brochure and the virtual face of any organization or brand. While modern in some areas, the City's current website is difficult to navigate and overall not user-friendly. In our own review, as well as feedback received from several stakeholder interviews, it's clear that it can be difficult to find information on something as simple as how to report illegal dumping or a pothole.

The website is linked to a Google Analytics account to track the number of visitors to the site and how they interact with its various pages. Prior to our engagement with the City, the analytics

tracking was not active, therefore, we only have data from October 2021 and on. Below, we've provided visuals of how the website performed in December 2021, and these metrics are consistent with what we saw for October 2021 and November 2021.

Overall, and as expected, the website home page is the best performer having nearly 1,771 unique visitors come to the page in December 2021. You'll see in the illustration below, the top 10 performing pages on the website include pages for COVID-19 resources, police, City Council and the Senior Center. Overall, the website is well visited, however, we would like to draw attention to the average bounce rate of 63.60 percent. A bounce rate is the percentage of single-page sessions in which there was no interaction with the page. These individuals reached the City's website, made no attempt to click any links and closed out of the website without visiting any other pages. We typically see bounce rates in the range of 40 to 50 percent for government entities. A bounce rate of more than 60 percent suggests that visitors are unable to determine where to find the resources they are looking for and ultimately leave the website without answers.
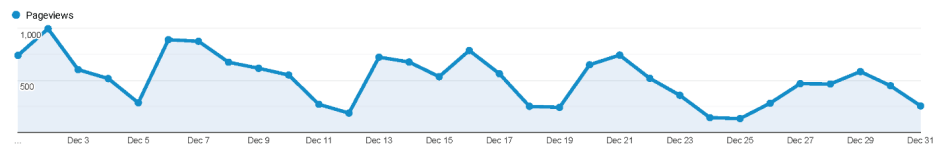
Page		Pageviews ↓	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
		16,018 % of Total: 100.00% (16,018)	13,325 % of Total: 100.00% (13,325)	00:01:37 Avg for View: 00:01:37 (0.00%)	7,718 % of Total: 100.00% (7,718)	63.60% Avg for View: 63.60% (0.00%)	48.18% Avg for View: 48.18% (0.00%)	$0.00 % of Total: 0.00% ($0.00)
1.	/www.ci.pinole.ca.us	2,223 (13.88%)	1,771 (13.29%)	00:01:24	1,558 (20.19%)	40.18%	37.74%	$0.00 (0.00%)
2.	/city_government/coronavirus_covid_19_/c_o_v_i_d-19__r_e_s_o_u_r_c_e_s	584 (3.65%)	518 (3.89%)	00:05:36	513 (6.65%)	85.38%	84.08%	$0.00 (0.00%)
3.	/city_government/police	439 (2.74%)	350 (2.63%)	00:01:19	298 (3.86%)	44.30%	40.55%	$0.00 (0.00%)
4.	/city_government/city_council	335 (2.09%)	266 (2.00%)	00:01:26	97 (1.26%)	62.89%	31.94%	$0.00 (0.00%)
5.	/news/what_s_new/holiday_tree_lighting	287 (1.79%)	268 (2.01%)	00:03:09	247 (3.20%)	89.88%	87.80%	$0.00 (0.00%)
6.	/city_government/city_council/agendas_and_minutes	260 (1.62%)	205 (1.54%)	00:03:30	85 (1.10%)	34.12%	36.54%	$0.00 (0.00%)
7.	/city_government/senior_center	233 (1.45%)	195 (1.46%)	00:01:55	152 (1.97%)	65.79%	56.22%	$0.00 (0.00%)
8.	/city_government/human_resources	221 (1.38%)	195 (1.46%)	00:00:57	77 (1.00%)	37.66%	35.29%	$0.00 (0.00%)
9.	/cms/One.aspx?portalId=10947056&pageId=14626563	221 (1.38%)	178 (1.34%)	00:03:59	58 (0.75%)	86.21%	65.61%	$0.00 (0.00%)
10.	/city_government/building	218 (1.36%)	182 (1.37%)	00:01:04	133 (1.72%)	45.86%	39.91%	$0.00 (0.00%)

Users	New Users	Sessions	Number of Sessions per User
5,694	5,299	7,718	1.36

Pageviews	Pages / Session	Avg. Session Duration	Bounce Rate
16,018	2.08	00:01:44	63.60%
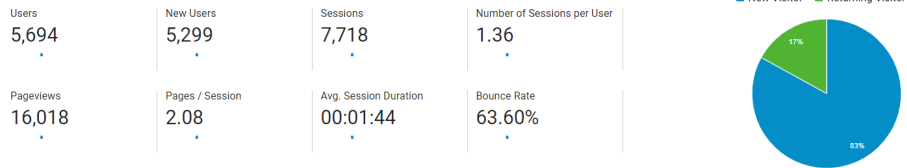
The City's existing website content management system or "back-end" is through CivicLive. Rather than developing a completely new website, we recommend structural and visual tweaks to the existing website. CivicLive offers several additional tools and features that are not available on the City's current website. This includes notification management software, list management and citizen request management tools. However, we will caution that CivicLive's offerings in this space are not as highly regarded as offer platforms such as Granicus. As noted above, rather than designing, populating and launching an entirely new site, we recommend the City find third-party tools that can enhance or augment the City's existing site with CivicLive.

The City will be well served to provide as many online/self-help resources as possible, so residents can get the information they need at their convenience, without having to email or call City staff.

Surrounding cities such as the City of Hercules offer more interaction and self-help resources on its website. For example, under the "I Want to…" menu option, you'll see clear direction and access to various services residents may need including applications, reporting and service requests. Its E-Notice page provides quick access for residents to sign up and stay informed on all City activities that are relevant to their interests.

In contrast, the City of Pinole's website has limited options for reporting and tracking service requests, and currently has no options for residents to sign up for alerts, notices or general City updates. The reporting available under the "How do I…" menu is for reports made to other agencies for hazardous spills or highway maintenance. Currently, residents are expected to know what City department is responsible for various services, search for the appropriate contact and send an email to register a service request or file a report.

A citizen request management tool such as GoGov can quickly integrate with the City's existing CivicLive website and will rapidly improve coordination between departments, save countless staff hours and make available user-friendly tools for residents to register and track service requests. Alternatively, and as noted above, the City's existing website content management platform, CivicLive, offers similar notification. Platforms such as GoGov will be evaluated in further detail in the *Communication and Engagement Plan.*

The "Contact Us" menu on the website is redundant and offers the same links to City Departments as seen in the "City Government" menu. We recommend moving and condensing the contact submenu links into the "How Do I…" menu with the following structure:

- CONTACT
  - Commissioners
  - Council Members
  - Departments (Create a new /city_government/contact_us page with a hyperlink to each of the respective department pages)
  - Other Agencies (Create a new page with links to other governmental agencies – schools, state agencies such as Secretary of State, Employment Development Department (EDD), Contra Costa County, Contra Costa Health Department and other relevant Districts.)

The "Residents" menu currently has two resources listed – School Locations and Services and Utilities. All of the information and resources offered by these two links are available under other menu options. For simplicity and to improve the experience for visitors, we recommend eliminating this menu option.

As listed above, one of our recommendations is to add Simplified Chinese as an option for the translation tool on the website. This tool was previously broken but has since been fixed. Currently, the translation tool offers translation into 10 languages including the top two non-English languages – Spanish and Tagalog.

Throughout the interview process with community stakeholders, there was a recurring message that the City should begin to communicate with the Chinese-speaking community of Pinole. Based on these discussions, we have determined that Simplified Chinese is the most useful version of written Chinese that the City should attempt to translate the website into. To process translation requests, the website uses Google Translate Application Programming Interface (API). It should be a quick update by the website operator to add Simplified Chinese.

Social Media

Recommendations:

- Update existing Facebook page title from "City of Pinole-City Hall" to "City of Pinole"
- Utilize the Police Departments large following to cross-promote City channels
- Create a new City of Pinole Instagram account
- Staff City of Pinole table at community events to promote sign-ups to social media platforms and other City channels

- Designate a "social media manager or public information officer (PIO)" responsible for all platforms, creating and approving content and engaging with City department heads to source content
- Purchase a social media management tool to expedite content creation and centralize use permissions

With over 70% of Americans holding at least one social media account, the number of social network users in the United States is forecasted to increase to approximately 243 million by 2025. In addition, 69 percent of white U.S. adults currently have at least one social media account, 77 percent of Black U.S. adults, and 80 percent of Latino U.S. adults have at least one social media account. Because of the high diversity of social media users, it is essential for any City with a diverse population like Pinole to have a robust and effective social media presence.

When compared to some of your neighboring cities, the City of Pinole-City Hall | Facebook has a smaller proportion of its residents following its page. Currently, the City's Facebook page has 713 followers, which amounts to just 3.7 percent of the City's residents following the page. Assuming that some non-residents likely follow the page means the Facebook page is drastically under-utilized and there are opportunities for immense growth in the number of residents who receive updates from the City through Facebook. As a comparison, the City of San Pablo has 5,700 followers with a population of 30,967 for a utilization rate of 18.4 percent.

The Pinole Police Department Facebook has more than 9,400 followers. Although we estimate that several hundred of these followers are non-Pinole residents, this is still an impressive following. Given the Police Department's large following, the City can quickly capture hundreds of residents by promoting its existing and future channels and platforms including Facebook, Instagram and newsletters to the Police Department's Facebook audience. We recommend partnering with the Police Department to create monthly or quarterly posts asking its followers to engage with the City's channels.

To start, we recommend that the City creates its own "City of Pinole" Instagram. The posts should contain the same information as the City posts to Facebook, but incorporate more images when possible of the following types of information and visuals:

- Community engagement (virtual town hall meeting times and dates)
- Future holiday events
- Department updates such as the Local Road Safety Plan and Pinole Skatepark Repair
- Posts about each council member, putting a picture to their name
- Pictures from various civic activities (car show, watershed clean-up, park events, etc.)

Social media management is a time-consuming task and the native tools offered by the platforms do not allow for collaboration across teams or City departments. We recommend the City purchase a social media management tool to expedite content creation and centralize use

permissions and grant the appropriate level of access to staff. It's also been previously discovered by City staff that a few deprecated Facebook pages exist and are no longer able to be removed without reaching out to Facebook support. Here is a list of the pages no longer maintained or created by former employees:

- City of Pinole - Department of Development Services
- Pinole City Hall
- Pinole Fire Department - Station 74

To avoid the complications of trying to regain access, you could try to report your own page to Facebook and start a conversation with them to hopefully delete that page. First, try through this page to delete an unused account. You'll see a pop-up in the bottom right corner asking, "Was this helpful?" Choose "No" and then "The Solution Doesn't Work." From there, you can state your case of this being a "gray" or abandoned account and you would like to delete it as to not cause confusion with your city's residents. Hopefully, that starts the conversation with a customer service contact at Facebook.

Centralizing access also allows you to revoke access for employees who leave the City or move to a role that no longer requires them to post on social media. Through this tool, the City can "crowdsource" content from staff at the various City departments and allow them to submit content for approval and distribution by a designated social media manager. Our preliminary recommendation is for the City to utilize Loomly, but we will provide a final recommendation in the *City of Pinole Communication and Engagement Plan.*

Branding

Recommendations:

- Develop style guide or brand kit with official City fonts and colors to be used across all City Departments communications and materials
  - *Wait until The Natelson Dale Group, Inc. and Golden Shovel Agency has begun its work on economic development strategy branding; need to create harmonious brands, styles*
- Develop a template for materials commonly used by City department, e.g., construction notices, civic events, direct mail, presentations
- Begin to incorporate the vision, mission and goals identified in the Strategic Plan 2020-2025 into regular City communications with residents and businesses

While there are many aspects to a visual identity, logos and color schemes are particularly important if an organization wants to stand out in a crowded field. Research shows that people subconsciously assess brands within 90 seconds of viewing, and the majority of that opinion is solely based on color.

The City of Pinole's current logo or seal is direct and effective, utilizing a logo that pays homage to the Native Huchin people of the land, using a photo-based logo, evoking familiarity from the Pinole community. However, that's the extent of the City's formal brand as it has no established style guides with fonts, colors or templates.

Consistency is key to effective branding. Brand books, or brand style guides, are a helpful tool in maintaining a consistent identity across platforms and establishing credibility and public awareness. Brand books also serve a useful internal purpose for organizations by setting clear design standards and streamlining processes for designers, writers, and developers.

As part of our scope of work, our final deliverable is to develop a refreshed brand with accompanying messages and a graphic/style guide for use throughout all media channels and collateral materials. In collaboration with staff, we will provide alternative logos and other graphics to represent the City's values and goals, which could strengthen its brand and reinforce better brand consistency.

We understand the City is currently engaged with The Natelson Dale Group, Inc. and Golden Shovel Agency to develop an economic development strategy that includes marketing and branding to attract businesses and talent to your community. Our team has already met with the leads for this project and will work in tandem with them to ensure the branding is complimentary.

Communication Plan

Recommendations:

- Expand on the communications plan
- Shorten the introduction
- Refresh the plan periodically

Good communication doesn't just happen. It starts with a written plan.

The 2020 Preliminary Communication Plan is laid out well - it is not too long of a document, has the City's goals clearly stated, and lays out its strategic priorities and target audiences. It even offers a plan to deliver translation options to the residents of Pinole, through utilizing the City staff and even through a volunteer program.

However, per our knowledge, none of these steps have been taken to improve the communications efforts for the City. Additionally, the 2020 Preliminary Communication Plan states that it will be updated as necessary, however, it does not appear to have a version since the original.

In future updates, the introduction can be shortened to just a sentence or two about the City, as it's not very relevant to the plan and would likely be common knowledge to the reader of the

plan. If you would like to include the full City overview, placing this in the appendix would be a good option.

The plan has great recommendations and ideas, it just needs some updating to have some of the charts easier to read, a status update, and roles assigned.

<u>Crisis Management</u>

Recommendations:

- Create a crisis communications plan

A key part of handling a crisis well and mitigating damage to your brand lies in the preparation. Lack of preparation and planning can result in poor handling of imminent or emerging crises, which can have lasting negative consequences. For a municipality, having a clear process for handling a crisis can lessen confusion, provide clear next steps for residents, and in some instances save lives.

While not every crisis can be anticipated, it's safe to assume that a crisis will occur in Pinole at some point, and having a strong plan, and conducting exercises to practice responses, can help prevent the City from being caught flat-footed, give clear direction and rationale for making decisions and allow you to be proactive rather than just reactive.

With no clear crisis communications plan and, per stakeholders, no real known process on what to do or who to speak to when a crisis strikes, the City finds itself vulnerable to playing catchup during a crisis. The City is in the midst of creating an updated Emergency Operations Plan (EOP). The EOP will define who is responsible for communication during an emergency and some basic approaches to use. The City should create a detailed crisis communication plan to complement the EOP's guidance.

<u>Newsletters</u>

Recommendations:

- Shorten the Administrative Reports (also referred to as the City Manager's Report)
- Provide newsletters with important messaging translated in key local languages

Newsletters, which are bulletins issued periodically to the members of society, business, or organization, are a wonderful tool for regularly disseminating important information all in one place to specific audiences. However, if not executed correctly or easily accessible to residents and businesses, the engagement and acceptance of the newsletter may not reach its full potential.

The City's only cross-departmental newsletter, the bi-weekly Administrative Report (City Manager's Report), while full of useful information and resources, isn't particularly reader-friendly and could be described as more of an administrative or internal communication rather than external for the general public.

According to research from Nielsen Norman Group (NNG), people spend just 51 seconds, on average, with an email newsletter after opening it. The information in the City Manager's Report is relevant and deserving of being shared, but the editions should be shorter in length to help ensure active, engaged readership. These days, more than 70% of people read their email on a mobile device, and while the City Manager's Report is compatible with phones, having a lot of text within the document makes it less digestible in a mobile format.

The upcoming *Communication and Engagement Plan* will go into further detail on tactics to repurpose the information within the City Manager's Report into a monthly "City of Pinole Newsletter" designed on a managed mass email system such as Mailchimp. By moving to an email marketing platform, residents and businesses can sign-up to receive the monthly newsletter via email rather than the current procedure to find it through Facebook or the City website. The City would also get a comprehensive list of email addresses to add to other platforms and tools it utilizes for delivering services.

Some of the editions had certain content translated into Spanish, but not all, which is not inclusive for the Spanish-speaking communities. An example is on page five of this newsletter, under the Summer Bike Challenge. The first instruction is translated in Spanish, but no other Spanish, or any other language translations, exists throughout the rest of the newsletter.

Pinole's community is diverse and full of various cultures and languages, but the materials provided by the City do not reflect that. The information delivered from the City does not reflect the fact that nearly half of the population of Pinole is Hispanic, Latino, or Asian. See more in the Language Access portion below.

We also analyzed the newsletters sent out by the Pinole Police Department. The Police Department does a wonderful job of sending out a newsletter every week, and keeping the content of the newsletter short and easily digestible. However, the format of the newsletter could be improved upon. For example, a quick change that can be made is to lighten the color of the background of the newsletters. Newsletters should not have black/dark backgrounds, as it creates problems with readers who have a dark theme applied to their email client/reader. The current layout of the newsletter is very simple and easily digestible. A quick change that we suggest would be to rearrange the order of where the content is placed.

Most of the newsletters from the Police Department follow the same format, so this would likely be a simple change. An example of the changes we are suggesting can be taken from this newsletter. Some format changes include:

- Using the same font and font size throughout the newsletter
- Putting the Chief's message at the top of the newsletter
- Put the weekly safety tip in the newsletter instead of providing a link to it
- Put a key on the "What's Happening in Pinole" map to further explain the colors/numbers
- Better organize the "What's Happening in Pinole" section and the crimes reported with formatting, underlining section organizing
- Place important events, such as the "Coffee with a Cop" by itself at the bottom and label the section "Events"
- Put the City of Pinole police logo at the very bottom of the newsletter

Press Releases

Recommendations:
- Add press and media releases, when available, to News section
- Add quotes from the stakeholders and spokespeople

Owned media is an excellent way to control the narrative and frame the story on your own terms. The City of Pinole has great stories to tell, however, the City is not maximizing the possibilities and reach that a press release can provide.

A recent release that we received was regarding an officer-involved shooting and was providing an update on a previous media alert that had gone out to the public.

All press releases sent out should have quotes from relevant City representatives. Per conversations with City of Pinole stakeholders, contact with members of the media is not frequent, mostly happening in situations of crisis.

Since that is the case, it is essential that press releases of any kind, but especially those regarding any emergency or crisis, have a quote from a relevant City official in them. In the example we were provided, we got an update and summary on what happened, but there were no clear quotes from officials on the situation that could be used for any media. As a best practice, quotes in press releases should not be longer than three sentences, as you want to frame them as soundbites -- quick, strong, straight to the point, and easy to incorporate into a reporter's article.

Additionally, one is unable to find the media releases on the City's website. If you search "media release" or "press release" on the website, no releases show up. Even though you may feel as if the media are not seeking to cover Pinole, a lack of access plays a role. Easy access to press releases is also helpful to Pinole's residents. If someone is looking for information on a crisis or even just an event that they know a release went out about, being unable to find it is frustrating and could come off as the City not being open and transparent. Adding press/media releases to

the website would be beneficial for all. On the page, also adding a media contact will allow interested stakeholders an easy way to reach out for more information if they need it.

Media Relations & Press Accessibility

Recommendations:

- Create a process for communicating to media
- Have a PIO position or delegate tasks to a specific person within the City Manager's Department

While the local media and press scene in Pinole has begun to dwindle, per our conversations with City staff, there are still some occasional interactions with the media. To ensure optimal success for these interactions, a process for communicating with media outlets needs to be in place.

The conversations we had with City officials informed us that when there is a time for media interactions, there is no clear process in place. One way this could be remedied is to create a media relation process. This does not need to be a long or elaborate document, but just a document that lays out the steps for each department if there is a media inquiry.

Another option would be creating a PIO position for the City of Pinole or delegating this task to an individual within the City Manager's Department. As of now, only the Police Department has a PIO position and they have the most successful communications efforts. Creating a PIO role for the City will allow it to have a dedicated person to handle communications efforts for the City and its departments, and allow for the City to reach more of its communications and engagement goals. As noted above, this person's role will also be to manage the CIty's social media presence and to coordinate with City departments on sourcing material and content for distribution.

Language Access

Recommendations:
- Implement a strategy to expand language access

"Language access" means providing Limited English Proficient (LEP) people with reasonable access to the same services as English-speaking individuals. According to the 2015 Language Map App from the United States Government's Civil Rights Division, 13.67% of the population of Contra Costa County, or 136,609 people, are limited English proficient.

The most common foreign languages spoken in Contra Costa County are Spanish, Tagalog (incl. Filipino), and Chinese (incl. Mandarin, Cantonese); however, none of the City of Pinole's

resources are translated in these languages. The [COVID-19 resources page](#) doesn't offer any varying language options, and the [Services and Utilities page](#) does provide an option for non-English speaking residents who may need translation services.

As mentioned in the "Website" section above, on the City of Pinole's website's Google translation options, all the links are broken, therefore limiting LEP residents from receiving any form of translated documents.

While not every document or resource from the City needs to be translated into the most commonly non-English spoken languages in the area, the City should translate "vital documents," or documents that are necessary for meaningful access. DOJ [clarifies](#) that a document will be considered vital if it contains information that is critical for obtaining federal services and/or benefits or is required by law.

By expanding the City's language access efforts, the City will not only increase the reach of essential information that Pinole's residents need, but it will also increase community engagement, as LEP residents will feel more welcome.

Strategic Goals

Recommendations:

- Provide more regular updates online
- Add additional columns to the layout
- Post more frequent plan updates

Setting concrete, specific goals is essential to not only implementing a successful plan but also holding yourself accountable to ensure follow-through. The City of Pinole's [Strategic Plan](#) is well written, as it includes all-encompassing, clear goals that are purely focused on equity and the betterment of all residents of Pinole.

Since this is a multi-year plan when posting the updated versions on the website, we recommend adding a "status" column to the plan, with options such as: "not started," "in progress," and "complete." For any of the items that are complete, we recommend housing the report/plan/etc., on the website, and also including a link to the item in the plan updates.

While the document says that it will be updated regularly there has not been an updated version to the website since January 2021. Providing regular updates will allow the community to see the progress that the City has made and know the most recent changes.

Also, the City of Pinole's Strategic Plan is currently somewhat difficult to locate, and it should be placed somewhere that is easier for residents to find. As of now, you can only find it if you

search "strategic plan." However, as a document that is setting the tone for the future of Pinole, it should be more prominently placed, such as under the "City Government" tab on the first page or under "City Council." Making this document more easily accessible will not only hold the City more accountable but will also create greater transparency for Pinole residents.

In addition, we recommend that future Strategic Goals documents be created by implementing the same process as before, including the facilitation of open, City-wide brainstorming and planning sessions with community residents, and inviting them to the council workshops. This process will be essential, as it allows the City's leadership to hear directly from the community on their thoughts and desires on what they think the City can improve on, and the direction they would like the City to go in.

Appendix C – Example Dashboard Report

Monthly Dashboard Report
April 2022 [1]

TRIPEPI SMITH
marketing • technology • public affairs

CITY OF AMERICAN CANYON

FOLLOWERS / SUBSCRIBERS

	City Facebook	Nextdoor	Email	Nixle	YouTube	P&R Facebook	P&R Instagram	PD Facebook	PD Instagram
2021 - April	4,891	6,603	14,623	18,042	-	-	1,164	-	-
2021 - May	4,906	6,715	15,148	18,059	-	-	1,171	-	-
2021 - June	4,910	6,717	15,165	18,083	-	-	1,167	-	-
2021 - July	4,922	6,780	15,177	18,107	-	-	1,184	-	-
2021 - August	5,103	6,839	15,381	18,141	-	-	1,216	-	-
2021 - September	5,172	6,889	15,503	18,160	-	-	1,216	-	-
2021 - October	5,131	6,974	15,605	18,395	-	-	1,214	-	-
2021 - November	5,137	7,019	15,713	18,414	-	-	1,212	-	-
2021 - December	5,143	7,095	15,651	18,428	-	-	1,221	-	-
2022 - January	5,150	7,108	17,807	18,445	-	-	1,218	-	-
2022 - February	5,150	7,171	17,732	18,485	-	-	1,226	-	-
2022 - March	5,159	7,225	17,734	18,496	361	407	1,223	9,155	-
2022 - April	5,169	7,286	17,786	18,533	367	425	1,218	-	785
GROWTH % (MONTH)	0.19% [2]	0.84%	0.29% [3]	0.20% [4]	-%	-%	-0.41% [5]	-%	-%
GROWTH % (YEAR)	5.68%	10.34% [6]	21.63% [7]	2.72%	-%	-%	4.64%	-%	-%

SUBSCRIBERS TO EMAIL PUBLICATIONS

	Around the Town Newsletter	City Manager's Updates	General Plan Updates	Neighborhood Watch Updates	Parks & Rec Newsletter
2021 - April	2,050	13,026	1,549	2,701	2,684
2021 - May	2,097	13,500	1,575	2,748	2,736
2021 - June	2,143	13,437	1,615	2,796	2,802
2021 - July	2,181	13,399	1,646	2,833	2,843
2021 - August	2,267	13,539	1,696	2,912	2,908
2021 - September	2,343	13,559	1,755	2,981	2,963
2021 - October	2,461	13,604	1,853	3,094	3,071
2021 - November	2,509	13,680	1,876	3,140	3,097
2021 - December	2,442	13,572	1,799	3,070	3,027
2022 - January	2,506	13,569	1,830	3,103	7,595
2022 - February	2,540	13,558	1,854	3,130	7,433
2022 - March	2,573	13,543	1,882	3,168	7,411
2022 - April	2,621	13,538	1,927	3,211	7,415
GROWTH % (MONTH)	1.87%	-0.04% [8]	2.39%	1.36%	0.05% [9]
GROWTH % (YEAR)	27.85% [10]	3.93%	24.40%	18.88%	176.27% [11]

NUMBER OF POSTS

	City Facebook	Nextdoor	Email	Nixle	YouTube	P&R Facebook	P&R Instagram	PD Facebook	PD Instagram
2021 - April	80	24	26	0	-	-	23	-	-
2021 - May	93	27	27	0	-	-	20	-	-
2021 - June	81	11	20	0	-	-	12	-	-
2021 - July	79	14	21	0	-	2	19	-	-
2021 - August	69	17	26	0	-	10	8 [12]	-	-
2021 - September	47	17	27	0	-	18	3	-	-
2021 - October	67	30	43	3	-	16	1	-	-
2021 - November	67	27	23	0	-	16	1	-	-
2021 - December	61	27	24	0	-	14	4	-	-
2022 - January	63	32	33	0	-	10	5	-	-
2022 - February	41	21	34	0	-	14	8	-	-
2022 - March	92	29	30	0	7 [13]	15	7	20	-
2022 - April	68	25	27	0	7 [14]	33	2	-	3
GROWTH % (MONTH)	-26.09% [15]	-13.79% [16]	-10.00% [17]	-%	0.00%	120.00% [18]	-71.43% [19]	-%	-%

REACH / IMPRESSIONS [20]

	City Facebook (Avg. Daily Reach)	Nextdoor (Avg. Impressions)	Email (Total Delivered)	YouTube (Total Views)	Nixle	Website (Total Page Views)	YouTube (Total Views)	P&R Facebook (Avg. Daily Reach)	P&R Instagram (Avg. Daily Reach)	PD Facebook (Avg. Daily Reach)	PD Instagram (Avg. Daily Reach)
2021 - April	1,033	766	64,657	-	-	97,200	-	-	150	-	-
2021 - May	1,248	741	51,043	-	-	82,759	-	-	91	-	-
2021 - June	837	546	81,816	-	-	95,004	-	-	61	-	-
2021 - July	1,262	577	64,475	-	-	105,853	-	0	137	-	-
2021 - August	974	650	40,732	-	-	81,487	-	7	78	-	-
2021 - September	857	590	58,167	-	-	83,032	-	30	19	-	-
2021 - October	1,193	754	84,674	-	-	98,099	-	88	16	-	-
2021 - November	782	711	61,274	-	-	109,945	-	126	7	-	-
2021 - December	678	729	58,373	-	-	73,129	-	221	43	-	-
2022 - January	846	726	77,538	-	-	70,531	-	60	26	-	-
2022 - February	844	958	112,491	-	-	63,385	-	106	59	-	-
2022 - March	1,289	657	88,871	653	-	82,316	-	80	57	1,840	-
2022 - April	1,270	578	88,465	1,149	-	35,025	-	222	26	-	1 [21]
GROWTH % (MONTH)	-1.50% [22]	-12.03%	-0.42% [23]	75.95%	-%	-57.45% [24]	177.61% [25]	-54.81%	-%		

Followers / Subscribers

Subscribers to Email Publications

Number of Posts

Legend: City Facebook, Nextdoor, Email, Nixle, P&R Facebook, P&R Instagram
Legend: 2021 - April, 2022 - April

ENGAGEMENT [26]

	City Facebook (Total Eng.)	Nextdoor (Total Eng.)	Email (Eng. Rate)	YouTube (Total Watch Time, hrs)	Website (Total Page Visits)	P&R Facebook (Total Eng.)	P&R Instagram (Total Eng.)	PD Facebook (Total Eng.)	PD Instagram (Total Eng.)
2021 - April	3,512	-	65%	-	77,083	-	295	-	-
2021 - May	4,207	-	65%	-	59,970	-	135	-	-
2021 - June	2,254	-	60%	-	67,810	-	82	-	-
2021 - July	3,340	-	64%	-	79,152	0	182	-	-
2021 - August	2,402	-	63%	-	56,159	26	210	-	-
2021 - September	1,572	-	61%	-	61,075	63	10	-	-
2021 - October	3,123	-	61%	-	72,052	444	26	-	-
2021 - November	2,452	-	62%	-	69,334	472	1	-	-
2021 - December	2,004	-	64%	-	56,946	495	85	-	-
2022 - January	5,276	-	65%	-	51,534	142	35	-	-
2022 - February	2,554	-	67%	-	46,973	224	92	-	-
2022 - March	5,276	70	69%	56.2	60,562	195	85	-	-
2022 - April	2,831	30	69%	82.8	15,239	538	25	7,741	285
GROWTH % (MONTH)	-46.34% [27]	-57.14%	0.33% [28]	47.33%	-74.84% [29]	175.90%	-70.59%	-%	-%

THEMES / EVENTS / SPECIAL NOTES

APR 2021	MAY 2021	JUNE 2021	JULY 2021	AUGUST 2021	SEPTEMBER 2021
Earth Day COVID-19	Memorial Day Asian Solidarity Celebration at Shenandoah Park Oscar Ortiz appointed new Napa County Sheriff	Drought Emergency Proclamation ACCPF Summer Celebration Kick-off, CA reopens and loosens COVID restrictions.	Drought Stage 2 proclamation, Fourth of July Community Celebration, Watson Ranch Groundbreaking, new police chief Rick Greenburg.	Drought, clean energy program	October event announcements

OCTOBER 2021	NOVEMBER 2021	DECEMBER 2021	JANUARY 2022	FEBRUARY 2022	MARCH 2022
Fall messaging, active crisis messaging. Crisis Prevention messaging	Holiday season events	Holiday posts, storm related alerts / traffic advisories	CivicRec launch, Parks and Rec. updates, and traffic advisories	CivicRec launch, Search and solve 2022, Heart your Parks Month, Fire response, Black history month, We <3 everyone in American Canyon	Women's History Month Construction Highlights Start of Spring Heart Your Parks Month

APRIL 2022
30th Anniversary, Distracted driving awareness, Safe daging, Walk to Work Day, Public Health Week, Pet Day, Volunteer Week, Drought / Water conservation comms, Community Development week, Environmental education week

TOP SOCIAL MEDIA POSTS

CITY Facebook [30]

City of American Canyon — Mon 4/18/2022 7:44 pm PDT	
Total Engagements	499
Reactions	31
Comments	37
Shares	11
Post Link Clicks	—
Other Post Clicks	420

City of American Canyon — Thu 4/28/2022 1:48 pm PDT	
Total Engagements	359
Reactions	21
Comments	0
Shares	13
Post Link Clicks	—
Other Post Clicks	325

City of American Canyon — Mon 4/18/2022 6:01 pm PDT	
Total Engagements	207
Reactions	83
Comments	11
Shares	3
Post Link Clicks	23
Other Post Clicks	87

Nextdoor

PARKS & REC Facebook

City of American Canyo… Mon 4/11/2022 4:20 pm PDT

It's #NationalPetDay, and what a better way to celebrate than to showcase the #PetsOfAmericanCanyon! Meet our...

Total Engagements	73
Reactions	21
Comments	7
Shares	2
Post Link Clicks	1
Other Post Clicks	42

City of American Canyo… Tue 4/5/2022 3:43 pm PDT

Join our team! We are currently hiring Lifeguards and Senior Lifeguards. Lifeguards observe the activity of...

Total Engagements	71
Reactions	24
Comments	2
Shares	15
Post Link Clicks	9
Other Post Clicks	21

City of American Canyo… Fri 4/8/2022 4:53 pm PDT

We are hiring Recreation Leaders! We invite energetic, creative, and responsible individuals to apply for t...

Total Engagements	61
Reactions	20
Comments	1
Shares	10
Post Link Clicks	13
Other Post Clicks	17

PD Facebook

American Canyon Polic… Fri 4/8/2022 9:10 am PDT

On 4/6/2022 a catalytic converter theft occurred in the 100 block of Montevino Drive in our city,...

Total Engagements	3,391
Reactions	454
Comments	84
Shares	21
Post Link Clicks	2
Other Post Clicks	2,830

American Canyon Polic… Wed 4/13/2022 4:42 pm PDT

We need your help. In the very early morning hours on 4/9, we had a subject in our city that was up to no...

Total Engagements	2,745
Reactions	206
Comments	29
Shares	42
Post Link Clicks	—
Other Post Clicks	2,468

American Canyon Polic… Thu 4/28/2022 1:40 pm PDT

Last week, Deputy Risley presented our 5th graders at Napa Junction Magnet Elementary School with their...

Total Engagements	332
Reactions	86
Comments	2
Shares	0
Post Link Clicks	—
Other Post Clicks	244

PARKS & REC Instagram

americancanyonparksandrec Sat 4/30/2022 9:32 am PDT

In honor of American Canyon's 30th anniversary, we've been celebrating the BIG on the 30th of every month. What do AmCan residents love about the...

Total Engagements	56
Likes	53
Comments	3
Saves	0

americancanyonparksandrec Fri 4/1/2022 5:06 pm PDT

Hello Spring! We are so excited to share opportuniti us including: Our Spring Volunteer Event New opp Our new Movies in the Park survey... and so much m

Total Engagements	4
Likes	4
Comments	0
Saves	0

No More Posts

There are no additional posts containing Engagements within this Reporting Period.

PD Instagram

amcanpd Fri 4/8/2022 9:10 am PDT

On 4/6/2022 a catalytic converter theft occurred in the 100 block of Montevino Drive in our city. Surveillance video captured the involved suspect and his vehicle....

Total Engagements	67
Likes	60
Comments	5
Saves	2

amcanpd Wed 4/13/2022 4:42 pm PDT

We need your help. In the very early morning hours on 4/9, we had a subject in our city that was up to no good. Not only was he enjoying the relatively brisk...

Total Engagements	49
Likes	46
Comments	1
Saves	2

amcanpd Fri 4/8/2022 6:00 pm PDT

As we get ever closer to Tax Day, we'd like to remind everyone not to fall victim to scammers. Recently, we've been made aware of citizens getting letters fro...

Total Engagements	35
Likes	33
Comments	0
Saves	2

[1] In March 2022, Tripepi Smith edited the Dashboard Report format and added several new accounts/metrics to track, including:
- Youtube: Followers, Number of Posts, Video Views, and Total Watch Time
- Parks & Rec FB: Followers, Number of Posts, Avg. Daily Reach, Total Engagement, Top Posts
- Parks & Rec IG: Avg. Daily Reach, Total Engagement
- Website: Total Page Visits
- Nextdoor: Total Engagements, Top Posts

There are some data collection limitations to a few of the newly added metrics. Growth comparisons will not be available for those metrics until April.

Additional adjustments include:
- Removal of Fire District Newsletter from "Subscribers to Email Publications"
- Standardization of FB and IG impression and engagement metrics to Average Daily Reach and Total Engagement, respectively

[2] Facebook's month over month growth had been steadily increasing by 0.12% or more for several consecutive months. This trend continued through April 2022.

[3] GovDelivery's subscription continued growth in April 2022 following a slight dip in February shows that email subscriptions are back on track.

[4] Nixle maintains slow and steady growth every month, typically by around 0.10%. Growth slowed further to 0.06% in March 2022, following the 'surge' of growth in February (+0.22%). In April, we witness another 'surge' at +0.20%.

[5] The Parks and Recreation Instagram continues to lose a handful of followers per month. This could be related to the low amount of activity on the account. TS would anticipate this number and general account performance increase with the promo of summer recreation activities.

[6] The year-over-year growth of the City's Nextdoor consistently outpaces the growth of the City's other social media. This growth metric has remained steady between 11-12% for the past three quarters. At 10.34% YOY growth, we are seeing some slowing on Nextdoor.

[7] The manual addition of a large contact list to the Parks and Recreation newsletter in January 2022 will keep the YOY growth percentage higher than what would be seen with traditional organic growth.

[8] The CMU newsletter has continued to lose a handful of subscribers each month since December 2021. The cause for this decline is currently unclear. TS will continue to monitor.

[9] Just over 2,000 contacts were manually uploaded to GovDelivery in January 2022 to the Parks and Rec Newsletter. The newsletter experienced some natural loss in February and March following the upload, but the number is back up in April, suggesting that the list is back to normal and that those who would have unsubscribed from the newsletter due to the upload would have done so in February and March.

[10] The Around the Town Newsletter consistently remains the newsletter with the highest year over year growth rate.

[11] The yearly growth for the Parks and Rec Newsletter will remain extremely high for the year 2022, as over 2k contacts were added manually to the subscription list in January 2022. Monthly metrics for the Parks and Rec newsletter will be a more accurate indicator of the organic growth.

[12] In August 2021, the City transitioned its Instagram account from a City Hall-focused account (@CityOfAmericanCanyon) to an account dedicated to the Parks and Recreation Department (@AmericanCanyonParksAndRec)

[13] Of the 7 videos added to the City's YouTube Channel in March 2022, five were livestreams of City meetings and two were unlisted informational videos.

[14] Of the 7 videos added to the City's YouTube Channel in April 2022, six were livestreams of City meetings and one was a traditional video.

[15] With March 2022 presenting a record high for post quantities in the last 12 months, the monthly growth dip is very large at over a 25% decrease. The number of posts for April 2022 at 68 remains just under the 12-month average of 70.

[16] Nextdoor post quantities, as with all City platforms, fluctuate monthly. Although a decline from March, April's post quantity of 25 posts exceeds the 12-month average of 23 posts.

[17] The City sent 3 fewer emails in April 2022 than March, representing a 10% decline. However, at 27 emails, the March email quantity remains steady with the 12-month average (of 28 emails/month).

[18] Posts on the Parks and Rec FB more than doubled from March to April 2022. There were more concerted efforts from the City comms teams to add content to P&R pages in April.

[19] Activity on the Parks and Recreation instagram has fluctuated monthly due to changes in the Parks and Rec department. This number is expected to continue to increase as the Parks and Rec department begins creating more content and initiatives internally and advertising for summer recreation classes/opportunities. The City comms team invested in more P&R content in April. It's unclear why posts from FB were not published to the P&R IG. TS will monitor.

[20] FB Reach: Average Daily Reach per Profile is the average number of users that were served content associated with your profile per day and per profile.

Nextdoor Impressions: a sum of three numbers - (1) Unique views of the post in the newsfeed, (2) Unique opens of the email notifications that are sent to neighbors when an agency posts, (3) Unique clicks on the daily digest that many neighbors receive which includes links to agency posts.

Email Reach: the total number of bulletins delivered

Instagram Reach: The number of unique people who saw your post.

[21] The average daily reach is likely higher than 1. For the month of April, TS has impressions data from April 23-30, but data was unavailable for the remainder of the month. We will have access to the complete month of metrics beginning in May, which will more accurately reflect the Daily Reach for the PD IG.

[22] Given the algorithmic changes in post appearances based on how much content is being produced, reach is slightly down in April given the fewer posts that were published to the account.

[23] Email communications were up significantly in February 2022. The City sent two emails about the State of the City in February, each being delivered to

61

over 15k recipients. The email count began to level back out in March and April, but still remain high relative to the last 12-month period.

[24] Page views have been consistently high throughout the past 12 months. Part of the increase can be attributed to an increase to "normal" levels following a dip in page views and visits in 2021. However, the majority of page views and visits are being driven by bot traffic. The -57.45% dip seen in April is driven by the bot filter applied by the Comms team. Without the filter, page views were up from March to April by over 10k.

[25] With the increased quantity of content, both reach and engagement are up significantly for the P&R FB.

[26] Facebook Engagements: the number of times that users reacted to, commented on, shared, or clicked on your posts during the reporting period. This includes both organic and paid activity.

Nextdoor Engagements: the monthly sum of "Thank Count" and "Reply Count"

Email Engagement Rate: If a recipient opened the bulletin or clicked on a link, that recipient is considered Engaged. The Engagement Rate is the percentage of message recipients who are Engaged.

Instagram Engagements: the number of times users liked, commented, and saved your posts, and replied to your stories. This includes organic activity only.

[27] Engagement hit a record high in March with the additional comms efforts. The number evened out closer to the average of ~3.1K in April 202, but still remains low overall.

[28] There is consistent email readership in American Canyon. Growth in email engagement tends to stay low as the number balances in the 60% range.

[29] Page visits have been consistently high throughout the past 12 months. Part of the increase can be attributed to an increase to "normal" levels following a dip in page views and visits in 2021. However, the majority of page views and visits are being driven by bot traffic. The -74.84% dip seen in April is driven by the bot filter applied by the Comms team. Without the filter, page visits were up from March to April by over 11k.

[30] Top City posts highlight key opportunities to participate with the City -- including a NVTA workshop and registration for a Job Fair. Top posts also feature people, like American Canyon's Community Development Department. This falls in line with typical posts that receive more engagements (featuring: people, images of progress, and emergency alerts/preparedness)

Appendix D – Preliminary Map of Banner Locations
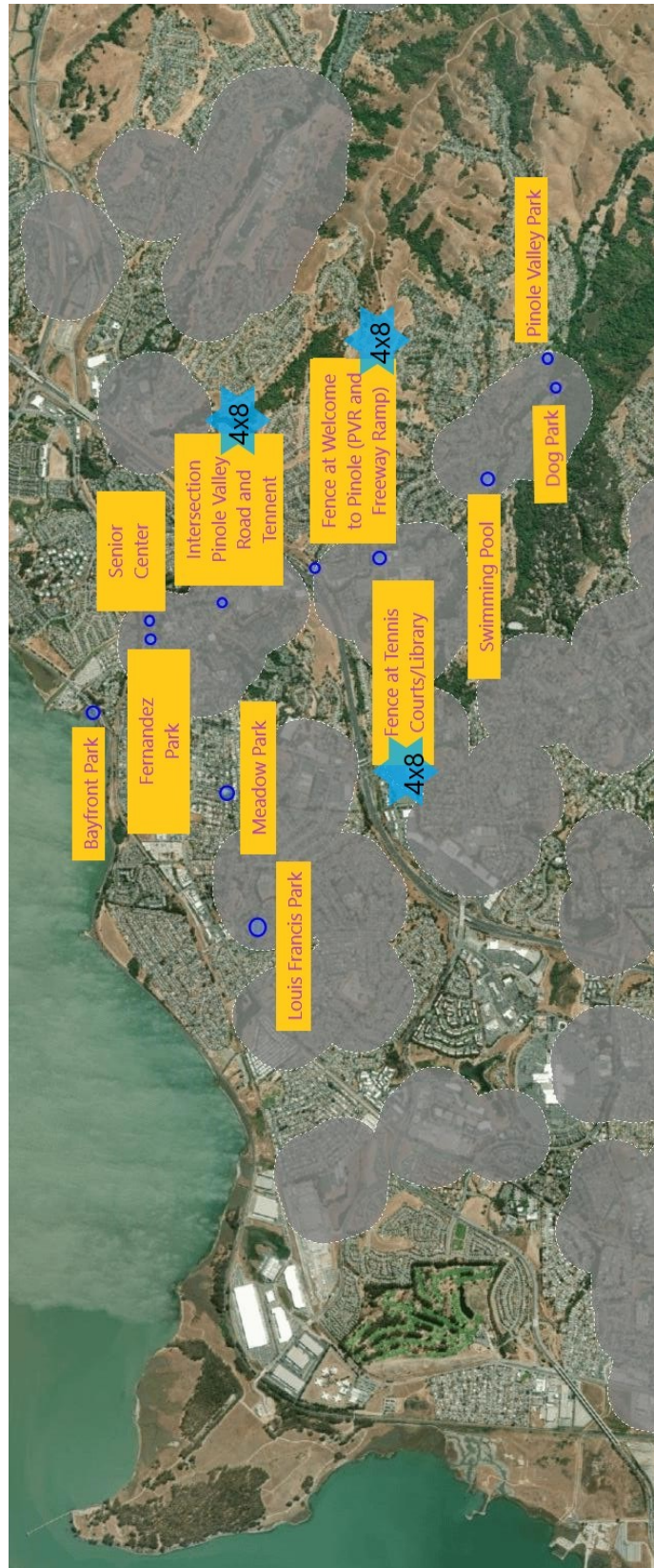
Tips for Creating Power Point Presentations for Council Meetings
So it still looks good (and is readable) on Pinole TV

---

1) All Power Point presentations are due to Dave Snell by 5pm the Monday prior to the meeting.
2) Save the file in the J:\Temp for Transfer\2009 and the meeting date folder and **email Dave to alert him that it is there**.
3) A full Power Point with detailed instructions is available at J:\Helpful Instructions
4) All Power Point presentations will be cleaned off of the staff desktop after a meeting and for the next meeting all current presentations will be downloaded.
5) Contact Dave with any questions at x.862 or by email at any time.

Font Size & Type
- **Font must be no smaller than 24 point – the larger the better.**
- Use only Arial, Century Gothic Bold, Impact, Tahoma, or Verdana.
- Do not use font shadows and minimize use of italics.

Colors (Background & Font)
- Do not use bright red.
- Avoid bright colors and preferable use dark colors.

Photos & Graphics
- Be sure they are embedded, not linked.
- Make photos & graphics large enough to be seen (at least 2 inches wide/tall).
- Change your photograph file size: Import into Photoshop, go to Image, then Image Size. Change the photo image size to 3 inches or less. Save and then place into your Power Point. This decreases the actual memory size of the photo and will keep your presentation from stalling or taking too long to load.

Charts & Graphs
- Use pie charts instead of bar graphs.
- Use thick lines for the outline since small, thin lines pulsate on TV.
- Make sure your chart is properly sized and not elongated (due to importing).

Other Points
- Leave at least ¼" blank space on all sides. Otherwise it will be cropped on TV.
- Avoid using the laser pointer since the TV audience cannot see this at home. Use the mouse to point to an item on your presentation.

City of Pinole

Cable Access 26 and 28

PowerPoint and Television
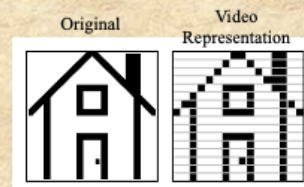
City of Pinole
Cable Access Department

- Do you ever wonder why PowerPoint presentations rarely look as good on TV as they do on your computer?
- This tutorial is intended to help you build your presentation properly for the TV.
- Because your presentation will be televised, adherence to the following points will ensure that your presentation will be displayed correctly.

City of Pinole
Cable Access Department

- About this presentation
  - There are five main points I will cover in this presentation.
    - Resolution
    - Safe Zone
    - Laser Pointer
    - Charts and Graphs
    - General Info

City of Pinole
Cable Access Department

- First – Resolution
  - Keep in mind that television does not have the same resolution that your computer monitor does.
  - Resolution refers to the sharpness and clarity of an image.
  - In California cable companies only offer Public Access systems a resolution ratio of 4 by 3.
  - 16 by 9 ratios must be converted or squeezed down to be fully seen.
  - This looses some readability for the viewers at home.

Original   Video Representation

Simple example of how some TV's represents what it sees.

City of Pinole
Cable Access Department

- Resolution cont.
  - Fonts
    - Font size is crucial. Too small and it will not be seen on TVs.
    - Font style should be simple and plain.
      - Makes them easier to read.
    - Use fonts such as:
      - Arial, Century Gothic Bold, **Impact,** Tahoma, or Verdana.
    - Avoid fonts such as:
      - Georgia, Palatino, Times New Roman, *Monotype Corsiva,* or Comic Sans MS.

City of Pinole
Cable Access Department

- Resolution cont.
  - Fonts cont.
    - **Font Size**
      - **Keep font size 24 point or larger.**
        - **Too small and it <u>will</u> <u>not</u> be readable. Sit back and see if you can read this simple chart.**

➤ **44**
➤ **40**
➤ **36**   **Safe**
➤ **32**
➤ **28**
➤ **24**
➤ 20
➤ 18
➤ 14   **Too Small**
➤ 12
➤ 10

City of Pinole
Cable Access Department

- Resolution cont.
  - Fonts cont.
    - Avoid the use of shadows, TVs can not reproduce them well.
    - Use font sizes that are easily readable.
    - Be careful when using *Italic*
      - *Some Italic Fonts do not reproduce well.*

City of Pinole
Cable Access Department

- Resolution cont.
  - Importing Photographs
    - When importing a file make sure that it is 'embedded' and not 'linked'.
      - Embedded – the imported file is part of the PowerPoint presentation.
      - Linked – a 'place holder' is keeping the imported file's place while PowerPoint links to it.

City of Pinole
Cable Access Department

- Resolution cont.
  - Importing Photographs cont.
    - Use reasonable size photographs.
    - Small photographs do not stand out well on television.
    - Make sure that they are dark enough to be seen clearly.
    - Too light and they will appear to be washed out.

City of Pinole
Cable Access Department

- Resolution cont.
  - Importing Photographs cont.
    - Don't just resize the photo to fit the page.
      - You might get something you did not expect.
    - Take the photo into PhotoShop and scale the file there.
    - If you need help with this give us a call and we will help.

City of Pinole
Cable Access Department

- Resolution cont.
  - Importing Photos cont.
    - File size is important.
      - There is no point of importing a photograph that is 'print quality', 300 dots per inch (dpi), for TV which only has a resolution of 72dpi.
      - Your PowerPoint presentation file size will be larger overall.
      - We have limited space on our hard drive so the smaller the file size the better.

City of Pinole
Cable Access Department

- Resolution cont.
  - Importing Photos cont.
    - File size is important.
      - Will also take longer for your picture to load.
      - This photo is 'print quality' with a file size of 685k.

685k File
Large File Size

City of Pinole
Cable Access Department

....

- Resolution cont.
  - Importing Photos cont.
    - This photo looks the same at 72dpi.
    - The file size is smaller.
      - Will load faster.
      - Keeps your presentation overall file size down.

51k File
Same photo only a smaller file size

City of Pinole
Cable Access Department

....

- Secondly – 'Safe Zone'
  - There is a 'safe zone' that you must keep information within.
    - If you don't then your information could be cut off by some TVs.
    - A rule of thumb is 10% around the inner border.

  - See example on next slide.

City of Pinole
Cable Access Department

10%   10%

Television Safe Zone

Keep within this safe zone

10%   10%
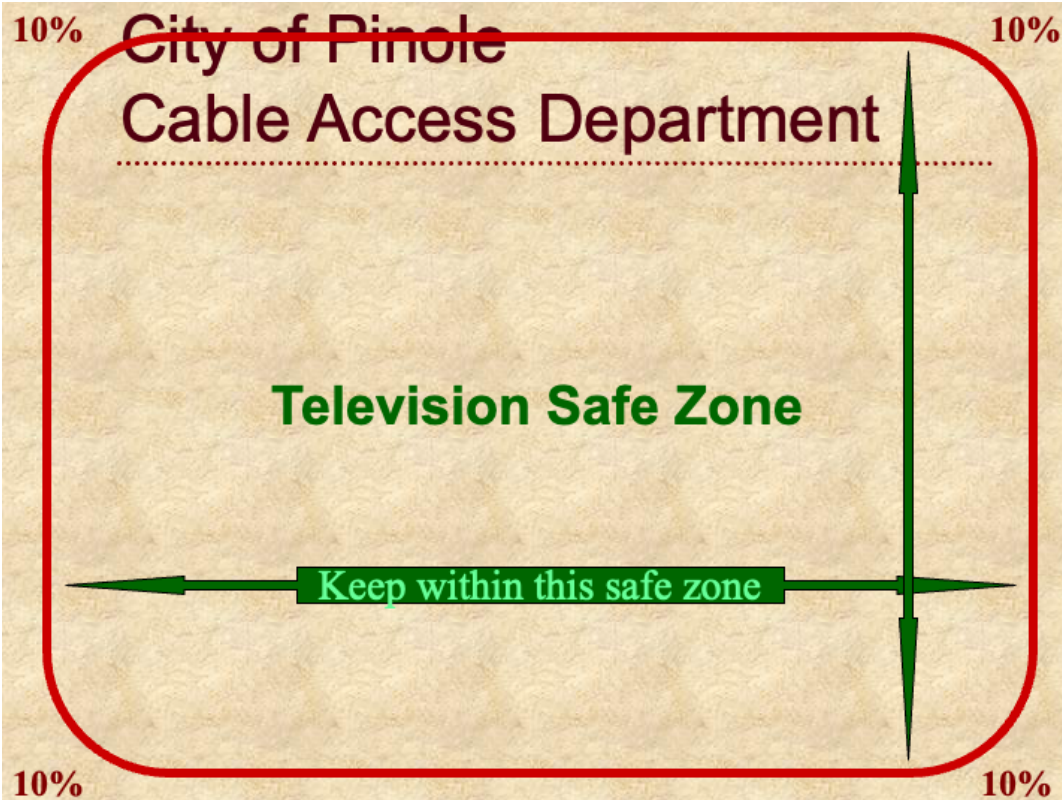
City of Pinole
Cable Access Department

- Third – Laser Pointer
  - Be mindful that the audience watching TV can not see your laser pointer.
    - If you can, use the mouse instead or have someone advance your presentation then use your laser pointer while they follow along with the mouse's pointer.

City of Pinole
Cable Access Department

- Fourth – Charts and Graphs
  - When it comes to charts and graphs there are some important rules to keep in mind.
  - The next few slides talk about these rules.

City of Pinole
Cable Access Department
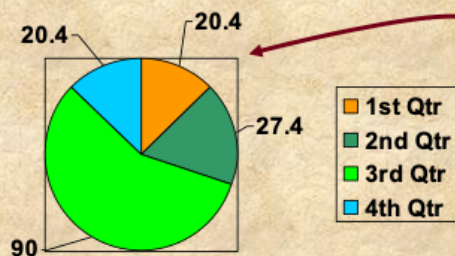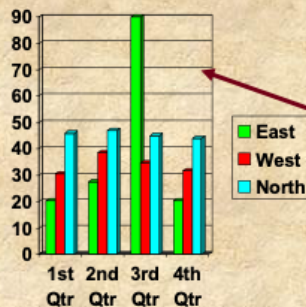
- Charts and Graphs cont.
  - Minimize the use of fine lines, such as in graphs.
    - These tend to pulsate or jitter on television.
  - Use pie charts when possible.
  - They are easier to see.
  - Make them large.
  - Orally explain everything on your slide.

City of Pinole
Cable Access Department
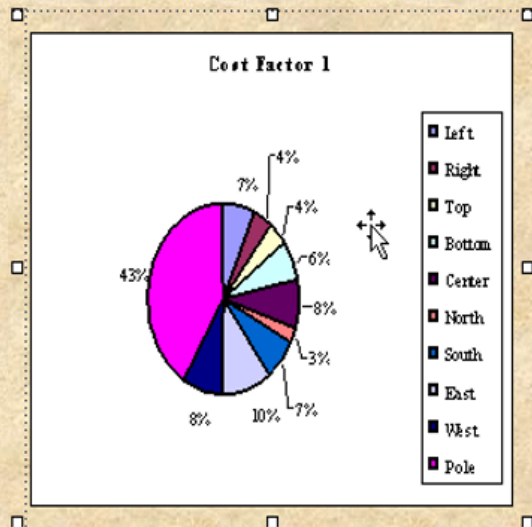
- Charts and Graphs cont.
  - When importing a chart from another program such as Excel you must ensure that it is readable:
    - Sometimes your chart will import elongated like the sample to the left.

City of Pinole
Cable Access Department
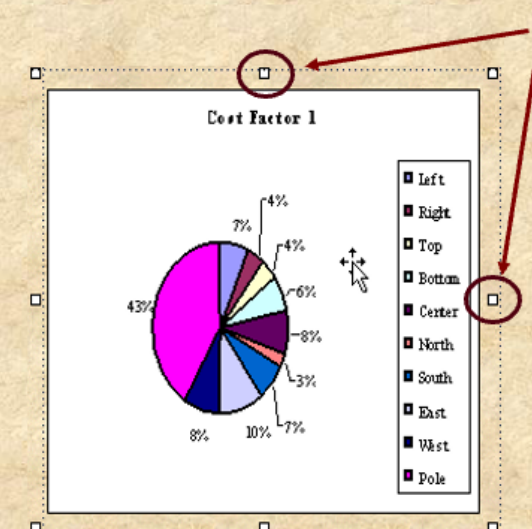
- Charts and Graphs cont.
  - The first way is to click and hold on the chart's sizing handles that appear at the top or side edges of the selection rectangle and adjust as needed.

City of Pinole
Cable Access Department
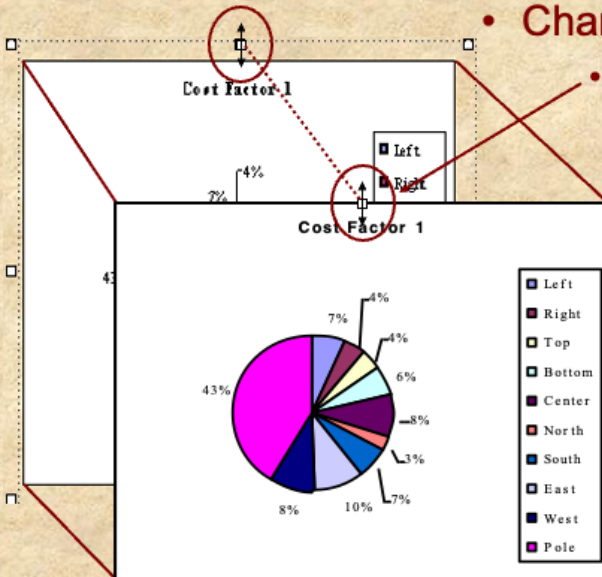
- Charts and Graphs cont.
  - Drag the sizing handles to the size you want.

City of Pinole
Cable Access Department
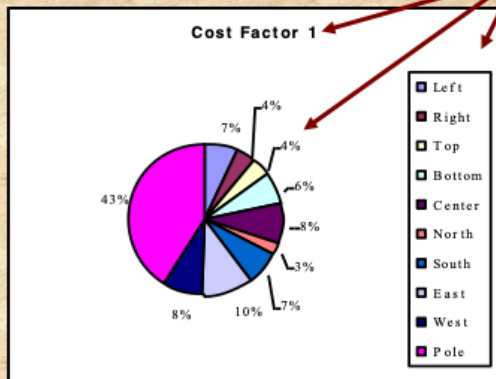
- Charts and Graphs cont.
  - The next step is to ensure that your fonts are readable.
    - The fonts on this slide will not be easily seen at home because they are too small to read.
    - We're going to show you how to make the fonts look like 24 pts.

City of Pinole
Cable Access Department

- Charts and Graphs cont.
  - To fix the font size, left double-click on the graph.
    - This will bring up the Chart Tool Bar.
    - Left click on the font.
    - This will activate the 'Format Data Labels' button.
    - Left click on this button which will bring up the 'Format Data Label' dialog box.
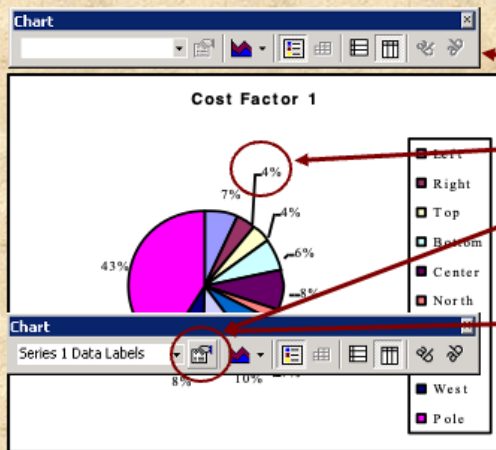
Cost Factor 1

City of Pinole
Cable Access Department

- Charts and Graphs cont.
  - Click on the 'Font' tab and adjust as needed.
    - Click on a font size or write a number size in the box.
      - When adjusting fonts this way 9 pts. can look like 24 pts.
      - You might have to adjust the font size several times to find the right size; adjust by trial and error.
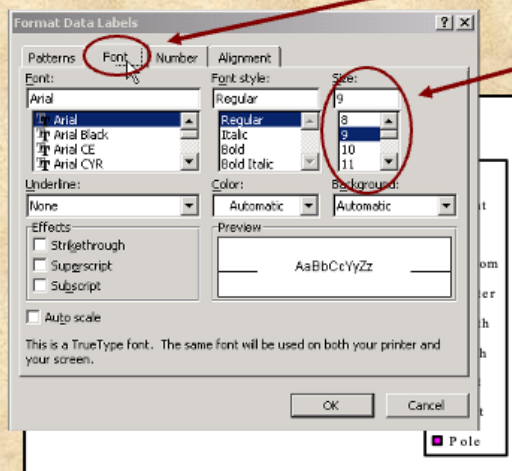
City of Pinole
Cable Access Department

- Charts and Graphs cont.
  - Repeat these steps for all your text resizing needs.
    - If you find that your chart is taking up a lot of space you might have to turn 1 slide into several.

Cost Factor 1

4%
4%
7%
6%
43%
8%
3%
8%
10%
7%

Left
Right
Top
Bottom
Center
North
South
East
West
Pole
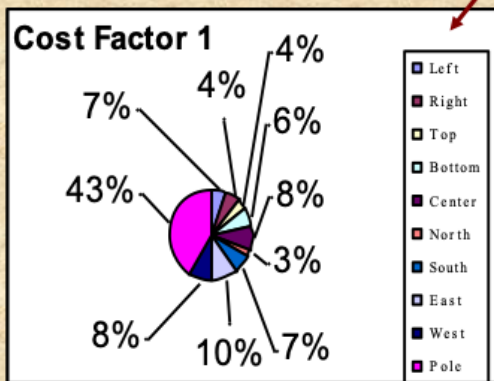
City of Pinole
Cable Access Department

- Charts and Graphs cont.
  - This is an example of a good slide.
    - Simple background
    - Bullet text points
    - Simple graphic
    - Large readable fonts

Budget Year 2005

13%
13%
17%
57%
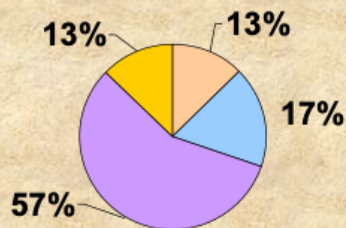
□ 1st Qtr □ 2nd Qtr □ 3rd Qtr □ 4th Qtr

City of Pinole
Cable Access Department

Budget Year 2005

13% 13%
17%
57%

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr
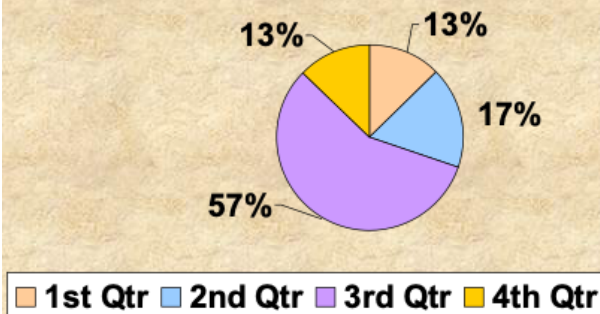
- Charts and Graphs cont.
  - No need to fill the slide.
    - To much information and or detail makes for a busy slide.
    - A busy slide for the TV viewer is hard to read.
    - See the next slide for an example slide to avoid.
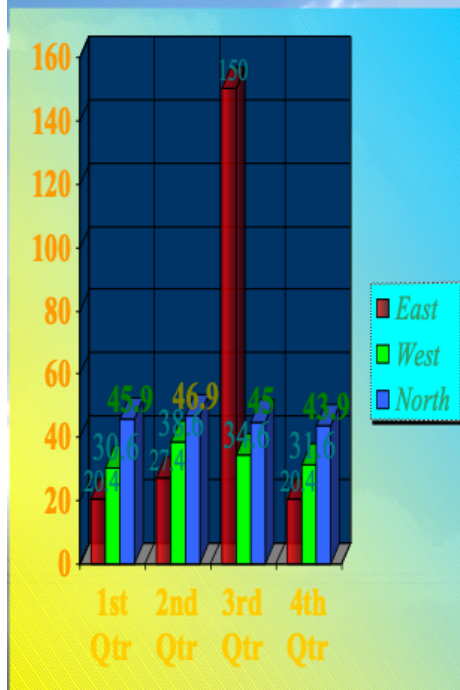
- Charts and Graphs cont.
  - This is an example of what not to do.
    - This slide is to busy.
    - The colors are wrong.
    - The background color is wrong.
    - The chart is hard to understand.
    - The font style and color are wrong.
    - The background picture is unnecessary.
      - Does not add to the message.
      - Makes it difficult to see the important information.

City of Pinole
Cable Access Department

- Fifth – General Info
  - Background
    - Keep it simple.
      - The more background information, like the previous slide, the harder for viewers to understand your message.

City of Pinole
Cable Access Department

- General Info cont.
  - Avoid light and bright colors.
    - This makes it hard for some TVs to reproduce correctly.
    - Use dark colors when you can.
  - Avoid the use of bright red!
    - This color does not transmit well.
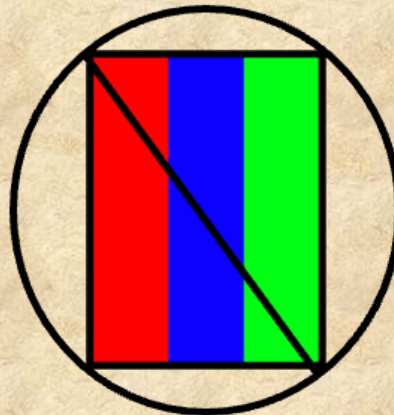
City of Pinole
Cable Access Department

You presentation is due in Dave Snell's office
via email to dsnell@ci.pinole.ca.us
the Thursday before the meeting.
If you have any questions or
run into any problems just give
us a call at 741-3862 or 724-8917.
We will be more then happy to help.

City of Pinole

Pinole Community Television
Ch 26 & Ch 28
Main Office 510-741-3862
dsnell@ci.pinole.ca.us

**Developed and Designed
by Jim Antis**
Special Thanks to Elizabeth Dunn for her help on this project.

Appendix F – Pinole Postcard

City of Pinole
General Plan Updates

Environmental Justice | Housing | Safety | Health

YOU ARE INVITED TO PARTICIPATE IN LAND USE PLANNING ACTIVITIES FOR PINOLE

The City of Pinole is in the process of updating portions of the City's General Plan, which is a long-range vision for the future of the community. The City will be updating its plans for both housing, health and safety and adopting a plan for environmental justice. It's a great time to get involved in land use planning in Pinole! Please see the back of this card for information on upcoming community outreach meetings and to take the survey about housing, health, safety and environmental justice issues in Pinole.

We Need Your Input!
Who in our community has the greatest need for housing and related services? How concerned are you about evacuating in the event of a disaster? Are you worried about health risks associated with climate vulnerability (such as wildfire, flood, sea level rise)? Does everyone in Pinole have access to affordable and healthy food?
Take the survey (see reverse) today!

酒店提供翻譯服務。 畀我哋發電子郵件，畀我哋知您的需求。

Translation services are available. Email us to let us know about your needs.

Los servicios de traducción están disponibles. Envíenos un correo electrónico para informarnos acerca de sus necesidades.

Available ang mga serbisyo sa pagsasalin. Mag-email sa amin upang ipaalam sa amin ang tungkol sa iyong mga pangangailangan.

ContactUs@LandUsePlanningForPinole.com

Community Meetings

MEETING ONE
May 11, 7:00 PM

MEETING TWO
June 9, 7:00 PM

Zoom link to meetings:
https://us06web.zoom.us/j/81837284958

Community Survey

SCAN FOR SURVEY.
AVAILABLE IN ENGLISH,
TAGALOG, CANTONESE
AND SPANISH

LandUsePlanningforPinole.com

Crisis Communications Decision Tree

A crisis may be any unforeseen or unplanned event i.e. a police or heath/safety emergency. Following a crisis, staff will use this decision tree as a guideline for communications.

Start

1. Does the City need to communicate with the public about the crisis?

No →
- Inform the City Manager.
- City Manager will inform City Council.
- Monitor the issue.

Yes / ?

If the answer is yes to any of the following questions, the City needs to communicate with the public. Does the situation involve:
- Life safety or property-saving information that must be communicated urgently?
- An emergency or disaster that has caused loss of life, damage to public/private property or harm to the environment?
- Significant media coverage of the incident?
- A mistake, wrong-doing or accident involving city staff, resources or vendors/contractors that requires a public explanation?
- Broad involvement of City properties, facilities, equipment, fund, or personnel?
- Public experience of a major service interruption (i.e., major road closure or utility disruption)?

If the answer is NO:
- Inform the City Manager.
- City Manager will inform the City Council.
- Monitor the issue.

If the answer is YES, the City needs to communicate with the public. Next →

- Inform the City Manager.
- City Manager will inform the City Council.
- Begin identifying necessary communications assets.

Next ↓

2. Does the City need to communicate life safety, property-saving or major service disruption information immediately? (i.e., the City may need to communicate this information during the event of an earthquake, fire, flood, gas leak, major road closure, utility shutoff, etc.)

← No

Yes ↓

3. Does the City have all available information about the crisis?

Next ← Use official emergency alert tool to notify residents.

No ↓

Move forward with a holding statement, social media post and talking points for the City Council about the crisis.

- No need for a dedicated website page.
- Monitor the issue.

Next ↓

Contact media directly to provide additional information, offer a spokesperson to answer questions.

No →

Yes ↑

- Create a dedicated website page about the crisis where ongoing updates live. Add a link, button or banner on the homepage that directs visitors to the dedicated website page.
- Monitor the issue and post updates.

4. Is the City receiving a high amount of media coverage and media inquiries about the crisis?

Yes →

No →

5. Will additional critical information about the crisis become available days, weeks or months from the time of the event?

WEBSITE EXAMPLES & BALL PARK FIGURES

Pinole, CA

CONTACT INFORMATION

Bryan Kim
Digital Account Manager
Bryan.Kim@Granicus.com
(720) 745-6572

Pioneer - $8,000 ~$15,000

Implementation 4~6 Months
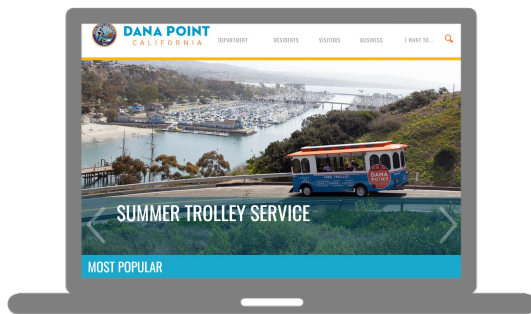
Dana Point, CA
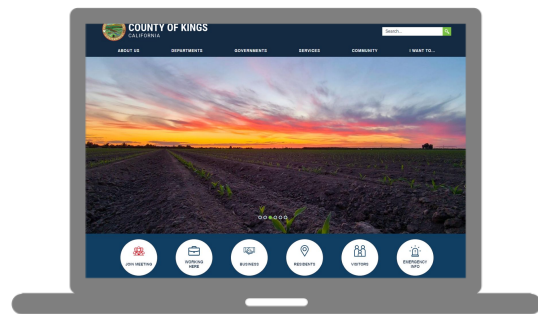
Kings County, CA

Cypress, CA
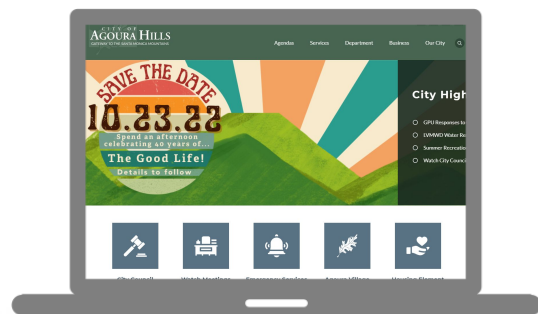
Agoura Hills CA

Website Design + Implementation — Pioneer

✔ A homepage wireframe from our design library

✔ Fully responsive design

✔ Custom Mobile Homepage or Standard Mobile Responsive Homepage

✔ Video Background or Standard Rotating Image carousel (switchable at any time)

✔ Website Programming + CMS Implementation

✔ Migrate up to 50 webpages

✔ One (1) day of remote Web-based Training (typically used for "Writing for the Web" Training, Accessibility Training, and CMS Training)

Key CMS Features

✔ Ongoing software updates (quarterly)

✔ Role-based dashboard for easy content updates, approvals + ability to lock down user permissions Mobile management to analyze mobile traffic and customize display on mobile device

✔ Interior page builder with drag-and-drop page building, 100+ widgets, save and reuse layouts + more Social media management with ability to schedule + preview posts to multiple social media accounts

✔ Form and survey builder with ready-to-use templates for the most common use cases, conditional logic, payment processing, and legally binding digital signatures

✔ Flexible search with the ability to define search synonyms, promote pages + more

✔ Universal API + a vast number of commonly used apps integrated out-of-the-box

Support + Maintenance

✔ 24/7 support

✔ Online help, including an extensive library of on-demand training videos

✔ Hosting infrastruture with 99.9% uptime

✔ Disaster recovery w/ 90 min failover (RTO), data replication every 15 mins (RPO), failover testing every 2 weeks

✔ Enterprise grade DDoS migration

✔ Industry leading data security (advanced threat detection and penetration)

G GRANICUS

85

Innovator - $20,000 ~ $28,500

Implementation 6~9 Months

Galt, CA

Gilbert, AZ
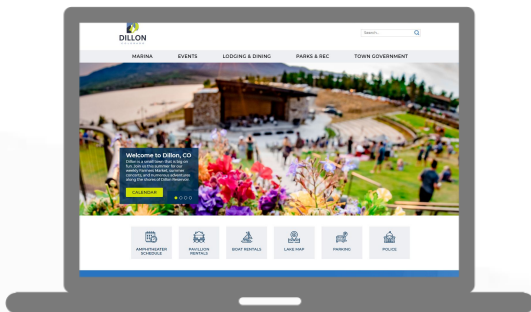
Dillon, CO
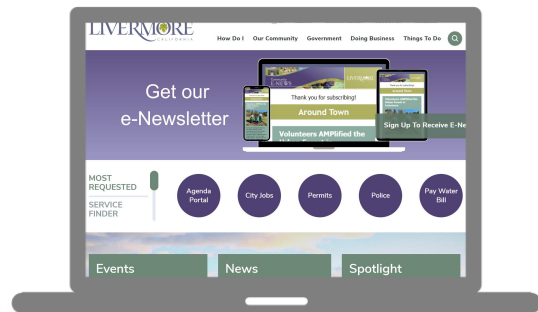
Livermore, CA

Website Design + Implementation – Innovator

✔ UX consultation including
  - Heatmap analysis, web analytics, internal stakeholder survey
  - Website analytics report

✔ Customized homepage wireframe

✔ Fully responsive design

✔ Custom Mobile Homepage or Standard Mobile Responsive Homepage

✔ Video Background or Standard Rotating Image carousel (switchable at any time)

✔ One (1) specialty alternate homepage - choose from our library including emergencies, election night, special events

✔ One (1) customer experience feature - choose from our library including service finder, data visualization banner

✔ Website Programming + CMS Implementation

✔ Migrate up to 200 webpages

✔ Five (5) forms converted into the new CMS

✔ One (1) day of remote Web-based Training (typically used for "Writing for the Web" Training, Accessibility Training, and CMS Training).

Key CMS Features

✔ Ongoing software updates (quarterly)

✔ Role-based dashboard for easy content updates, approvals + ability to lock down user permissions

✔ Mobile management to analyze mobile traffic and customize display on mobile device

✔ Interior page builder with drag-and-drop page building, 100+ widgets, save and reuse layouts + more

✔ Social media management with ability to schedule + preview posts to multiple social media accounts

✔ Form and survey builder with ready-to-use templates for the most common use cases, conditional logic, payment processing, and legally binding digital signatures

✔ Flexible search with the ability to define search synonyms, promote pages + more

✔ Universal API + a vast number of commonly used apps integrated out-of-the-box

Support + Maintenance

✔ 24/7 support

✔ Online help, including an extensive library of on-demand training videos

✔ Hosting infrastructure with 99.9% uptime

✔ Disaster recovery w/90 min failover (RTO), data replication every 15 mins (RPO), failover testing every 2 wks.

✔ Enterprise grade DDoS migration

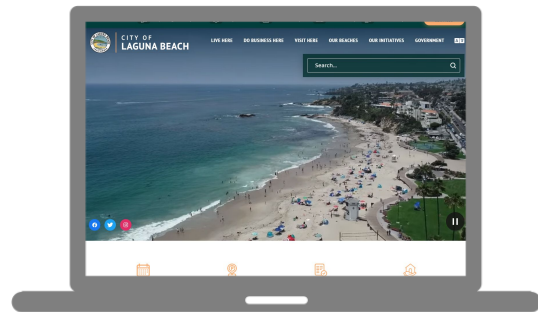✔ Industry leading data security (advanced threat detection and penetration)

Trailblazer - $35,600 ~ $48,000
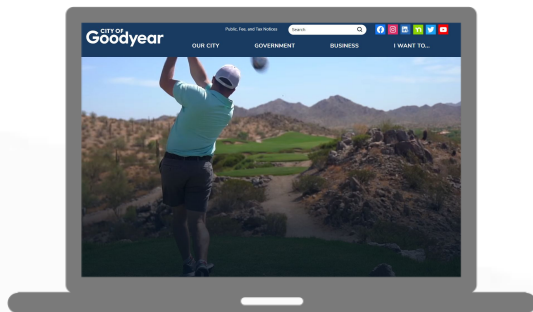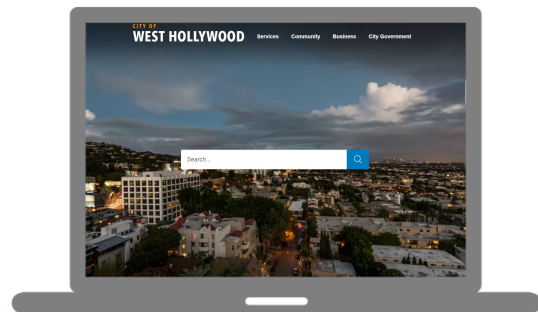
Implementation 9~12 Months

La Quinta, CA

Laguna Beach, CA

Goodyear, AZ

West Hollywood, CA

Website Design + Implementation – Trailblazer

- ✔ UAdvanced UX consultation including
  - Heatmap analysis, web analytics, internal stakeholder survey, community survey
  - Remote user testing of top tasks
  - Three (3) customer journeys (detailed analysis + recommendations to optimize top tasks)
  - Website usability report
- ✔ Fully custom homepage wireframe
- ✔ Fully responsive design
- ✔ Video Background or Standard Rotating Image carousel (switchable at any time)
- ✔ Three (3) specialty alternate homepages - choose from our library including emergencies, election night, special events
- ✔ Three (3) customer experience features - choose from our library including service finder, geo finder, data visualization banner
- ✔ Website Programming + CMS Implementation
- ✔ Migrate up to 200 webpages
- ✔ Ten (10) forms converted into the new CMS
- ✔ Three (3) days of onsite consultation / training to be applied toward onsite project management or training (two of three days must be consecutive)

Key CMS Features

- ✔ Ongoing software updates (quarterly)
- ✔ Role-based dashboard for easy content updates, approvals + ability to lock down user permissions Mobile management to analyze mobile traffic and customize display on mobile device
- ✔ Library of pre-designed page templates, optimized for the most common and high-traffic government website pages
- ✔ Interior page builder with drag-and-drop page building, 100+ widgets, save and reuse layouts + more Social media management with ability to schedule + preview posts to multiple social media accounts
- ✔ Form and survey builder with ready-to-use templates for the most common use cases, conditional logic, payment processing, and legally binding digital signatures
- ✔ Flexible search with the ability to define search synonyms, promote pages + more
- ✔ Universal API + a vast number of commonly used apps integrated out-of-the-box

Support + Maintenance

- ✔ 24/7 support
- ✔ Online help, including an extensive library of on-demand training videos
- ✔ Hosting infrastruture with 99.9% uptime
- ✔ Disaster recovery with 90 minute failover (RTO), data replication every 15 minutes (RPO), failover testing every 2 weeks
- ✔ Enterprise grade DDoS migration
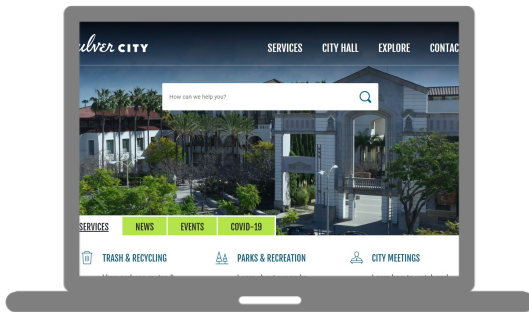- ✔ Industry leading data security (advanced threat detection and penetration)

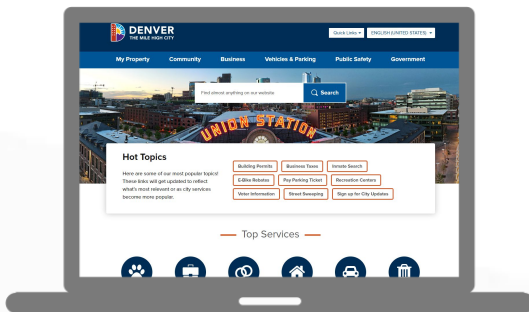# OpenCities – $25,500 ~ $31,000

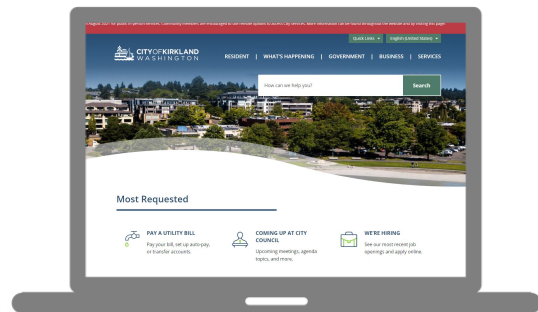*Implementation 6~9 Months*

Culver City, CA

Lynnwood, WA

Denver, CO

Kirkland, WA

OpenCities

Transforming the Digital Experience

Launch modern websites that easily evolve to meet the changing needs of your community

The Challenge

Residents' needs and expectations are changing. Now more than ever, government must meet people where they are and provide opportunities for simple and convenient interactions. Government agencies of all sizes are partnering with OpenCities to achieve this goal and transform website user experiences. With innovative tools that engage residents and help them find what they're looking for the first time, OpenCities is helping governments serve better, from the launch of a website well into the future.

INCLUDED FEATURES

- Simple and intuitive CMS
- Data-driven content and design
- Low-code/no-code solutions
- Homepage design flexibility
- Publish once, present anywhere
- Effective predictive search tool
- Easy-to-use "theme builder" design templates
- User-experience (UX) tested content types library
- Mobile responsive for common devices
- Best-in-class security
- Meets WCAG 2.1 AA and Section 508 ADA accessibility standards
- State-of-the-art hosting infrastructure; 99.9% uptime
- 24/7 customer support

What if you could...

✔ **Use a simple and proven design process** to launch a beautiful and functional website that works for all residents, both now and in the future.

✔ **Quickly connect residents with the information they need** using innovative tools that simplify government language and processes.

✔ **Maximize content effectiveness** by building on the interests and actions of website visitors.

✔ **Update the website homepage layout and page themes** as user interests and expectations change, without the need to conduct a full website redesign.

Built with the resident experience in mind

With robust and innovative tools and options, OpenCities transforms government websites to provide an unmatched user experience. As a complement to the website Content Management System (CMS), organizations can also reach their specific goals and outcomes by adding tools such as digital forms and services, community engagement platforms, email and SMS platforms, agenda and meeting management, records requests, and more!

GRANICUS

For more information, visit granicus.com/platform or email us at info@granicus.com.

OpenCities

Reduce costs by improving efficiency

Websites are the starting or ending point for nearly 2/3 of all government interactions. Your organization can save time and money and enhance the user experience by helping residents easily find the information and tools they need to complete tasks online.

Cost by channel

Face-to-face

$12.90
per request

Correspondence

$9.79
per request

Telephone

$3.16
per request

Online

Only cents
per request

With OpenCities, you can...

✔ **Connect people to information and services** without needing to understand complex government structure or language

✔ **Discover and spotlight user "top tasks"** and highlight related information using robust website visitor data and insights

✔ **Benefit from a purpose-built for government search engine (predictive search)** that simplifies government terms and finds the information users are looking for

✔ **Empower organizational-wide content creation** with a low-code/no-code platform that includes flexible design and content templates and tools

✔ **Ensure a consistent voice** using custom approval processes and workflows to curate and publish content

✔ **Benefit from ongoing research and development (R&D), security and accessibility** enhancements, as well as innovative platform upgrades, all included as part of your subscription

Don't just take our word for it!

❝ We knew that we weren't looking for just any government-hosted solution, so when we saw OpenCities, we were impressed by their built-for-government platform. They helped educate our web team and content editors on best practices for user-centered design and showed us how easy it is to create an enhanced user-experience within the OpenCities platform."

– Misti Nowak, Communications Administrator, Oro Valley, AZ

❝ We are building the website for our community — a digital City Hall that serves those who live, work and play here on their terms, on any device, on any browser, at any time. If the website does not work for our community, it simply does not work."

– Rosalynn Bliss, Mayor, Grand Rapids, MI

Governments of all sizes partner with OpenCities to transform website user experiences

Annual Cost

Vision	OpenCities
$15,000 ~ $17,000	$16,000 ~ $18,000

Intrado

Intrado Proposal for

Website Services

Prepared for: The City of Pinole, CA

Prepared By: Jason Scheper, Region Director

Intrado Interactive Services Corporation
T: 1-800-920-3897 ext. 1648
E: JEScheper@intrado.com

Information to Insight

TABLE OF CONTENTS

COVER LETTER

September 30, 2022

Dear Review Committee,

Intrado Interactive Services Corporation is pleased to present our solutions to the City of Pinole, CA.

At Intrado Interactive Services Corporation, our goal with CivicLive solutions has always been to ensure municipalities are able to easily connect with their communities in many languages and on any device. We are focused on delivering innovative technology supported by an award-winning service and support team. Similarly, our commitment to being highly responsive and proactive in supporting our customers has pushed the overall market forward. Highlights of our solution include:

- A highly adaptable and intuitive CMS and website solution to address your new website requirements;
- Customized responsive design of your website;
- Full implementation services, including content migration services, at no additional cost;
- Top-notch professional services, including unlimited 24/7/365 support, at no additional cost; and,
- High-availability hosting with unlimited storage so your site is free to grow and expand as-needed.

We share your vision for turning your website into a center of self-service and information with a citizen focus. Our proposal outlines how a partnership with Intrado will help provide an optimized online experience to your citizens. We encourage you to schedule a demo with us to personally see the benefits our comprehensive solution can offer you, from interactive web design on any device to more streamlined content management for your Web Administrators and content authors.

We believe your website will benefit from our powerful, user-friendly content management system and innovative design services – both of which will help you connect better with your citizens and increase electronic availability of important information. We are thankful for having this opportunity to work with you, and look forward to forthcoming updates in your vendor evaluation process.

Sincerely,

Jason Scheper | Region Director

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EXECUTIVE SUMMARY

We are the e-government web specialists that you can trust to redesign www.ci.pinole.ca.us so that it serves your community using our powerful web software, and markets your City as a vibrant place to visit, do business, and call home.

We have prepared this document to showcase our industry-leading CivicLive web solution that will meet your project's immediate goals and provide long-term value. Learn more about this winning combination in the following sections of this executive summary.

CREATIVE, TECHNICAL AND PROFESSIONAL SERVICES

CivicLive solutions are offered by a team of skilled creative and technical professionals who use a proven Project Implementation Methodology called SmartWork to meet your project's goals. Highlights of our Professional Services include:

Professional Project Management

Working with us means benefitting from a dedicated Project Manager who isn't just your friendly point-of-contact, but also an experienced software technical professional that leads our team and your team through our proven SmartWork Project Implementation Methodology.

Web Design Services with a 100% Satisfaction Guarantee

A website's design matters. That's why our Designing phase is completely iterative and allows your team to give actionable feedback every step of the way. In fact, we value good web design so much that we offer a 100% Satisfaction Guarantee with many of our design deliverables, along with free design refresh services every 4 years to keep your website current. This means your website will look and feel exactly the way you want it to!

Mobile-Optimization with Responsive Design and Smartphone App

Our proposed solution includes Responsive Design – a versatile mobile-optimization solution that is device and platform-agnostic – as well as an optional Smartphone App, giving your end-users seamless access to information and services on-the-go to and enhancing their satisfaction.

Training Sessions

We've included Training Sessions to get your users confident and ready to use the CivicLive CMS to its fullest potential. Our training services also include offering your staff with a wealth of learning resources such as user manuals and videos for the platform, project-specific support documentation, and the choice to provide more training webinars, if desired.

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LEADING EDGE E-GOVERNMENT SOFTWARE

The backbone of our CivicLive solution is our powerful, easy-to-use website Content Management System (CMS). We've built our CMS from the ground up to include an unbeatable range of tools and functionality specifically-designed for government application, such as:

Intuitive Content Management Tools

CivicLive makes routine content management a breeze with In-Context, WYSIWYG, and Drag-and-Drop editing tools that can empower even the least-technical staff to become engaged content editors who help maintain your eGovernment website.

Citizen Engagement Solutions

Your citizens will be able to get more information, request more services from your departments, and participate in a digital community thanks to our ever-expanding range of citizen engagement modules.

Government Productivity and Transparency Modules

Dozens of modules and resources such as online forms, reporting tools, and a Customizable Workflow Engine and more will turn your staff into an efficient team that uses the Internet as a tool that simplifies their jobs.

SOFTWARE-AS-A-SERVICE LONG-TERM SUPPORT

A partnership with Intrado goes beyond the redesign of your website. We offer all our clients a lasting alliance that includes 24/7/365 Customer Support Services, Website Hosting Services, Software Maintenance and Upgrades, and an unlimited-user Software License.

Our long-term partnerships are designed to reduce your over-worked IT department and save you money by bundling crucial services into one low annual fee. Best of all, we don't charge for our support or hosting services in the first contract year!

CONCLUSION

We hope that this proposal shows the capabilities of CivicLive solutions and our commitment to excellence which will ensure the best outcome for your project. If you have any questions about what we're offering, or would like us to present our solution to your team in more detail, please do not hesitate to contact me.

Jason Scheper | Region Director

COMPANY PROFILE

CivicLive, offered by Intrado Corporation, is the trusted platform for government communication and engagement solutions. From smart websites to notifications, custom mobile and citizen request management, CivicLive solutions are designed to encourage community engagement and give government agencies and their constituents a unified place for communication.

Our Mission:
Provide municipalities with the enterprise-grade web software solutions they need to succeed in an era where citizens are seeking more government services and information on the internet

From our start with websites in 2001, the proposed solution has expanded to become the recognized and respected choice for web-based solutions for North American towns, cities, counties, regional municipalities, agencies, and state/provincial governments. Backed by 24/7/365 support every day of the year, and robust, secure technology, Intrado's web solutions are regularly credited for helping public agencies better serve, connect, and engage with their stakeholders.

Intrado, formerly West, is an innovative, cloud-based, global technology partner to clients around the world. Our solutions connect people and organizations at the right time and in the right ways, making those mission-critical connections more relevant, engaging, and actionable - turning Information to Insight. Intrado has sales and/or operations in the United States, Canada, Europe, the Middle East, Asia Pacific, Latin America and South America. Intrado is controlled by affiliates of certain funds managed by Apollo Global Management, LLC (NYSE: APO).

BENEFITS OF PARTNERING WITH INTRADO

Public institutions trust our CivicLive solutions to serve and engage with their communities. For each project we undertake, our team brings more than 18 years of experience working with governments. In other words, we've perfected our tools and techniques to make your project a success.

- **We understand municipalities** and help create an easy and efficient experiences for citizens like yours.

- **We help governments** make the best of their investment by providing leading-edge creative web design services.

- **We set your website free** by offering no limits on hosting services and site depth, unlimited website hierarchies, and easy 3rd party integration.

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- **We stay budget-friendly** with flexible Software-as-a-Service (SaaS) solutions and streamlined project-management capabilities that save you money.

Intrado

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Sample Websites

More than 100 local governments rely on CivicLive for their website/CMS services. Our solution is built to meet the needs of each client, while guaranteeing intuitive design, seamless integration, innovative technologies, and affordability. Breathtaking visual design comes standard.

We have included some examples below; additional sites can be provided upon request:

- **The City of Arlington, TX: www.ArlingtonTX.gov**
  Population: 395,000
  Client Since 2018

- **The City of Glendale, AZ: www.GlendaleAZ.com**
  Population: 240,000
  Client Since 2018

- **The City of Cape Girardeau, MO: www.CityofCapeGirardeau.org**
  Population: 39,800
  Client Since 2015

- **The City of College Station, TX: www.csTX.gov**
  Population: 122,000
  Client Since 2017

- **The City of Shawnee, KS: www.CityofShawnee.org**
  Population: 62,000
  Client Since 2017

- **Lane County, OR: www.LaneCounty.org**
  Population: 350,000
  Client Since 2015

- **Washington Township, OH: www.WashingtonTWP.org**
  Population: 60,000
  Client Since 2017

The City of Arlington, TX

ArlingtonTX.gov
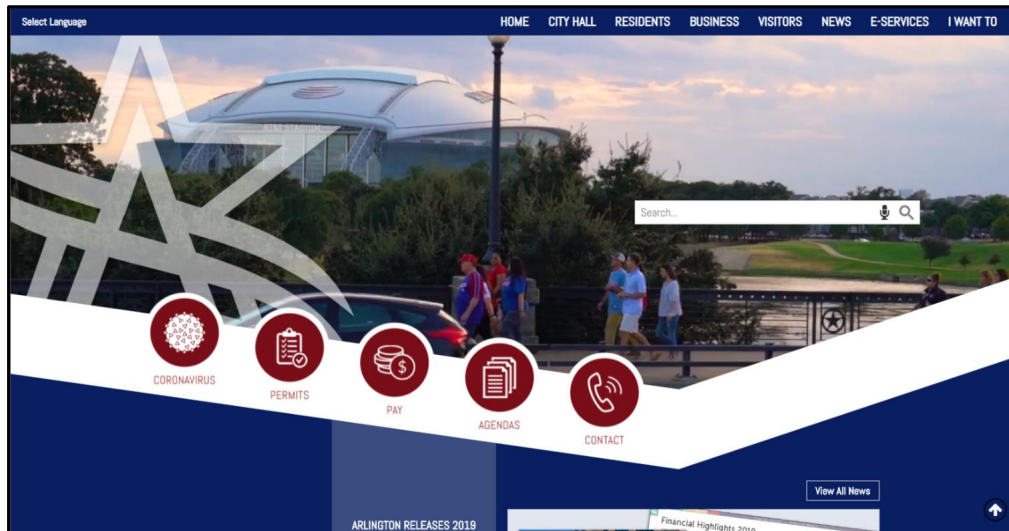
Population: 395,000
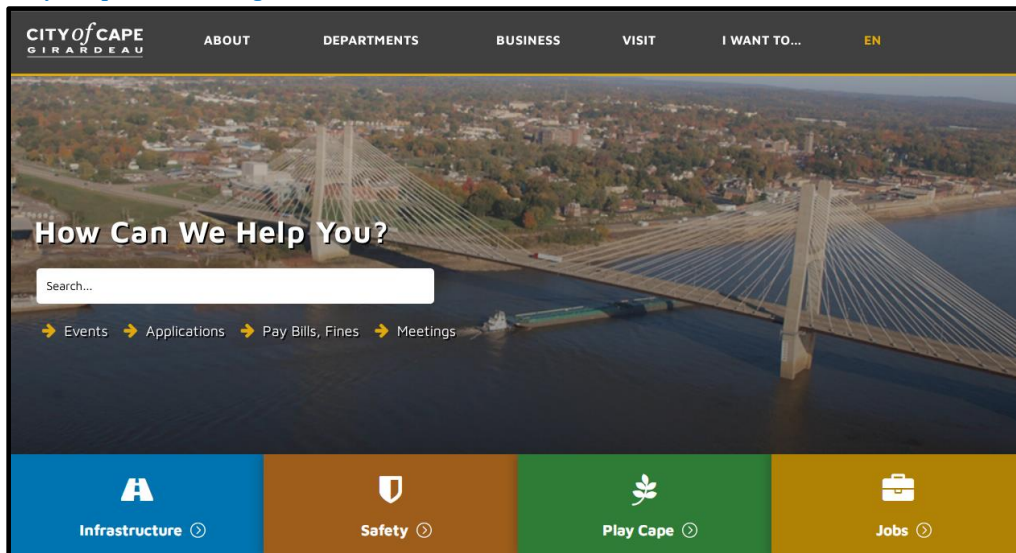Client Since 2018

The City of Glendale, AZ

GlendaleAZ.com

Population: 240,000
Client Since 2018
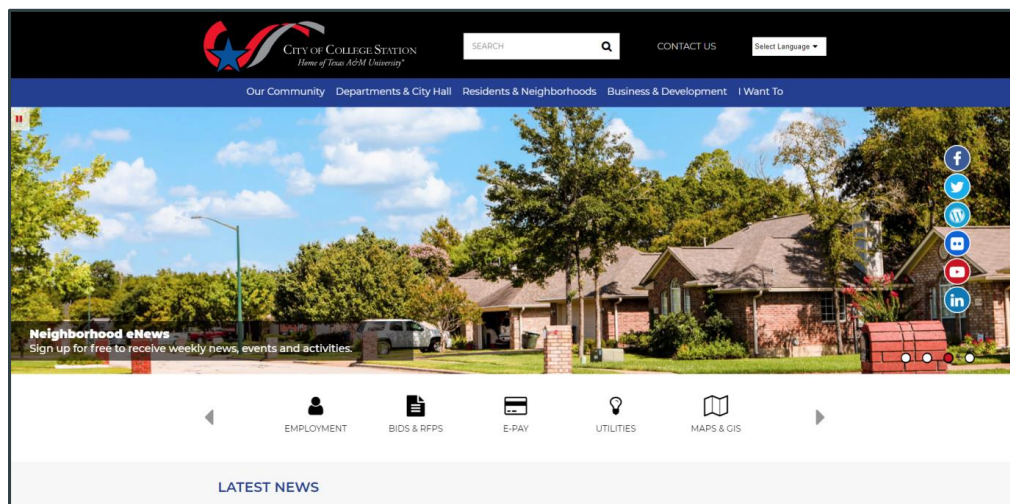
Intrado

The City of Cape Girardeau, MO

CityofCapeGirardeau.org

Population: 39,800
Client Since 2015

The City of College Station, TX

csTX.gov

Population: 122,000
Client Since 2017

Intrado

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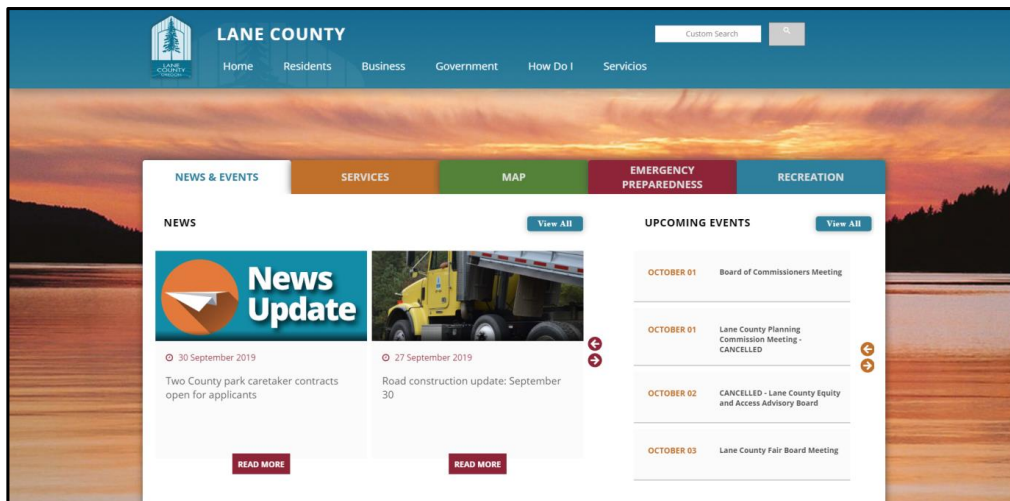
The City of Shawnee, KS

CityofShawnee.org

Population: 62,000
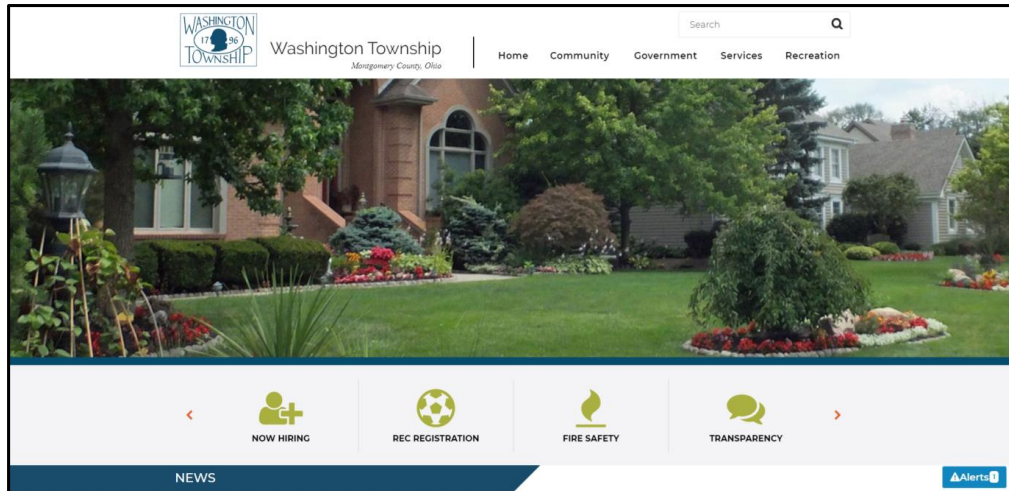Client Since 2017

Lane County, OR

LaneCounty.org

Population: 350,000
Client Since 2015

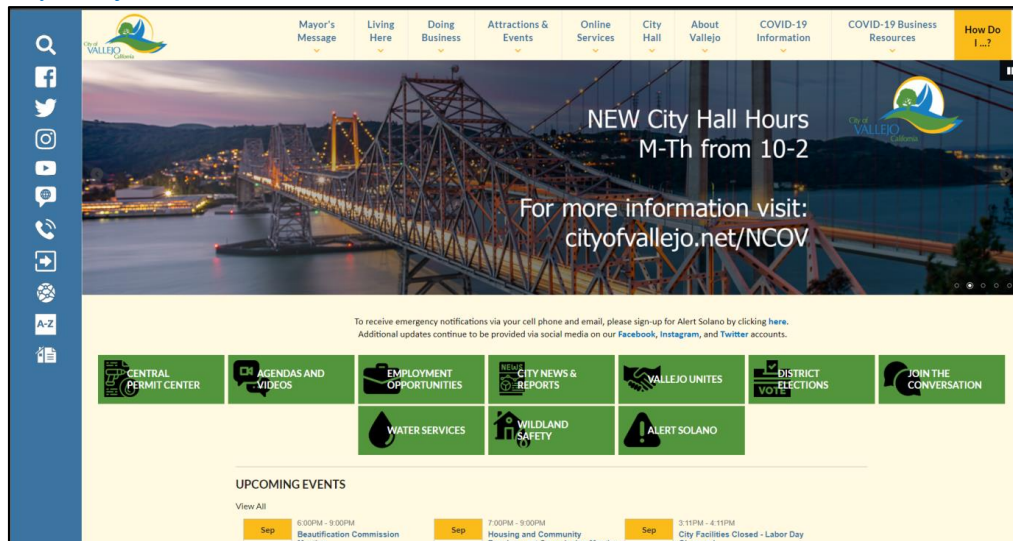**The Township of Washington, OH**

WashingtonTwp.org

Population: 60,000

Client Since 2017

The City of Vallejo, CA

cityofvallejo.net

Population: 115,000

Client Since 2015

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CMS AND SERVICES OVERVIEW

CivicLive solutions are designed to overcome your current website's woes and address your needs with a host of resources and functionality.

This innovative solution offers dozens of modules and tools tailored to address staff and key end user groups' requirements. Through our robust website content management system (CMS), we're offering the necessary framework for making your website accessible on mobile devices with a range of proven mobile-optimization methods, and proposing a compelling, cost-effective partnership focused on supporting your website over the long-term.

We've created the right solution for meeting your project's immediate goals, and offering a roadmap for hassle-free website maintenance over the long-term.

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Tools That Make Content Management Easy for Staff

CivicLive is designed to put the power of managing government websites into the hands of non-technical staff.

The platform's browser-based tools enable easy content authoring and management, allowing your staff to create webpages with defined templates, author content with familiar editing tools, and post content within a structured review and approval process created by your Website Administrators. We can illustrate how these tools will work for you during a demo presentation. Your team can enjoy CivicLive's content management experience with these great tools:

Some tools that make content management easy:

- ☐ Drag-and-Drop Page Editing
- ☐ Image Editor with Automatic Resizing
- ☐ In-Context Editing
- ☐ Rotating Banner Module
- ☐ Photo Galleries Module
- ☐ Advanced WYSIWYG Editor
- ☐ All standard formatting options including indent and justification control
- ☐ Cut/Copy/Paste
- ☐ Edit in HTML Mode
- ☐ Font Manager

- ☐ Format Stripper
- ☐ Hyperlink Control
- ☐ Image Manager
- ☐ Insert Symbol
- ☐ Online Support Resources
- ☐ Human Readable URLs
- ☐ Content Scheduling
- ☐ Paste from Word with Formatting and Fonts
- ☐ Paste HTML
- ☐ Paste Plain Text
- ☐ Content Preview
- ☐ Spellcheck
- ☐ Undo/Redo
- ☐ Style and CSS Manager
- ☐ Table Maker
- ☐

- ☐ Site-wide File Manager
- ☐ Page-level Document Container
- ☐ One-Click Social Media Sharing with Twitter
- ☐ Media Manager
- ☐ Video Embedding Tools
- ☐ Page Checkout
- ☐ Page Checkout Administrator Override
- ☐ Page Link
- ☐ Paragraph Control
- ☐ Paste from Word with Format Cleaning
- ☐ Broken Link Checker
- ☐ Quick Links
- ☐ Template-Based Layout

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Drag-and-Drop Page Designer

Place any of the many widgets simply by dragging the widget you want from the solution's drag-and-drop interface on to the section of the page where you want that content or tool to appear. This easy-to-use element places advanced page editing right into the hands of even the most non-technical user!

In-Context Page Editing

CivicLive offers an In-Context Editing tool. With this feature, authors can edit the content for a webpage right from the page itself. There is no need to go to a backend system; you can simply use WYSIWYG (What You See Is What You Get) editing tools to start editing your text right where it appears on the page. All updates are done in real time, with no publishing previews needed - just click 'Publish' when you're satisfied and a publishing approval process begins, or the webpage updates simply go live.

WYSIWYG + HTML Content Editor

A WYSIWYG editor powers content creation and editing. This editor provides many tools including word processor-style formatting, spell checking, and multimedia management, making it simple to create and update a page's content. HTML view is also supported from within the content editor, allowing users with HTML knowledge to edit in a code-based view.
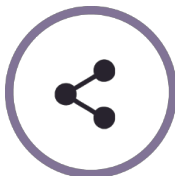
On-Page Social Media Publishing

We've made it simple to unify your webpage's content updating processes with your active social media updating processes through the system's On-Page Social Media Publishing tool. This feature allows your Content Managers to save time by automatically posting updates to your Twitter account as you update your website, ensuring Twitter subscribers and followers can discover that fresh content faster than ever before.

Image and Media Managers

Since a webpage is more than just text, CivicLive also provides built-in, easy to use Image and Media Managers for simple multimedia content uploads and website editing. Simply load your files and resources to these site-wide file folders, making them available to all content editors across your site.

Intrado

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Webpage Layout and CSS Editors

We're offering creative design services that will get your new website looking and feeling that way you want it to, but we're also giving you the power to control these elements as well. CivicLive's Layout Manager and Themes, Templates and CSS management tools allow Site Administrators to control the look-and-feel of a webpage and maintain consistency while also providing the flexiblity for subpage and department page layouts to be unique.

Checkout and Lock Pages

CivicLive's Page Checkout and Page Lock tools ensure that when multiple staff need to modify a webpage no one overwrites another's work or accidentally removes important new information. Administrators can also override the lock, just in case someone forgets to unlock a page before completing their tasks.

Customize Content Publishing Approval Processes

Maintaining high-quality and consistent published web content is essential. CivicLive features a Content Approval manager. Publishing approval processes support any number of checks, revisions, and multiple levels of sign-off to be custom-designed by your Administrators. They ensure that the correct user always approves content before it gets published and is visible to your whole community. This tool also supports email notifications for all approvals to ensure that the process is handled promptly, no matter how complex it may be.

Content Scheduling

CivicLive also offers a Content Scheduling tool that make advanced planning easy. This tool allows you to create content well in advance to when you want it to appear on your website. Further, it empowers your team to release information on a given date, remove a webpage from the public view on a given date, auto-archive a page, and send stale-content reminders to track which pages need to be updated. The Content Scheduling tool works in conjunction with the system's Automatic Archiving and Page Hiding functionality, which streamlines archiving processes and makes it easy to keep information stored on webpages for as long as you need.

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News Content Engine

The News Engine is a powerful tool that allows you to publish news or announcements in one central location and have new summary feeds summarize and feed news content to appear in multiple locations within your website.

Version Control Management

CivicLive's Version Control tool enables side-by-side comparison of every version of content history. With this tool, Authors and Administrators can easily check the content history and see what has changed. With automatic rollback support to any historical version, switching back to any earlier version is simple.

Document Tracking and Permissions Management

Permissions and version histories for all documents and media stored in the system's Document Container can be tracked and managed by Administrators, allowing them to set exactly who can access which documents and media, and allows authorized users to view the history of when those resources have been changed since being uploaded to your website.

Audit Trails

To help meet security and reporting requirements, CivicLive solutions offers Audit Trails for most system activity. Administrators can use this tool to track access and modified web content.

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Permissions Management
CivicLive offers the security and access control that a government website needs. Powerful User Permissions allow your Administrators to control who can view, create, edit, or delete site content. This feature can be controlled at the individual or group level and provides highly granular control to allow you to customize and tailor your approach to meet your unique needs.
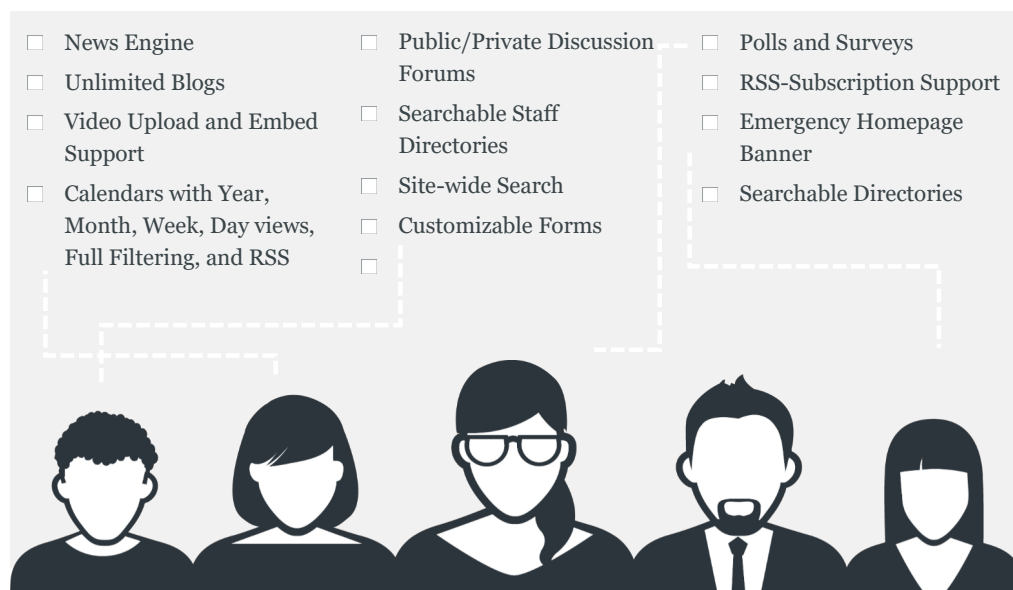
Quick Links Editor
Quick Links are a versatile navigation tool that can be deployed on homepages and subpages while also enhancing the look and feel of a website. CivicLive allows Content Managers to design, create, edit, or remove quick links through a widget that can be added to webpages.

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Citizen Engagement Solutions

Effective government websites go beyond delivering information: they create a gateway for citizens to get access to the resources and services they need and want.

People are becoming used to easy self-service options for everything from shopping for clothes to buying cars – and the proliferation of services and technology that has evolved from this phenomenon is a proof that it works. So, it only makes sense for your government to provide this level of convenience in your citizens' lives.

Examples of our Citizen Engagement Modules:

- [ ] News Engine
- [ ] Unlimited Blogs
- [ ] Video Upload and Embed Support
- [ ] Calendars with Year, Month, Week, Day views, Full Filtering, and RSS

- [ ] Public/Private Discussion Forums
- [ ] Searchable Staff Directories
- [ ] Site-wide Search
- [ ] Customizable Forms
- [ ]

- [ ] Polls and Surveys
- [ ] RSS-Subscription Support
- [ ] Emergency Homepage Banner
- [ ] Searchable Directories

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Polls and Surveys

Polls and Survey tools let you gather feedback and community reactions on any specific topic where granular, individual citizen data is desired. Our Poll tool includes real-time results and all data captured by either our Poll or Survey tools can easily be exported in CSV format so your Administrators can analyze engagement.

Private, Moderated, and/or Public Discussion Forums

Start the conversation with CivicLive's Forums modules – the perfect place for private (or public) online discussions, conversations, and debates on specific topics.

Filterable Calendars

CivicLive's Calendar module supports multiple integrated calendars, allowing you to separate calendars by topic and merge calendars for stakeholder convenience. For example, a mayoral aide could post an event to every calendar in the system, while a meeting might be posted only to a specific calendar. The calendar exports iCal files to Outlook to maintain consistency and supports RSS subscription, allowing users to subscribe to the events that matter most.

Blogs

Make your government's online connection to your citizens more personal by using the system's Blogging module. With this module, your representatives can create a web blog that they can easily update and use moderated or open commenting from other users, to control the comments before they are posted.

Staff Directory And Profile Pages

The searchable Staff Directory tool offers searchable online listings with customizable contact information and optional profile pages for each staff member. These directories make it simple for citizens (and other staff) to find the right contact person in the shortest amount of time.

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Event Management And Event Registration

Our Event Registration tool enables your users to quickly find and register for upcoming events published to the CivicLive calendar.

Event coordinators and Administrators can easily set up events and limit the number of attendees, view reports on event participation, create waiting lists, and make event-specific forms.

Website Search Tool

CivicLive offers full built-in search capabilities with a unified Search Tool. The Search module provides ranking and results control, and full Google Integration, if desired.

Video Support

Easily upload and manage your video files, converting your website into a one-stop-shop for videos, audio files, and key resources. Easily embed media videos (such as content from YouTube and Vimeo) directly within your website. Moreover, with CivicLive's Video Streaming Integration framework, we can easily integrate with your existing 3rd party video streaming engine, converting your website into a primary place to live stream videos of council meetings, announcements, events, and more.

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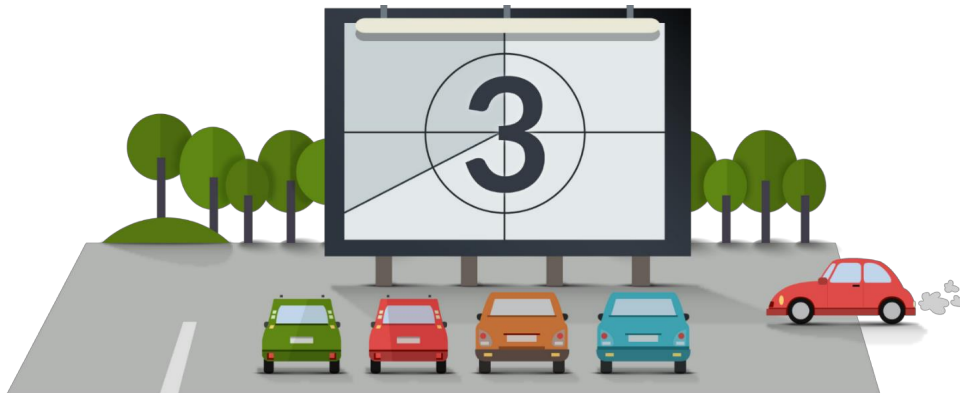
Productivity and Transparency Tools

One of the greatest benefits of choosing the CivicLive is that it doesn't just offer innovative ways to engage citizens and make website content management easy for your staff, it also offers innovative ways for your staff to improve how their primary roles in your government work as well.

Our Productivity, Transparency, and Accessibility Management Tools include:

- Advanced Drag-and-Drop Workflow Manager
- Meeting Minutes and Agenda Manager
- Structured Content Publishing Approvals
- Granular User Permissions
- Group-based Permissions
- Activity Logs
- Reporting Tools
- Integrated Google Analytics
- Dynamic XML Sitemap

- Scheduled and Automatic Archiving
- 'I Want To...' Navigation
- Mega-Drop-Down Menu Navigation
- Automatic Breadcrumb Navigation
- Text-Only Page Creation
- Printer-Friendly Pages
- SSL Support

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Meeting Minutes And Agendas

Nothing makes fostering transparency easier than offering community members immediate access to critical government documents and records. Since most governments uphold transparency by thoroughly documenting council meetings, we have created a Meeting Minutes and Agendas module within CivicLive, specifically designed for sharing meetings-related content such as agendas, meeting minutes, and audio/videos recordings.

Advanced Drag-and-Drop Workflow Engine

Making sure your solution works smoothly needs a governance structure that makes effective use of your department staff, department managers, and higher-level Administrators.
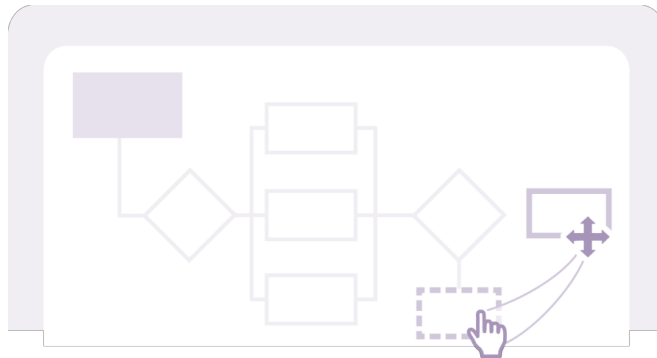
To enable effective web governance structures for important website-related tasks, we offer an intuitive drag-and-drop Workflow Engine that allows your staff to easily map out custom processes and staff duties related to everything you need your website to do, such as:

- Manage **content development approval** before content gets published anywhere on the website

- Review and edit **press releases and news stories** before they are published

- Make sure **citizen requests, reports and applications** are routed to the right staff and managed effectively

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Bid Posting

Manage publicly-tendered RFPs, RFIs, and RFQs using our built-in Bid Posting Module. Any number of RFXs and their related documents can be uploaded by your staff and made openly available for download or restricted to specific users. Citizens and potential vendors can also subscribe to this module's filters and be notified when bids meeting their specific parameters are released to public tender, further simplifying your bid management process.

Job Postings

Instead of relying on third party applications that create barriers to filling the jobs you have available, simply post those jobs through CivicLive's Job Posting module.

Intranet And Private Staff Collaboration Groups

Depending on your needs, some form of private web space for inter-departmental collaboration and resource sharing will need to be created.

For smaller endeavors or specific projects, sections of the site can be configured to be private and restricted so that only certain staff users can access that group's content and resources.

For larger endeavors, an entire Intranet site can be built, for an added fee. This separate website will be created complete with customized access and content management permissions restrictions.

All CivicLive modules, such as Calendars, Document Containers, Blogs, and Surveys/Polls, can also be used on Intranets as well.

Archiving and Records Retention

As part of our commitment to fostering government transparency and information accessibility, CivicLive solutions are designed to support virtually unlimited digital archives.

Accessing these archives is never inhibited; content versions and older documents can be retrieved and made accessible online again based on your needs.

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Integration with 3rd Party Software

At Intrado, we want your website to offer a limitless range of functionality. In order to help your website reach its fullest potential, CivicLive includes a robust set of integration services.

Some examples of how CivicLive solutions integrate with 3rd party software and applications:

- ☐ Google Search Integration
- ☐ Google Translate Integration
- ☐ Social Media Feed Embeds
- ☐ Social Media Sharing [like, tweet, +1, etc.]
- ☐ Direct File and Image Uploads from Various Cloud Services

- ☐ ArcGIS Integration
- ☐ Google Analytics Support
- ☐ YouTube and Vimeo Embedding
- ☐ RSS Feeds
- ☐ Active Directory (AD)/ADFS/LDAP/SAML/Google Single Sign-On (SSO)

Google Analytics

Google Analytics can be integrated into your CivicLive website, at no additional cost, to provide staff with the ability to track and analyze your web traffic. This integration will provide reporting capabilities such as page hits, user statistics, and best performing pages.

Single Sign-On Support

Identity providers allow for managing user authentication across multiple 3rd party products. This means that users will only have to log in once to have access to multiple applications. CivicLive supports the latest SAML Single Sign-On (SSO) standards that provide easy integration to identity providers such as Active Directory. Moreover, the solution is compatible with LDAP and Google Single Sign-On Services, further simplifying credential management.

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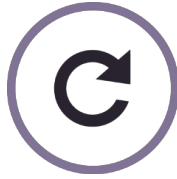
Social Media Feed Integration

Your CITY already offers time-sensitive updates to followers on social media communities such as Twitter and Facebook – so why not share these content updates on your website with prominently-integrated social media feeds on your homepage?

Visualize Critical Data with GIS Tools

Integration with multiple GIS systems, such as Google Maps and ArcGIS, to provide diverse data mapping. Real estate, business registries, zoning, and many more services can be mapped, viewed, and tracked. Additionally, the mapping systems can integrate with other modules to allow you to track and map requests, complaints, and more.

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A Mobile-Optimized eGovernment Solution

With over half of website traffic now coming from mobile devices, the message to governments is clear: your citizens want information accessible on the go.

That's why each CivicLive powered website comes with *responsive design* and an optional *custom mobile app*. We want you to be able to optimize service delivery and drive citizen engagement by offering web-based services where your stakeholders will use them the most: on their mobile phones, tablets, and other portable devices.

CivicLive's proven mobile-optimization solutions are:

Whether navigating through full webpages optimized for an end-user's specific device, or quickly navigating between specialized application sections, your end-users will get the information, resources, and access to municipal services that they want on whichever device they're using at that time.

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RESPONSIVE DESIGN

Responsive Design supports a consistent look and feel for your website across all platforms, keeping navigation familiar to end-users. Furthermore, services and functionality can easily be accessed from mobile browsers, without the need to switch between multiple mobile apps that you may have developed in the past. With CivicLive, the web services your citizens need are all there, just like with their desktop experience.
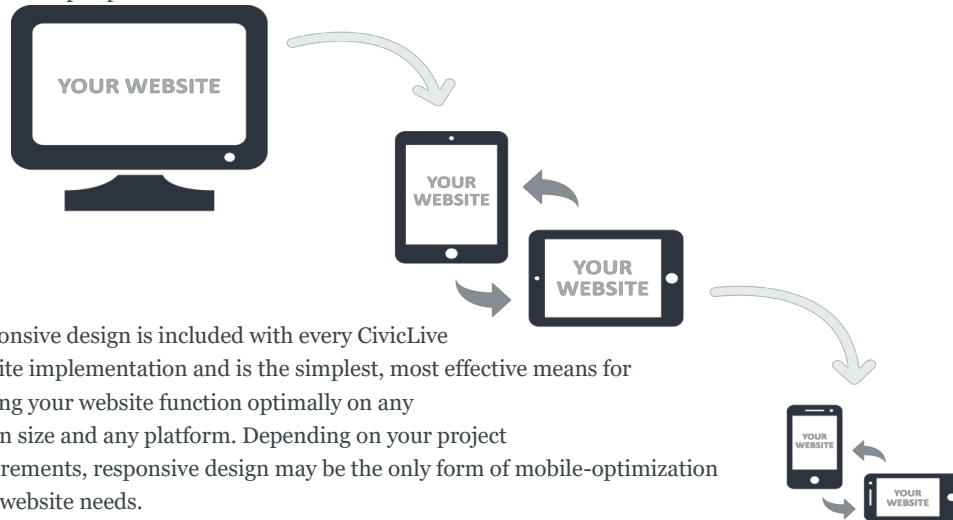
Responsive design is included with every CivicLive website implementation and is the simplest, most effective means for making your website function optimally on any screen size and any platform. Depending on your project requirements, responsive design may be the only form of mobile-optimization your website needs.

CIVICLIVE SMARTPHONE APP

Smartphone technology is notable for its emphasis on specially-designed applications that create intuitive interfaces for performing thousands of different tasks with varying degrees of complexity on one touch-enabled mobile device. Hundreds of government apps have been developed for use with municipal governments, often focusing on one small task or feature. However, are these apps right for you? How well do they integrate with your web technology and web governance plans?

Intrado's approach to the Android and iOS smartphone app is simple: it offers quick, easy access to the CivicLive government services we offer on your website via an intuitive app interface designed to match your newly designed website.

This takes the onus off your technology and web administration staff to maintain multiple systems and platforms, each with varying update frequencies, allowing for a more efficient, consistent, and accurate internal content and information management.

With our smartphone app as part of your CivicLive solution, your end-users can enjoy seamless integration and access to consistent information and data on all their devices, empowering them to get the best experience from your government in terms of service and citizen engagement.

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Support and Maintenance

We are proposing a Software-as-a-Service (SaaS) solution to meet your needs. With a SaaS solution, you will enjoy:

- Unlimited, 24/7/365 access to the friendly CivicLive Customer Support team

- Unlimited and unrestricted access for all your staff to our Customer Support team, at no additional cost

- Hassle-free software maintenance and updates

- Reliable hosting in our Tier III data center, backed by a 99.9% uptime guarantee

CUSTOMER SUPPORT SERVICES

Intrado's award-winning Customer Support Services includes:

- Unlimited Toll-Free Support, 24/7/365

- Unlimited Email Support

- Unlimited Live Chat Support

- Unlimited Access to Our Customer Resource Portal – including manuals, tips and tricks, and guides

UNLIMITED-USER SOFTWARE LICENSE

We don't want to limit your website management experience by restricting the number of staff who can assume web management roles. That's why CivicLive solutions include an unlimited-user software license. In other words, any member of your staff can contribute to your new communication strategy!

SOFTWARE MAINTENANCE AND UPGRADES

We invest considerable resources into the long-term maintenance and development of our CivicLive solutions. We give every client access to our software maintenance and upgrade services ensuring that you are always using the latest and best version of our software.

DEDICATED ACCOUNT MANAGEMENT

Once implementation is complete and your site has gone live, you will be introduced to your dedicated Account Manager, who will take on the role of caring for you as a member of the CivicLive family. Our Account Management philosophy is based on friendliness, courtesy, and quick service. Serving as your primary point of contact, your Account Manager ensures long-term success by tracking your website's goals, sharing industry best practices, and keeping you informed of new CivicLive product enhancements that you may benefit from.

Hosting and Security

We are proposing a fully-hosted Software-as-a-Service model to meet your needs. Our solution is carefully engineered to meet or exceed industry best practices, and collocated within a Tier III data center subject to annual ISO 27001 audits. In addition, at Intrado, our approach to information security, as well as our policies and procedures, are heavily governed by the information security framework outlined in ISO 27002. In short, our hosting facilities provide world-class enterprise hosting infrastructure with data protection and security as a standard part of our service offering.

WEBSITE SERVICE SECURITY FEATURES:	
Secure Facilities Hosted Model	All components of the application reside in Tier III (SSAE 16 data centers) subject to annual SOC I, Type II and SOC II, Type II audits. Rigorous physical and biometric security systems protect these facilities. All sites are engineered to survive natural disasters. Plus, redundant network, power, HVAC, and fire detection/suppression systems ensure the highest levels of system availability. Moreover, our facilities are redundantly connected via multiple different major network providers. Each of these carriers provides +10 Gbps of connectivity to our facility. All our providers have extensive transit relationships around the world, thus providing the lowest latencies possible for your websites to deliver the best possible online experience. With this configuration, we can provide maximum bandwidth and transfer capacity, ensuring that your websites are fast-loading, available, and stable. We also provide total maintenance of the hosted solution, with regularly scheduled performance checks, health checks, 24/7 monitoring, security audits and backup management to ensure your site is always secure.
Intrado Hosted Servers	Each customer has their own siloed environment. Our servers provide storage sufficient to give you the ability to create and maintain unlimited pages, and upload and store your websites and your documents without having to worry about constantly managing space requirements.

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Data Protection & Backup	Our Managed Backup Service provides our clients with backup to prevent loss of data due to accident, hardware failure, or environmental disaster.
Redundancy	Redundancy is managed at power, firewall, network connectivity, server configuration, web server, and database server levels.
Network Connectivity	Our facilities are redundantly connected via many different network providers. Each of these carriers provides +10 Gbps connectivity to our facility. All of our providers have extensive transit relationships around the world, thus providing the lowest latencies possible.
Content Distribution Network	To ensure maximum availability and high performance, we rely on a Content Distribution Network (CDN) that utilizes servers deployed in 22 data centers across the United States.
Firewalls	Our firewalls are designed to restrict the type of traffic and originating IP addresses that can access the servers. This service is based on our shared firewall infrastructure.
Power	We provide redundancy in five distinct levels of the overall hosting configuration. These include redundancy at the incoming power supply, uninterruptible power supply, standby power generators, rack power, web server and database server levels.
Encryption	All client to server communications are encrypted. And, all data is encrypted at rest.
Application Security	The system is built entirely on the Microsoft frame, where numerous security measures have been instituted at the application level to maximize security. Here are some examples: • **Authentication, Session Management, Security Configuration & Component Vulnerabilities:** Intrado ensures all our security libraries in the application are as up-to-date as possible, while our team proactively monitors any security threats to our application's core technologies to take immediate corrective action. • **Cross-site Scripting (XSS) & Cross-site Request Forgery:** The application utilizes anti-

	XSS libraries provided by Microsoft to prevent attacks that can allow a malicious agent to take over control of the user's browser. • **Insecure Direct Object References:** The platform has a strong and rich hierarchical permissions system. It validates a user's credentials on the server side before performing any CRUD (Create, Read, Update, and Delete) operations. In doing so, any URL manipulation is also verified at the server end before any response is transmitted back. • **Injection Attacks:** Injection attacks can be used by malicious agents to corrupt a database. Intrado uses sophisticated tools such as Rapid 7, Nessus, and others to identify such vulnerabilities and eliminate them from our application. • **Data Sensitivity:** All sensitive information is cryptographically encrypted in the application. • **Function-level Access Control:** Intrado's active security monitoring uses its strong permissions management system. It ensures all function-level access is validated before execution. • **Unvalidated Redirects and Forwards:** The platform protects against unvalidated redirects and forwards by sanitizing any incoming redirect variables and maintaining a whitelist of trusted URLs. • **Distributed Denial of Service (DDoS):** To safeguard and mitigate attacks of this nature, Intrado relies on real-time, in-line DDoS protection through the latest mitigation appliances. This system can detect sophisticated Layer 3 through 7 attacks in addition to various types of DDoS attacks. The solution develops a traffic signature (created by monitoring regular

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	traffic patterns) and then applies real-time heuristics (rules that sniff out harmful data packets) to protect against DDoS attacks.

	• **Our Mitigation Service** is a carrier agnostic solution that pulls customer traffic through route redirection onto our global mitigation network scrubbing centres for cleansing. Highlights include, but are not limited to:
	
	  ○ Nine regional scrubbing centers with 4.5 Tbps of attack ingestion capacity
	
	  ○ Volumetric and application layer attack mitigation
	
	  ○ Mitigates against known forms of layer 3 – 7 attacks
	
	  ○ Advanced behavioral analytics technology
	
	  ○ Five-minute Time to Mitigate for most known forms of attack after traffic is on-ramped through scrubbing centers
	
	  ○ Full range of proactive and reactive mitigation including traffic base lining

	Furthermore, monthly scans are performed against all top OWASP security risks. Examples of such scans include Rapid 7, Metasploit Pro, and Nessus scans.

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MONITORING SERVICES

Our team employs a wide range of 24/7/365 performance monitoring tools to ensure the integrity and availability of our services. Below is an overview of several of the primary tools, divided by category.

External Application Monitoring	
Website and Performance Monitoring	Provides advanced, remote monitoring of the system's mission-critical business operations, reducing the risk of failed internet transactions and service interruption.
Performance Analyzer	Monitors and alerts the CivicLive team on response times, latency, and performance. It also provides HTTP/HTTPS, PING, SMTP, SNMP, and TCP port tests.
Network Monitors	Used to observe the overall health and well-being of the web and application servers' input-output. Triggering alerts and notifications when thresholds are reached, these tool focuses on server components, disk space availability, memory, ports, and traffic over network connections.
Database Performance	Monitors and alerts the CivicLive team on the SQL Servers' overall performance, with an emphasis on latency, wait-time trends, CPU, packet activity, and memory.
Website Monitoring	Intrado's proprietary website monitoring tool simultaneously tracks the performance and availability of all client websites down to the minute through a global monitoring network. They provide full-page downloads summarizing activity, with real-time website alerts generated if web page errors or website performance problems occur.
Storage Monitoring	Over and above the network monitoring, the platform's storage monitoring tools examine hardware failures, path failures, and storage issues at the individual and component level.

System Availability and Firewall Monitoring	
Firewall / Routers	Redundant stateful firewalls are installed between all client data and external connections. Provides security safeguards and traffic monitoring capabilities relating to Gateway AV, Anti-Spyware, intrusion prevention, App Control, Botnet filtering, and App visualization.
System Availability Dashboard	Intrado's Data Center management team keeps availability records by recording all service affecting events.

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IMPLEMENTATION PROCESS

The CivicLive team uses a proven 8-phase project implementation methodology called SmartWork to take your project from conceptualization planning to a complete implementation that ends with a live website.

SmartWork's phases are each designed to address specific project milestones. Via our Project Manager, your Project team interacts with a number of our technical specialists throughout the SmartWork implementation.

Learn more about our highly-qualified team, implementation process, key project milestones, and the many project deliverables in the following section.

THE CIVICLIVE DELIVERY TEAM

Your CivicLive team is a talented group of professionals that perform all the tasks needed to take your project from conception to completion. These tasks include project management, website design and implementation, CMS configuration, training, and quality assurance.

The CivicLive Delivery Team
Tom Quinlivan, Project Management Lead
Tom is an experienced Project Manager, known for his detail-oriented approach, thorough knowledge, and ability to focus on the needs of the customer to deliver high calibre projects. Since joining the CivicLive team in 2017, Tom has successfully overseen implementation and project management services for countless CivicLive clients. Bringing more than 20 years of operations and customer engagement expertise, he leads our talented Implementation team and will oversee pairing you with the right Project Manager for your project.
Tom will be the initial point of contact between your Project team and the CivicLive Project team as we begin the project – and will continue to work behind the scenes with your Project Manager to ensure your project's success.
Years of Experience:
27 Years

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Years of Experience:
27 Years

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Rachel Bryson, Manager of Customer Support

Rachel brings more than 10 years of customer support experience, over 2 years of which have been spent supporting Intrado solutions. She is vital to our customer support services and is recognized by customers as always going the extra mile to ensure the best customer care possible.

As Customer Support Manager, Rachel handles managing the day-to-day support requirements and ensuring that your needs are being met.

Years of Experience:

8 Years

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RECOMMENDED CITY PROJECT TEAM RESOURCES

In order to make your project a success, we recommend the following staffing commitments from your stakeholders and staff.

Although these recommendations have been separated by roles, it is common to have the same individual fill multiple roles on your project team:

- **Project Manager**

  A Project Manager will serve as the main point of contact throughout your deployment and will act as the liaison and prime partner for the CivicLive Project Manager. Although not mandatory, we highly recommend that your Project Manager be an individual with some degree of technical qualifications or experience, such as an IT Professional.

- **Project Implementation Team (1-4 Members, Typically)**

  The Project Implementation team are staff members involved in the planning and management of your site's implementation. Ideally, this team is – or will become – your web governance committee, and will offer guidance on how your long-term web content strategy will affect your new website's design and functionality. These staff members will also be the core team that gives most of the feedback during the client-side review periods that occur during your implementation's phases.

- **Content Authors**

  At least one content author - someone who will post material to the website regularly - should attend training to gain mastery over CivicLive's many intuitive content creation and editing tools.

- **Media and Digital Assets**

  At the project commencement, we recommend that your Project team gather logos, photos, videos, documents, and other pertinent files that may be stored offline. This will help the migration of that content to your new website, which will in turn streamline the quality assurance process.

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The SmartWork Project Implementation Methodology

We follow an iterative implementation cycle. To achieve this goal, implementation is a multi-step process involving six phases: Envisioning, Planning, Developing, Migrating, Training, and Stabilizing, then culminating in the Deploying or Go Live Phase.

- **Envisioning Phase** – Creates a broad description of the goals and constraints of the migration task, details on the current system, and expectations for the future system.

- **Planning Phase** – We create specific and measurable plans to define how the solution will meet the definition of success as laid out in the Envisioning Phase.

- **Developing Phase** – We create and build the solution. Existing content is migrated to the new site according to the content plan laid out in the Planning Phase.

- **Migrating Phase** – We move your existing website's page content and media to the corresponding page on your new website(s) according to the content plan laid out in the Planning Phase.

- **Training Phase** – We are committed to ensuring your long-term success by providing the knowledge transfer that will enable all of your website management and IT staff to effectively utilize our solution's numerous features.

- **Stabilizing Phase** – We perform User Acceptance Testing (UAT) to verify all functionality and to give your administrators a chance to test the system before it goes live.

- **Deploying** – You sign-off on the site and your new site is launched.

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Estimated SmartWork Project Timeline

The following table offers an estimated project timeline and highlights project milestones using our SmartWork Project Implementation Methodology.

Website Services Project Timeline	Est. Duration
THE ENVISIONING PHASE	**1-4 Days**
Project Kick-Off Meeting	
THE PLANNING PHASE	**15 Days**
Draft Master Project Plan and Charter	
Client Reviews Project Plan and Project Charter	
Finalized Project Plan and Charter Documents	
Implement Responsive Webpage Templates in CMS	
THE CONFIGURING PHASE	**55 Days**
Provision Website Environment	
Configure CivicLive Modules	
Integrate 3rd Party Software	
Implement Responsive Webpage Templates in CMS	
Fully-Configured CivicLive Solution	
THE TRAINING PHASE	**3 Days**
Conduct Training Sessions	
Fully-Trained City Staff	
THE MIGRATING PHASE	**25 Days**
Collaborative Web Content Migration	
Collaborative Document and File Migration	
Internal Beta Website Launch	

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👍 **THE STABILIZING PHASE**	
CivicLive Quality Assurance [QA] Process	**20 Days**
User Acceptance Testing [UAT] Period	
🚀 **THE DEPLOYING PHASE**	
Website Launch!	**1 Day**

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COST PROPOSAL

The following section outlines the One-Time Implementation fee and Annual Software-as-a-Service fee structure we are proposing to meet your project's requirements. Please contact us if you have any questions about our fixed-fee pricing model.

One-Time Implementation Fee- Premium Design- A credit has been applied to the total for the 20 hours of refresh services	$18,237.00

Our One-Time Implementation Fee covers costs associated with designing, developing, and implementing your new website. Key deliverables per SmartWork phase include:

Envisioning and Planning Phase ☐ Kick-Off Meeting ☐ Finalized Project Plan ☐ Project Charter	**Designing Phase** ☐ A New Customized Responsive Website Design for https://www.ci.pinole.ca.us/ ☐ 100% Design Guarantee
Configuring Phase ☐ Complete CMS Software Configuration ☐ Integration of 3rd Party Software	**Training Phase** ☐ Completion of Training Sessions ☐ User Manuals and Access to Online Resources
Migrating Phase ☐ Completion of Desired Website Content Migration	**Stabilizing Phase** ☐ A Stable Internal Beta Launch of www.ci.pinole.ca.us ☐ Completed City Staff User Acceptance Period
Deploying Phase ☐ www.ci.pinole.ca.us Goes Live! ☐ Finalized Project Documents	

Annual Software-as-a-Service (SaaS) Fee	$4,400.00 *This fee is not charged in Contract Year #1!*

CivicLive's Annual Software-as-a-Service [SaaS] Fee includes the following services:

☐ Data Protection and Unlimited-Bandwidth Website Hosting Services for www.ci.pinole.ca.us ☐ CMS Software Version Upgrades and Maintenance	☐ Unlimited-User CMS Software License ☐ Design Refresh Services for www.ci.pinole.ca.us at the End of Contract Year #4, if Desired

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☐ Unlimited, 24/7/365 Access to Customer Support	☐ PLEASE NOTE: There is <u>no Annual SaaS Fee charged</u> in Contract Year #1!

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Optional Add-On: Mass Notification Solution

For Rapid Delivery of Voice, Text, Social Media, and Email Messages

To keep your citizens informed and engaged on-the-go, we are pleased to offer you a highly reliable mass communication solution.

Whether you want to remind your residents of important dates, seek community feedback in a survey, call in volunteers, or get the word out quickly in an emergency, CivicLive Mass Notification Solution can help you reach your audience anytime, anywhere.

Built on a rock-solid infrastructure that delivers over **130 million** messages per month to citizens and staff members across North America

Municipalities use our mass notification solution for:

✔ Event Invitations	✔ Utility and Service Interruption Notices
✔ E-newsletters	✔ Staffing and Volunteer Appeals
✔ Customer Service feedback	✔ Parking Ticket Reminders
✔ Opinion Polls and Surveys	✔ Public Information Hotlines
✔ City/County Meeting Reminders	✔ First Responder Alerts
✔ Schedule Changes/Updates	✔ Severe Weather Warnings
✔ Public Safety Announcements	✔ Municipal Payment Reminders
✔ Missing Person and Amber Alerts	✔ Interdepartmental Coordination

With CivicLive, there are no limits on how many messages you can send so you can truly engage with your citizens at the right time and in the right format. Unlimited messaging, massive capacity, robust reporting, prompt technical support, and our proven track record are just some of the reasons why municipalities trust our Notification Solution for their citizen engagement, staff notification, and emergency communication needs.

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PRICING FOR THE OPTIONAL MASS NOTIFICATION SOLUTION

OPTIONAL ADD-ON **Annual SaaS Fee** Up to 19,343 Residents	**$8,124.06/Year**
With the CivicLive Mass Notification Solution, you will receive:	

☐ Unlimited voice, SMS text, and email	☐ Recipient portal mobile app; manage preferences and review prior messages
☐ Social media publishing (Facebook/Twitter)	☐ Unlimited self-updating groups/lists (dynamically change based on source data)
☐ Surveys through phone and web with unlimited questions	
☐ Configurable RSS widget to post messages automatically to your website(s)	☐ Dashboard offers at-a-glance views into overall messaging activity
☐ Instant translation to 50+ languages with reverse translation quality assurance	☐ User training, and unlimited 24/7/365 customer support

Please note that our robust notifications service is not included in our one-time website development and annual web hosting fees that are outlined on the previous pages.

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Optional Add-On: Monsido Accessibility Monitoring Service

Accessibility is one of the hottest topics today, thanks to the efforts of concerned citizens and advocacy groups. Many organizations across the United States are dealing with OCR complaints, and many more want to ensure that their sites properly cater to the needs of their audiences.

In order to help you meet Web Content Accessibility Guidelines (WCAG) best practices and ADA Section 508 requirements, we have partnered with Monsido (https://monsido.com) to offer an accessibility monitoring solution that helps municipalities and counties improve their websites. Monsido is an optional add-on which provides you with monitoring tools to check your website against the globally-recognized WCAG 2.0 and 2.1 guidelines, which help define accessibility in relevant US regulations. By checking your websites against WCAG standards, you can identify issues that may put them out of compliance with ADA Section 508 and other regulations.

Thanks to this partnership, local governments can have peace of mind when it comes to their websites. Municipal officials can rest assured that they can prevent a frustrating experience for web visitors by finding and fixing errors. This ensures you have a solution for long-term website success.

Accessibility Website Monitoring Services ADA Package	
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 500 Webpages (ADA)	$1,990/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 2500 Webpages (ADA)	$2,490/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 5000 Webpages (ADA)	$2,490/yr
☐	

Accessibility Website Monitoring Services Economy Package	
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 500 Webpages (Economy)	$3,270/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 2500 Webpages (Economy)	$4,235/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 5000 Webpages (Economy)	$5,325/yr

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Accessibility Website Monitoring Services- Standard Package	
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 500 Webpages (Standard)	$4,251/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 2500 Webpages (Standard)	$5,506/yr
☐ WCAG 2.0 and 2.1 Monitoring Services for up to 5000 Webpages (Standard)	$6,923/yr
☐	

Products	ADA	Economy	Standard	Premium
Web Accessibility	Yes	Yes	Yes	Yes
Mobile Accessibility	Yes	Yes	Yes	Yes
PDF Accessibility	Yes	Yes	Yes	Yes
Site Inventory	Yes	Yes	Yes	Yes
Quality Assurance		Yes	Yes	Yes
Uptime Monitoring		Yes	Yes	Yes
Policies		Yes	Yes	Yes
SEO		Yes	Yes	Yes
Analytics		Yes	Yes	Yes
PageAssist			Yes	Yes

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PageCorrect			Yes	Yes
Performance			Yes	Yes
HeatMaps				Yes
Cookie Consent Manager				Yes
Data Privacy (GDPR/ CCPA)				Yes

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PageCorrect

PageCorrect is an add-on to the Monsido web governance platform which offers you a complete solution to identify and correct website errors easily. The tool allows you to work effciently by fxing quality assurance and accessibility issues directly from the Monsido platform without having to login to your content management system.

PageAssist

PageAssist an add-on to the Monsido web governance platform, is a personalization toolbar that you can add to your website as an overlay. The tool gives visitors with or without disabilities control over the way they experience a website. By making your content available to a wider audience, you can better achieve your business goals and tap into a wider market.

Hosting

We provide our customers with the fastest performance available with hosting. Monsido's data is processed and hosted on local Google servers in the United States, Europe, and Australia. Monsido crawls publicly available data on the public website. Any password protected sections of your website are not crawled--unless you specifically ask us to set this up. Monsido does charge an additional amount for data stored in the United States and Australia.

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Optional Add-On: Citizen Request System

The CivicLive platform includes a versatile Citizen Request System (CRS) that can be used to simplify the process of discovering and requesting government services right from your website.

Reporting Potholes

Applying for Parking Permits

Applying for Pet, Hunting & Fishing Licenses

Reporting Graffiti & Vandalism

Requesting Oversized Garbage Pickup

Requesting Business Registration Certificate

Reporting Animal Control Issues

Reserving Public Parks Facilities & Applying for Campground Permits

Once requests are submitted, the CRS routes them to the correct department or person. Citizens can stay up to date using the mobile app or through email notifications.

Citizen Request System-	$3,386/ Year
☐ CRS- for up to 19,343 residents-	

- *Requires 4 year commitment*

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