

Communications Study – Evaluation of Communications Practices

MILPITAS, CALIFORNIA



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1 Introduction and Executive Summary

The City of Milpitas retained the Matrix Consulting Group to conduct a citywide Communications Study with the primary objective of evaluating the city's current communications business practices and identifying opportunities for improvement. This draft report summarizes our observations and recommendations regarding the city's communications function.

1 Overview of the Study

The communications function for a city is critical to ensuring that appropriate information is disseminated and distributed internally and externally. During the FY2018-19 budget process, the City of Milpitas revamped its public information communications function with the institution of a Public Information Officer (PIO) position. The role of the PIO is to provide a consistent citywide message to the residents of the community.

The purpose of this study was to conduct an evaluation of the city's internal and external communications function to determine the most cost effective organizational and staffing structure, as well as processes for the function to operate at its most effective level. This report provides specific recommendations related to all of these items as well as acknowledges the efforts that have been made by staff in the communications function and in City leadership to ensure that services are provided in the most efficient and effective manner. By completing this study, the City of Milpitas is demonstrating further commitment to a process of continuous improvement and providing a high level of service to residents and staff. Implementing the recommendations contained in this report will aid the City in its ongoing efforts to conduct operations in accordance with best practices.

2 Study Scope and Methodologies

In this study, the Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following data collection and analytical activities:

- Developed an in-depth understanding of issues impacting key areas. To gain understanding of the various operations, processes, organizational structure, and issues, the project team conducted interviews with the Mayor and City Council members, staff from each city department, as well as the then incumbent Public Information Officer. Interviews focused on the roles/responsibilities of communications staff, and the level of interaction and utilization of the public information function.

- The project team developed a profile document that captured staffing levels, roles and responsibilities for the communications function. This document was utilized a base point of comparison for future analysis and comparison for all recommendations.
- Completed a comparative survey assessment for public and external communications activities between the City of Milpitas and other comparable jurisdictions in the Bay Area.
- Based on the previously mentioned activities and initial findings, the project team analyzed issues, explored alternative service delivery options, and developed recommendations to create a more efficient and effective communication function. The analysis resulted in recommendations to staffing, services, and processes to streamline the services provided and to help the City meet its goals.

The report is divided into the following chapters:

- Staffing Analysis
- Policies and Procedures
- Performance Measures
- Organizational Structure Analysis
- Cost Effectiveness
- Appendices that include copies of the following documents:
 - Profile of current operations,
 - Comparative Survey of communications practices, and
 - Employee Surveys regarding internal and external communications.

Each of these sections will provide relevant recommendations and insight into the City's communication function as it relates to the overall City's needs.

3 Summary of Recommendations

Based on the assessment and analysis, there are a variety of recommendations for each topic that are discussed in detail throughout this report. These are consolidated into the following table which shows the recommendation, priority and suggested timeframe for implementation. The recommendations are provided in the order in which they appear in the report – not in order of highest priority.

Summary of Recommendations and Implementation Plan

#	Recommendation	Priority	Time-frame
Communications Staffing			
1	The PIO should be an in-house full-time permanent position to enable the necessary understanding of the city's culture, operations, goals, and community to provide citywide communication in an effective and timely manner.	High	On-going
2	The PIO job specification should be expanded to include strategic management of the communications function such as oversight of a citywide communications team, and development of communication strategies.	High	Immediate (0-3 mos.)
3	Functional workload assignments such as initial drafting of press releases, copy-editing of staff reports and communication to city council, and drafting of emails to city employees should be transitioned from the PIO.	High	Immediate (0-3 mos.)
4	The PIO should work with the City Manager and City leadership to draft a citywide communications strategic plan. The strategic plan should be filed and reviewed with the City Council.	Medium	Short-Term (6 mos.-1yr)
5	The Citywide Communications Strategic Plan should be used by the PIO as the basis for developing an annual communications workplan, which identifies short and long-term objectives for the PIO function.	Low	Mid-Term (1-3 yrs.)
6	The City's current staffing structure of a full-time in-house PIO and part-time intern should be maintained in order to provide basic internal and external communications support.	High	On-going
7	A full-time support position with the classification of Communications Specialist should be considered for implementation in order to provide a robust external and internal communications function in-house. This would be a new classification within the City and would be developed with support from the Human Resources Department. The addition of this position would eliminate the need for a part-time intern position and contracted PIO support.	Low	Long-Term (3-5 yrs.)
Communications Policies and Procedures			
8	The City Manager's Office should formalize and adopt written policies outlining the role of the PIO and in which situations or criteria the PIO takes the lead relative to the department.	High	Immediate (0-3 mos.)
9	The policy should clearly state that all citywide mass communications such as press releases, press conferences, media appearances, and newsletters should be managed by the PIO with approval from city management.	High	Immediate (0-3 mos.)
10	The policy should clearly state that all coordinated communication efforts citywide, if initiated by other departments, should be reviewed and approved by the PIO.	High	Immediate (0-3 mos.)

#	Recommendation	Priority	Time-frame
11	The policy should identify a workflow process, which requires departments to submit all communications requests to the PIO. This can include a range of items from drafting a press release to developing a communications strategy for implementing fee increases.	High	Immediate (0-3 mos.)
12	The policies and procedures document regarding the role of the PIO should be reviewed every two years, and updated as necessary.	Low	Mid-Term (1-3 yrs.)
13	A request process for PIO and communications support should be formalized through the creation of a department communications support request form.	High	Short-Term (6 mos.-1yr)
14	The communications support request form should be incorporated into the City's intranet system to allow for departments to easily submit the form to the PIO.	High	Short-Term (6 mos.-1yr)
15	The PIO should review all communication requests daily and assign depending upon the scope of the request; more regular tasks such as social media posts and press releases should be relegated to the support position (intern); higher level tasks such as strategy and press-related inquiries should be managed by the PIO.	High	Short-Term (6 mos.-1yr)
16	The data from the request system should be tracked on an annual basis to report on workload measures, performance measures, and be utilized as part of the City's annual overhead calculation process.	Low	Long-Term (3-5 yrs.)
17	The PIO in conjunction with City Management and City Attorney should develop a detailed and comprehensive social media policy covering all aspects related to account creation, management, posting, deactivation, and development of content.	High	Immediate (0-3 mos.)
18	The social media policy should be incorporated into the workflow for the PIO, including requesting items such as approval of posts, assigning account administrators, and backup account administrators.	High	Immediate (0-3 mos.)
19	Any social media accounts which have been inactive for more than 3 months should be evaluated for deactivation by the PIO.	High	Immediate (0-3 mos.)
20	All multiple pages and accounts associated with a singular social media type should be reviewed by the PIO to determine the need for a separate page and / or account for dissemination of information.	High	Immediate (0-3 mos.)
21	The comprehensive social media policy should be reviewed and updated annually, as necessary, to ensure that all aspects of the policy are relevant and incorporate the different types of social media.	High	Immediate (0-3 mos.)
22	City Management should develop an internal administrative policy identifying a support position in each department responsible for website updates and dictating that all website content must be reviewed quarterly by each department and/or when there is a major operational change.	Medium	Short-Term (6 mos.-1yr)

#	Recommendation	Priority	Time-frame
23	An internal workflow should be developed outlining that any major changes to a departmental webpage (i.e. new page, new content, changing layout, etc.) should be reviewed and approved by the department head as well as the PIO.	Medium	Short-Term (6 mos.-1yr)
24	The PIO and/or support staff should be responsible for updates to the City Manager's webpage, as well as non-department specific webpages such as the homepage, calendar, news and announcements, etc.	High	Immediate (0-3 mos.)
25	The City Manager in conjunction with the PIO should develop an administrative policy outlining the type and frequency of external communications to the public (i.e. biweekly newsletter containing updates on city events).	High	Immediate (0-3 mos.)
26	The Public Works Department in conjunction with the PIO should work with the app developer to determine if there is the ability for in-app expansion or the ability to access the city's website through the application.	Low	Long-Term (3-5 yrs.)
27	The MyMilpitas Mobile Application should be expanded to incorporate additional types of public information such as council / board meeting agendas, job announcements, town hall meetings, etc.	Low	Long-Term (3-5 yrs.)
28	A policy and procedure should be developed regarding content inclusion and update to the MyMilpitas application. This should mimic the website content process workflow requiring approval from the department head and PIO.	Low	Long-Term (3-5 yrs.)
29	Formalized policies and procedures should be developed regarding the Government Access Channel identifying the type of content, as well as approval process for new content to be developed and published.	Medium	Short-Term (6 mos.-1yr)
30	The non-profit volunteers with oversight from the Science, Innovation, and Technology Commission should continue to manage the Public Access Channel. The Commission should as part of its annual workplan include review of public access channel content and marketing of the channel to promote content development and utilization of channel space.	High	On-going / Immediate (0-3 mos.)
31	The Video Media Specialist position should continue to report to the IT Director and serve in an IT capacity until attrition. At that point, the Video Media Specialist job classification should be reviewed and revised to incorporate reporting to the PIO and focus on content creation.	Low	On-going / Long-Term (3-5 yrs.)
32	Upon reclassification of the Video Media Specialist position through attrition, the Government Access Channel and the Public Access Channel should be reorganized under the PIO. The Public Access Channel should still have oversight by the Science, Technology, and Innovation Commission.	Low	Long-Term (3-5 yrs.)

#	Recommendation	Priority	Time-frame
33	A formal policy and procedure document related to the citywide intranet system should be developed identifying the position(s) responsible for individual departmental updates, frequency of updates (monthly), and the contents of the updates.	High	Immediate (0-3 mos.)
Communications Performance Measures			
34	The communications function should add additional workload measures to track information such as number of downloads of the application, engagement on citywide social media platform, and viewership for city tv channels.	Low	Mid-Term (1-3yrs)
35	The PIO and/or support staff (intern) should be tasked with tracking, monitoring, and compiling these statistics annually to be incorporated into the budget process.	Low	Mid-Term (1-3yrs)
36	The communications function should implement tracking of performance measures based upon workload and survey measures.	Low	Mid-Term (1-3yrs)
37	The PIO should be responsible for drafting and conducting the internal and external communication satisfaction surveys.	Low	Mid-Term (1-3yrs)
38	The PIO and/or support staff should be responsible for tracking all of the performance measures on an annual basis, including implementing an annual internal survey for employees and external survey for community residents.	Low	Mid-Term (1-3yrs)
Communications Organizational Structure			
39	The City of Milpitas should continue to utilize a hybrid communications model with staffing modifications.	High	Immediate (0-3 mos.)
40	A citywide communications team should be formalized and documented through an administrative policy.	High	Immediate (0-3 mos.)
Communications Cost Effectiveness Analysis			
41	A separate cost center and division for Communications should be created in the City Manager's office to track personnel and contracted costs.	High	Immediate (0-3 mos.)
42	The City should have a full-time in-house PIO, as there are no cost savings associated with utilizing a full-time contracted PIO.	High	On-going
43	A full-time permanent Communications Specialist position with an annual fiscal impact of approximately \$122,454 to \$148,844 is more cost effective compared to an equivalent amount of full-time support received between intern and contracted PIO support.	High	Short-Term (6 mos.-1yr)
44	The City's Cost Allocation Plan should be updated to reflect Public Information as a function of the City Manager's office.	Medium	Short-Term (6 mos.-1yr)

#	Recommendation	Priority	Time-frame
45	The costs for the communications functions in the Cost Allocation Plan should be reviewed to ensure that any one-time costs are annualized and all ongoing contracted and services costs are allocated to city departments appropriately.	Medium	Short-Term (6 mos.-1yr)
46	The allocation methodology for the communication function should be reviewed and refined to be based upon more equitable metrics such as equal allocation to all departments and/or number of projects or requests per city department per the new request system being proposed.	Medium	Short-Term (6 mos.-1yr)
47	Contracted services should be utilized for one-time, limited term, or specialized communications services and activities such as training, branding, and printing.	High	On-going
48	Contracted services related to communications should be centrally managed and coordinated through the PIO.	High	Short-Term (6 mos.-1yr)
49	The Connected Newsletter should be considered for reinstatement depending upon the results of the City's external community survey to ensure that along with being cost effective it also serves as an effective tool for disseminating important City information to Milpitas residents.	Medium	Short-Term (6 mos.-1yr)
50	If reinstated, the development of the content of the Connected Newsletter should be done in-house by the PIO and their support staff, while design, printing, and mailing should be contracted.	Low	Mid-Term (1-3 yrs.)

Overall, the various recommendations indicate that the most cost effective approach for the City to provide external and internal communications is through an in-house Public Information Officer utilizing a centralized and decentralized (hybrid) communications model. This organizational structure provides the city with the flexibility to ensure that department-specific communications are timely transmitted; yet, any citywide communications are disseminated through a centralized source.

Additionally, in order for the communications function within the City to be a robust operation, there is the need for a full-time support position (Communications Specialist) and formalized policies and procedures delineating the role of the PIO in citywide and departmental communications.

Implementing the recommendations included in this report, will help the City achieve a high-performing communications function with clearly outlined objectives, goals, and initiatives.

The detailed narrative and analysis regarding each of these recommendations is contained in the body of the following report.

2 Communications Staffing

The communications function within the City of Milpitas currently only has one full-time position dedicated – the Public Information Officer (PIO). As part of the evaluation of the communications practices, a staffing analysis was conducted to determine the following aspects:

- **PIO Job Duties:** Determining the appropriate responsibilities and duties of the PIO.
- **Communications Work plan:** Outlining the strategic focus of the PIO and the communications function.
- **PIO Support Staff:** Adding additional support within the communications function.

The following chapter analyzes these components, provides opportunities to identify areas for increased efficiency, accountability, and improvement in the support provided to city departments from the communications function.

1 PIO JOB DUTIES

The PIO currently coordinates and supports a range of internal and external communications activities on behalf of the City Council, City Manager, and city departments. A summary of job duties from the PIO job specification is provided in the following table:

PIO Job Specification Job Duties

Serve as spokesperson for the City and answer inquiries from the media, community, organizations, etc., as needed

Develop and implement an integrated strategic communications plan to advance the City's brand, broaden awareness of its programs and priorities, and increase the visibility of its key messages and programs across the community.

Work with department Directors and staff on internal and external communication opportunities.

Write, review, and analyze press releases, speeches, articles for the City Manager, Mayor, and City Council, as needed.

Coordinate and administer programs involving the community, including individuals, groups, and maintain relationships with outside agencies, organizations, associations, and other external groups.

Make personal appearances as necessary while fostering community relations through public communications and public community events.

Actively engage, promote, and manage press relationships to ensure coverage surrounding City programs, special events, public announcements, and other projects.

Organize and coordinate press conferences, news releases, and public services announcements.

PIO Job Specification Job Duties

Stay abreast of new trends and innovations in the field of communications, multimedia technologies, web page design, social media, and emergency communications; manage the public information aspect of the Emergency Operations Center with other key public information officers.

Develop and control annual fiscal appropriations designated for communication activities.

Due to the fact that the PIO is a relatively new position within the City, the job specification has recently been drafted to incorporate the key components and goals of the position. As part of the comparative survey, the job descriptions and duties of other Public Information Officers were analyzed. The following table shows by each jurisdiction a list of key job duties for the PIO that were focused on strategic development and output:

Jurisdiction	Job Duty
Cupertino	Build consensus for enterprise solutions by promoting ideas persuasively, working through organizational conflict and shaping stakeholder opinions
Palo Alto	Identify challenges and emerging issues faced by the organization. Work with leadership team and staff to recognize internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them
Redwood City	Create and manage a decentralized communications team to support the departments' communication needs and the development and execution of the communications strategy
Sunnyvale	Develops, implements, and updates policies and procedures for community relations, media relations, and public information

As the table indicates, these job duties indicate the high level of support and functionality that is expected from the PIO. While some of these items may not be listed as direct job duties for the PIO in Milpitas, they are part of the functional work assignments for the PIO and could be incorporated into "other duties as needed". The following chart compares the current functional work assignments to the current job duties.

Functional Work Assignments	Relates to Job Spec?
Promote and participate in city events and community engagement activities	√
Field inquiries from the press, third parties, & the general public	√
Author press releases	√
Author citywide social media posts, and monitor departmental social media pages and posts	√
Compile and edit information for the City Manager's biweekly newsletter	√
Compile and edit information on behalf of the City Manager for weekly City Council informational updates	
Assist in reviewing and drafting agenda reports from the City Manager to the City Council for public meetings	
Coordinate citywide public records requests on behalf of city departments	

Functional Work Assignments	Relates to Job Spec?
Support the City Manager in coordinating external communications when the emergency operations center is activated	√
Create internal communications for the city intranet	√
Draft internal communications on behalf of the City Manager	
Consult and prepare departmental staff for media interactions	√
Develop and administer a citywide communications work plan	√
Develop and maintain citywide communications policies	

Comparing the job specification and actual functional work assignments results in a few variances. Almost all of these duties relate to specified activities in the PIO job specification, with the exception of communications between the City Manager and the Council, as well as the maintenance of citywide communication policies. The PIO currently supports editing and copywriting related activities for communications between the City Manager and City Council, including weekly informational updates on city operations, as well as supporting the regular development of formal agenda item reports. These are not activities identified in the job specification, and due to the volume of these types of reports and activities they comprise a large portion of the PIO function.

Another assignment that the PIO has been functionally tasked with completing is the drafting of citywide communications policies. This specific responsibility is not included in the job specification, but does relate to the purview of communications responsibilities overseen by the PIO and is one of the duties that is assigned to other similar positions.

The PIO is an executive level position within the City of Milpitas that directly supports the City Manager. The PIO's time and expertise is most appropriately used when focused on advising and administering high level public communications activities, and not necessarily technical reports for operational use. Therefore, the job description for this position should be reviewed and expanded to include items such as drafting communication policies, identifying challenges within the community, and developing communication strategies.

Based upon the roles and responsibilities identified for the public information office, and the comparative survey that shows all comparable communities have an in-house PIO, it can be seen that it is critical for this position to be retained in-house. There are certain key benefits associated with having an in-house position, which would be lost with a contracted position, as explained in the following points:

- Centralized communications – internal and external – the ability to disseminate a centralized and cohesive message both internally and externally that is in alignment with the city's values, mission statement, and goals. The contracted PIO or consultant will not have the intimate knowledge regarding the community or the city to draft such messages consistently.

- Additional support beyond specialized messaging support for specific departments. Contracted communications campaigns can provide specific messaging for departments, but an in-house PIO can provide support beyond the campaign and integrate the messaging of new policies (i.e. ADU policy), or rate increases (i.e. fee or water/sewer rate increases) into the overall messaging of the city.
- Ability to respond to critical incidents and communications in a timely manner. A contracted PIO would require time to learn about an incident, draft a message regarding the incident, and talk to several different city employees before any messaging could be put out. In critical situations, and emergencies, there is the need for disseminating accurate information immediately. An in-house PIO would have the knowledge and understanding of city operations and city goals to be able to provide this support in a timely manner.
- Improved internal communications from city management to city employees. A contracted PIO would typically be responsible for drafting external communications, but an in-house PIO can provide support as it relates to internal employee recognition, messaging regarding events, and providing general information regarding the city's projects.
- Understanding of the community, including conducting messaging in different languages and to different socio-economic groups to ensure the greatest and most effective dissemination of information.

As these points demonstrate, garnering the appropriate understanding and knowledge of issues within the community and the City and conveying a citywide message requires building a relationship with internal and external stakeholders. This relationship cannot be established through a contracted position. The cost impact of utilizing in-house vs. a contracted PIO will be discussed in the cost effectiveness section of the report.

Although the PIO's job description includes working with department staff on internal and external communication opportunities, as well as writing, reviewing, and analyzing press releases, speeches, and articles for the legislative body and City Manager, the initial drafting of these materials is more appropriately assigned to a journey-level position discussed in the support staffing section of the chapter.

Outside of the job specification and evaluation of current functional work, there are opportunities for the PIO to improve its management and oversight of citywide communications, including developing a comprehensive workload and performance measure monitoring framework to be incorporated into the communications work plan and regular oversight of the communications function.

As the PIO's role continues to evolve and be defined through written policies, management should ensure that the PIO is appropriating their time to communications activities, and not technical work that may be better assigned to analytical or administrative staff.

Recommendation #1: The PIO should be an in-house full-time permanent position to enable the necessary understanding of the city's culture, operations, goals, and community to provide citywide communication in an effective and timely manner.

Recommendation #2: The PIO job specification should be expanded to include strategic management of the communications function such as oversight of a citywide communications team, and development of communication strategies.

Recommendation #3: Functional workload assignments such as initial drafting of press releases, copy-editing of staff reports and communication to city council, and drafting of emails to city employees should be transitioned from the PIO.

2 COMMUNICATIONS WORKPLAN

Cities commonly create strategic plans, business plans, or work plans for a wide range of functional program areas. Work plans outline a program's operating parameters and program objectives, identify operational challenges and opportunities for improvement, and outline activities and resources needed to achieve those goals within a desired timeline.

The PIO job specification directs the PIO to develop and implement a strategic communications plan, but the City does not currently have a communications work plan in place. It is recommended that one of the key priorities of the PIO be the development of a communications strategic plan, which leads to the development of an internal work plan.

The following table shows the elements of a communications strategic plan and a brief description of the element:

Element	Description
Mission, Goals, and Objectives	Identifying the missions, goals and objectives of the public information function within the City
Service Level Agreement	Discussing the goals and objectives of other City departments and their tie into the public information function. There should be an informal and formalized service level discussion regarding the types of services that will be provided by the PIO and their support staff to other city departments.
Current State	Describing the current communication media and resources available to city staff, including the level of technical and functional expertise in-house.

Element	Description
SWOT Analysis	Conducting a strengths, weaknesses, opportunities, and threats analysis regarding the communications function. It is recommended that this be combined with the service level agreement with other departments to ensure that any feedback provided by the departments are incorporated.
Fiscal Impact	Outlining the fiscal impact of the information needs, including identifying any blanket contracts for communication needs such as graphic designer, printer, etc.

The elements above should be utilized to develop a communications strategic plan. This plan should be developed by the PIO with oversight and support from City Manager and other City executives. Once the plan has been developed it should be formalized and received and filed by City Council for approval. This strategic plan should be reviewed and updated every five (5) years to incorporate changes to the communications goals, objectives, and processes.

The communications strategic plan can be utilized to develop an annual communications workplan. The annual communications workplan should have short-term and long-term objectives. Examples of short-time objectives may include:

- Hire a Communications Specialist to transition functional copywriting work
- Complete media interview training with departmental staff
- Draft communications administrative policies
- Complete online community survey regarding public communications
- Identify opportunities to improve public communications based on the online community survey and prepare an action plan upon survey results analysis

In addition to these short-term objectives, the strategic plan can be used to develop long-term objectives such as the following:

- Complete a website redesign study
- Compile workload measures for all internet-based communications tools
- Incorporate performance measures into the budget document
- Coordinate with each city department on their connection into the City's brand

These concrete objectives are informed by the communications strategic plan and provide a mechanism for the PIO and the communication function to be accountable to the departments and the city that the function is supporting.

The development of these short and long-term objectives annually should be managed by the PIO; however, the tracking of the information on these measures and conducting some of these activities such as conducting the online survey or compiling measures should be performed by the Communications Specialist support position.

Recommendation #4: The PIO should work with the City Manager and City leadership to draft a citywide communications strategic plan. The strategic plan should be filed and reviewed with the City Council.

Recommendation #5: The Citywide Communications Strategic Plan should be used by the PIO as the basis for developing an annual communications workplan, which identifies short and long-term objectives for the PIO function.

3 SUPPORT STAFF

Currently, there is no additional full-time staff support for the PIO within the City Manager's Office. There is a budgeted position for a communications intern; however, this position is intended to be part-time support focusing on posting to social media accounts, supporting the development of the biweekly newsletters and conducting other miscellaneous duties. Intern positions are generally temporary and rotational positions rather than permanent positions within the city.

As part of this engagement, an internal survey was conducted regarding external communication practices. When departments were surveyed in the external communications employee survey, 62% of respondents expressed a desire for additional staffing support to manage external communications needs. The support being requested was in relation to managing social media posts, developing communication strategies, and writing/drafting press releases.

Additionally, the comparative survey revealed that all of the jurisdictions other than Milpitas has more than one full-time position dedicated to internal and external communications within the city. The following table shows by jurisdiction the total number of staff dedicated to the communications function:

Jurisdiction	Communications FTE
Milpitas	1.00
Cupertino	2.95
Palo Alto	2.00 ¹
Mountain View	1.60 ²
Redwood City	2.90 ³
Santa Clara	2.80 ⁴
Sunnyvale	2.00
Average (excl. Milpitas)	2.38

As the table indicates, all but one jurisdiction (Mountain View) has less than two full-time positions dedicated to the communications function. It is important to note that Mountain View is also the only jurisdiction surveyed that has a full-time civilian position dedicated

¹ Only 0.90 FTE are dedicated to external communications; however, 2.0 FTE budgeted for all communication efforts.

² 0.60 FTE are limited term positions.

³ Includes 0.90 FTE for Deputy City Manager.

⁴ The 2.80 FTE are full-time positions; however, the division supplements staffing through as-needed staff.

in the Police Department. Therefore, if that position is considered, then it would also have more than two full-time employees dedicated to external and internal communications.

Considering the departments' request for additional communication support, as well as the comparative survey revealing all other jurisdictions to have an average of 2.38 positions dedicated to communications support, there seems to be a need for full-time support within the communications office. The level of support needed cannot be easily performed with a part-time non-permanent intern position. The support being requested should be full-time to provide consistency and greater tenure.

As discussed in the duties section of this chapter, some of the duties of the PIO are task-oriented and at the level of work that should be performed by an analyst or specialist classification. Adding a support position, could enable the PIO to delegate the duties associated with drafting of communications between City Manager and City Council, drafting social media posts, responding to department requests, processing public records requests, and addressing timeliness of providing critical PIO duties that departments are requesting, etc. This delegation would enable the PIO to focus on drafting the communications strategic plan, annual workplan, policies and procedures, and communication strategies for the city and individual departments.

Currently, the City of Milpitas does not have a Public Information Specialist or Communications Specialist role. The most relevant job classification to support the PIO is the Marketing Coordinator job classification. The Marketing Coordinator job duties include a range of communications related activities from creating multimedia content for public communications, to managing information dissemination to the media, third party organizations, and the general public. Currently, the Marketing Coordinator job classification has a base salary range from \$75,589 to \$91,879, not including fringe benefits.

When determining to add the Communications Specialist position, the PIO and the City Manager's staff should work with the Human Resources Department to develop the position classification. The Communications Specialist position should report directly to the Public Information Officer. The City of Cupertino has a Community Outreach Specialist position, who reports to the Public Affairs Director and is considered to be an entry level position in the communications function. Some of the job duties identified for this position:

- Perform public outreach and community relations activities
- Creates, researches, edits, and contributes contents and materials regarding social media posts, letters, fact sheets, etc.
- Participates in planning and developing social media campaigns
- Assists with content requests from internal departments, including creating and routing content and scheduling posts
- Performs general administrative and clerical work as required

In addition to performing these duties, the position requires knowledge of public information, outreach, and community relations, monitoring social media outlets, reviewing analytics from social media platforms, as well as a bachelor's degree or equivalent experience in public affairs and community outreach. This type of job classification seems to be appropriate for the City of Milpitas. The Communications Specialist can serve to provide entry level support to the PIO, and its salary range of \$79,162 to \$96,222 is comparable to the salary range for the Marketing Coordinator at \$75,589 to \$91,879. The net cost impact of this additional staff position, is discussed in the cost effectiveness chapter of this report.

The PIO should ensure that as the job classification is developed for the Communications Specialist there are additional job duties accounted for in that job classification including items such as tracking and monitoring of performance measures, conducting annual surveys, compiling results of the annual internal and external surveys, drafting posts, drafting press releases, and potentially even require similar technical skillset in relation to development of marketing materials (similar to the Marketing Coordinator).

Assigning initial copywriting and research duties to the Communications Specialist will create additional capacity for the PIO to apply their expertise in supporting the legislative body, city management, and department heads in coordinating their public communications, as well as directly responding to critical incidents, urgent public events, and other engagements where the PIO's physical presence is required. With a support position, the PIO can then serve in a supervisory capacity to review and approve the copywriting and research work of the Communications Specialist and liaise with the city's executive team and legislative body to approve formal documents, such as the work plan and administrative policies.

The City's current staffing of an in-house PIO with an intern for part-time support, is sufficient to meet the city's immediate needs for basic centralized communications. This staffing structure would enable the City to provide basic level of service of social media posts, drafting press releases, managing and editing content on behalf of the City Manager, etc. This staffing structure would not support the ability of the PIO to develop communication strategies for departments, or draft communications policies in a timely manner.

In order for the City to create a robust public communications function that is able to develop strategic communication workplans for department, as well as provide everyday support to departments in relation to social media posts, marketing campaigns, etc. there needs to be the addition of a full-time communications specialist position. The addition of this position would eliminate the need for a part-time intern, as those duties would be absorbed by the Communications specialist position. This would also eliminate the need for contracted PIO functions as those duties could now be managed and absorbed by the in-house PIO with support from the Communications Specialist position. This revised

staffing structure would be in alignment with other bay area agencies, as well as provide city staff the additional resources that were requested for communications support.

Recommendation #6: The City's current staffing structure of a full-time in-house PIO and part-time intern should be maintained in order to provide basic internal and external communications support.

Recommendation #7: A full-time support position with the classification of Communications Specialist should be considered for implementation in order to provide a robust external and internal communications function in-house. This would be a new classification within the City and would be developed with support from the Human Resources Department. The addition of this position would eliminate the need for a part-time intern position and contracted PIO support.

3 Communications Policies and Procedures

The City of Milpitas does not currently have any citywide policies or procedures regarding external and internal communications. It is important to develop policies and procedures regarding external and internal communications focusing on the following policy areas:

- **Role / Utilization of PIO:** When and how the Public Information Officer manages or oversees communications.
- **Workflow requests / projects:** Communication of city department requests to the PIO and support staff.
- **Social Media:** Management of accounts, the type of content, and the number of accounts.
- **Website:** Type of update to the website, and level of responsibility in relation to content management and distribution.
- **Mobile Application:** Content of the application, updates, and utilization of information.
- **City TV:** Management and content of television.
- **Intranet:** Type of content and frequency of update to the internal communications tool.

It is best practice for an agency to adopt written standards to codify operational standards. Adopting policies and procedures help to ensure the continuity of business practices by serving as an authoritative reference.

While some of these policies may not be managed by the Public Information officer, due to the nature of external communication, it is imperative that these fall under the purview of the communications function. The following subsections provide further information regarding each of these policy areas.

1 ROLE / UTILIZATION OF PIO

The PIO is a relatively new position in the City (less than 2 years old). Upon implementation of this position, informal guidance and direction was provided to city staff. This informal communication resonates with our limited survey results from the External Communications Employee Survey, Appendix D, which indicated that 69% of city staff surveyed had only received oral guidance on when to collaborate with the PIO.

The direction provided to city staff was general in nature stating that any communication that is meant for citywide dissemination, such as press releases, rate increases, census, etc. are supposed to be managed and approved by the PIO. The PIO also regularly participates in executive meetings to collaborate with department managers when communications support is needed.

However, the City's current and proposed organizational structure for communication is a hybrid of a centralized and decentralized model. Therefore, in this type of model, where public information can be disbursed through the PIO or through internal departmental resources, it is critical that clear roles and responsibilities be established regarding when it is appropriate for the PIO to be involved and when it is appropriate for the department to take the lead on the communication matter. These roles and responsibilities need to be documented in a formalized policy and procedure document.

The formalization of the policies and procedures will provide clear guidance to city departments, but also serve as a resource for City management and city Council to provide direction and guidance regarding the types of communication activities they would like to see centralized and not managed at the departmental level.

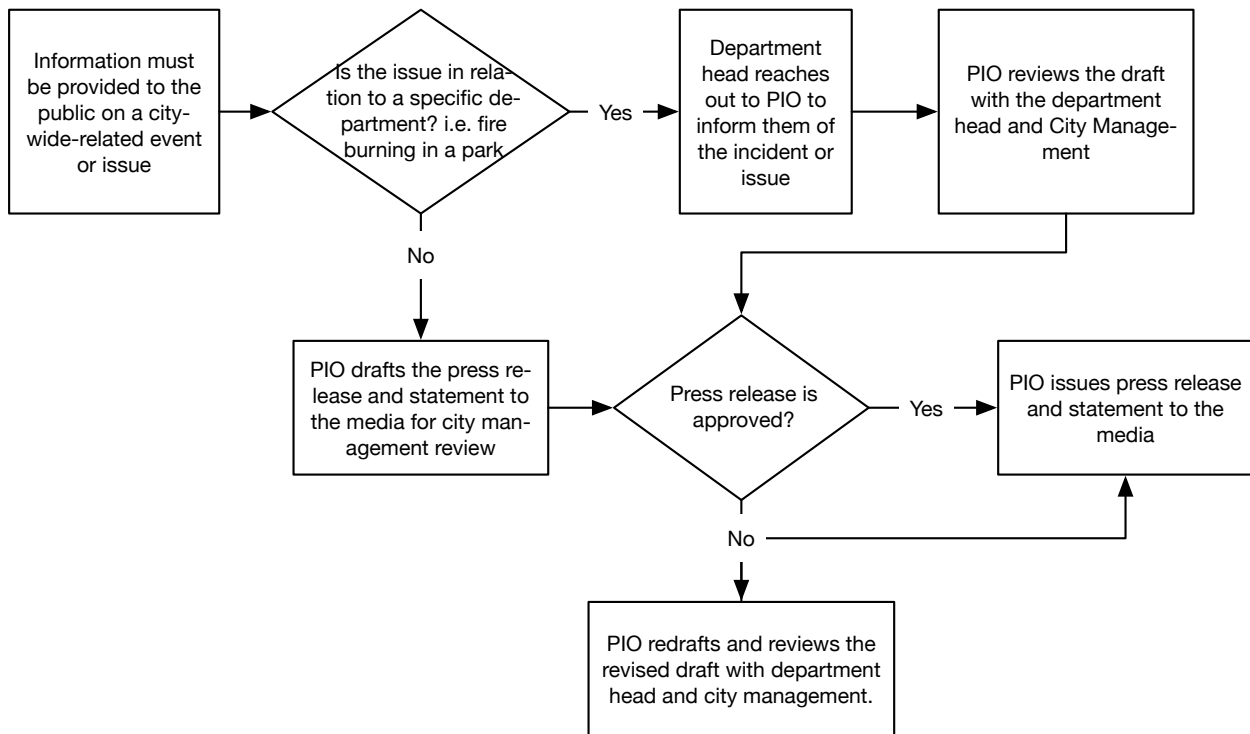
The following graphic provides a sample of determining the situations in which the PIO would take the lead:

Criteria	PIO Lead	Departmental PIO Lead
Is the information intended for the general public?	Yes	No
Is the information in relation to a large citywide initiative (i.e. Housing Assistance Program, Census, etc.)?	Yes	No
Is the information department-specific?	Yes - if it is department specific but affects all city residents.	Yes – if it is department specific and affects a subset or specific group (i.e. developers, homeowners, etc.)
Does the information require specific outreach (i.e. Townhalls, community meetings, etc.)?	Yes – if it is a citywide initiative i.e. census	Yes – if it is a department-led initiative i.e. General Plan Update
Does it require interaction with media (press or TV)?	Yes	No
Is information communicated on behalf of City Manager or Executive Team?	Yes	No

The table above is not meant to be a comprehensive listing, but rather a sampling of the types of scenarios or criteria that can be developed to determine instances in which the PIO would take the lead.

For any communication efforts that have a citywide audience such as press releases, press conferences, print media, live media (local news), and newsletter, the PIO should

always be the lead. The policy and procedure document should outline the workflow related to the PIO taking the lead. If it is a citywide related issue, then the PIO should already be aware and draft the press release or media release statement on behalf of city management. If the mass communication is in response to a specific department, such as a police event, recreation event, etc. then the Department head and liaisons should contact the PIO and inform them of the event, incident, or issue. The PIO should draft the materials, discuss the materials, and review the materials with the department head and City management prior to issuance of any statement. The following workflow shows a sample of this:



As the workflow indicates that even with the PIO as the lead, there is still some interdepartmental communication that must occur between the department head, city management, and PIO to ensure that appropriate and accurate messages are being disseminated to the public. Documenting this type of workflow in a policy and procedure document, ensures consistency of application.

Even if the PIO is not the lead, the PIO must be informed about any and all external communication efforts undertaken in the City. This does not mean that staff working at the public counter, such as development services must have every communication reviewed by the PIO; but rather any communication effort which is coordinated should be reviewed and approved by the PIO. Any documentation the City provides to the public in the form of brochures, pamphlets, forms, etc. should be reviewed and approved by the PIO to ensure consistent branding and messaging of the City. The clear role and

responsibility of the PIO is to be aware of all citywide communication efforts and serve as the liaison between the City and the overall public.

The policy should also document a workflow procedure that requires city departments to submit requests to the PIO regarding the types of projects that require the PIO's management and oversight. The requests can vary from reviewing and drafting press releases and letters to the public, to the management of external community engagement firms. This workflow procedure will not only help the departments engage with the PIO in a consistent manner, but it will also help the PIO track their current requests, assign to support staff as necessary, and prioritize their workload. This workflow also has the added benefit of creating accountability for the role of the PIO.

Lastly, the policy and procedure regarding the role of the PIO, and their workflow of duties should not remain stagnant. Once this policy and procedure is developed, it should be reviewed and updated every two years. Traditionally, these policies and procedures should be reviewed annually; however, the typical timeframe for any major operational changes that would impact a policy and/or procedure change is typically two to three years. Therefore, it is recommended that these policies be reviewed every two years. If there is no change to the policies, the PIO should still date the policies with a new effective date to indicate that the policy has at least been reviewed.

Recommendation #8: The City Manager's Office should formalize and adopt written policies outlining the role of the PIO and in which situations or criteria the PIO takes the lead relative to the department.

Recommendation #9: The policy should clearly state that all citywide mass communications such as press releases, press conference, media appearances, and newsletters should be managed by the PIO with approval from city management.

Recommendation #10: The policy should clearly state that all coordinated communication efforts citywide, if initiated by other city departments, should be reviewed and approved by the PIO.

Recommendation #11: The policy should identify a workflow process, which requires departments to submit all communications requests to the PIO. This can include a range of items from drafting a press release to developing a communications strategy for implementing fee increases.

Recommendation #12: The policies and procedures document regarding the role of the PIO should be reviewed every two years, and updated as necessary.

2 COMMUNICATION REQUEST PROCESSES

As discussed in the previous section there should be workflows and processes in place that establish an approval process for communication statements and posts by the PIO. However, in addition to these workflows, there needs to be a process established to request support from the PIO in the form of communication projects. The communications team can provide this information verbally to the PIO, but creating a formalized process will enable the PIO and their support staff to track the different requests received, divide up the workload and provide information on the status of these requests.

A communications request procedure should be developed, with a formalized request form. A sample form could look like:

COMMUNICATIONS SUPPORT REQUEST FORM

Requester Name:			
Requester Email:			
Requester Phone Number:			
Department Name:			
Type of Request: (Circle)	Social Media Post	Press Release	Media Inquiry Support
	Live TV	Communication	Creation of print content
	Appearance	Strategy Support	
	Creation of video content	Other	
If Social Media Posts, please circle platforms:	Facebook	Twitter	Nextdoor
	LinkedIn	Instagram	
If Other, please describe:			
Timeframe of Request: (Circle)	Urgent (within 1 business day)	2 weeks	4 weeks
	6 weeks	3 months	Specific Date (please list):
If Urgent, please explain nature of urgency:			

The form above is intended to be a sample of the type of information that would be submitted by the departments. This form would give an indication of the type of request and the timeframe in which this request will need to be provided.

As the city does not currently have any mechanism internally for processing requests from the departments, the PIO should consider utilizing the City's newly launched intranet as the basis for collecting these requests from the departments. The PIO should work with the City's Information Technology Department to develop an online request portal with similar type of information.

Once this online portal is established all requests should filter to a centralized PIO inbox. This email inbox should be monitored by the support position in the PIO office and the PIO should be informed of any new requests. The PIO should review requests on a daily

basis and assign work depending upon the scope of the request. For example, drafting of a social media post or press release can be performed by PIO support position, whereas preparing a City executive for a live media interview would require support from the PIO.

This type of request system can also be beneficial for the PIO to help with tracking workload measures, and tracking their ability to meet any established performance targets against their communications workplan. Lastly, the data from the request system can be utilized for determining the overhead cost allocation support to the different city departments. This will help ensure that the PIO support is being fairly allocated across all city funds and services and being captured appropriately on fees and rates.

Recommendation #13: A request process for PIO and communications support should be formalized through the creation of a department communications support request form.

Recommendation #14: The communications support request form should be incorporated into the City's intranet system to allow for departments to easily submit the form to the PIO.

Recommendation #15: The PIO should review all communication requests daily and assign depending upon the scope of the request; more regular tasks such as social media posts and press releases should be relegated to the support position (intern); higher level tasks such as strategy and press-related inquiries should be managed by the PIO.

Recommendation #16: The data from the request system should be tracked on an annual basis to report on workload measures, performance measures, and be utilized as part of the City's annual overhead calculation process.

3 SOCIAL MEDIA POLICY

Although there is no citywide policy for social media communications, the Police Department does maintain a few of its own departmental policies. The Police Department adopted Policy No. 343 *Department Use of Social Media* and No. 1058 *Employee Speech and Social Media Networking*. These policies discuss the types of sites and activities that can be considered social media, approval mechanism for social media posts, and the content of the posts themselves.

The City should utilize the department-specific social media policy as a base to develop a citywide policy. The parameters of this policy should cover items such as:

- Requiring any new social media accounts (pages or new social media medium) to be approved by the PIO and City Management
- Assigning administrators for each social media medium (PIO or department staff), along with back-up administrators
- Developing standards related to the types of content that can be posted i.e. city events can be posted, endorsement of specific businesses cannot be posted.
- Reviewing and approving the content that can be posted on social media.
- Requesting the drafting and development of social media posts.
- Responding to questions and requests for information originating from social media posts.
- Retaining records on social media posts.
- Approving social media posts by social media administrator
- Posting social media posts including frequency of posts (i.e. once a day, twice a day) and the responsible position for posting (i.e. marketing coordinator)
- Downloading engagement information from different social media platforms
- Determining workload and performance metrics related to social media
- Utilizing Social Media for public and community engagement through online polls
- Moderating public comment on social media posts to remove offensive or inappropriate comments.
- Deactivating a social media account.
- Using or referring to city social media accounts on personal social media accounts.

This is not intended to be an all-inclusive list, but rather represent the types of items that should be considered when developing and implementing a social media policy. This policy should be drafted by the Public Information office with review and oversight by City Executive staff and the City Attorney's office.

The workflow developed for the PIO and the communications function should incorporate the reference to the social media policy including: classifying and handling requests related to the creation of social media accounts, giving administrator rights, and creative content control.

The following graphic lists by social media site, the number of accounts, the name of the account, and the frequency of posting:

Social Media Type	# of Accounts	Account Information	Actively Posting
Instagram	1	@cityofmilpitas	Last Post January 2017
		https://nextdoor.com/agency-detail/ca/milpitas/city-of-milpitas/	Actively Posting
Twitter	4	@MilpitasCityJob	Last Post March 2019
		@MilpitasPD	Actively Posting
		@MilpitasCity	Last Post April 2019
		@MilpitasFire	Last post June 2019

Social Media Type	# of Accounts	Account Information	Actively Posting
Facebook	3	@CityofMilpitas	Actively Posting
		@MilpitasRecreation	Actively Posting
		@MilpitasPD	Actively Posting
Nixle	1	Milpitas Police Department	Actively Posting

Currently, the PIO is responsible for management and posting to all social media accounts, other than Police and Recreation specific accounts, as those are managed by city staff in those respective departments. As this list indicates, many of these social media accounts have not been used for over 6 months. Social media is most effective when there is timely and frequent posting about activities. If accounts are not being actively utilized, the City should consider deactivating those accounts. A typical timeframe for deactivating an account should be after 3 months of non-use. If a social media type has not been actively posted on for 3 months, the PIO should deactivate and discontinue that account to ensure that there is no outdated information and to prevent the public from seeking information from a communication channel that is not being actively utilized.

Additionally, certain departments have their own social media pages. Police has its own separate twitter and Facebook page. Similarly, Recreation has its own Facebook page. As part of the development of the social media policy, the PIO should review the content of each departmental page and determine if there is enough content and value to the content that it should have a separate account. For example, if the Police Facebook page only posts once a week, then that specific post could be pushed through a citywide page rather than requiring a separate Facebook page. Consideration should be given to whether a defined need exists for a separate account at the department level. It is important for the city to limit the number of accounts to help control and contain the consistent external messaging and to ensure residents are able to find and easily access important information being disseminated by the City.

These two examples discussed highlight the need for a comprehensive and layered social media policy. This policy will help promote consistency in practices throughout the City. Similar, to the citywide PIO policy, this policy should be reviewed. However, due to the more rapid and frequent changes in social media utilization, this policy should be reviewed on annual basis to ensure that any and all aspects of the policies and procedures are still relevant.

Recommendation #17: The PIO in conjunction with City Management and City Attorney should develop a detailed and comprehensive social media policy covering all aspects related to account creation, management, posting, deactivation, and development of content.

Recommendation #18: The social media policy should be incorporated into the workflow for the PIO, including requesting items such as approval of posts, assigning account administrators, and backup account administrators.

Recommendation #19: Any social media accounts which have been inactive for more than 3 months should be evaluated for deactivation by the PIO.

Recommendation #20: All multiple pages and accounts associated with a singular social media type should be reviewed by the PIO to determine the need for a separate page and/or account for dissemination of information.

Recommendation #21: The comprehensive social media policy should be reviewed and updated as necessary annually to ensure that all aspects of the policy are relevant and incorporate the different types of social media.

4 CITY WEBSITE

The primary form of communication utilized by the City is its website. The City of Milpitas manages a website to keep the public informed of the city's various operations, programs, services, and community news.

The city website is currently built on a WordPress framework managed by the Information Technology Department. Departments are responsible for reviewing and managing content on their webpages; however, depending on the department, departmental staff have limited ability or training to update or change their website pages and must rely on support from the Webmaster to process and upload most substantive changes.

In reviewing the City's website, there is a lack of uniformity in the webpages, the branding of the content that is uploaded, and the level of information that is available. Some departments have a lot of data and updated information; whereas, other departments may reference or link to outdated pages and content. There is a general lack of consistency regarding the utilization of the website as a tool for external and internal communication.

The City should develop and adopt a policy regarding the use of the website for public communication. The policy should identify a support or analyst position in each department to serve as the website content manager and content uploader, as well as require that all City departments review their webpages on a quarterly basis, and/or if there are operational or service changes to their department. Implementing policies identifying these requirements will document the position(s) responsible as well as ensure that content on the website is not outdated for more than three months.

In addition to the creation of policies regarding roles and frequency of website updates, a process should be developed regarding approval of webpage content. The website is a public realm; therefore, any content that is posted on the website should not only be accurate, but it should also be approved by department and city management. An internal workflow should be created requiring that any major changes to a department's webpage (i.e. new subpage, new programs, new content being uploaded, layout change, etc.) are

reviewed and approved by the department head, as well as the Public Information Officer. Based upon the nature of the change, the PIO may relay the information to the city's executive team; however, if it is in alignment with already established city goals and objectives, then it can be approved.

The position that has been designated as the website content manager for each department should also be required to obtain initial training on the City's current website. This training should go over items such as how to update the content on the webpage, change the layout of the webpage, or add new subpages as necessary.

For any non-department specific or department-related page (i.e. Planning commission page should be managed by City Clerk or Planning Department), the Public Information Officer or their support staff, such as the part-time intern, should be the primary keeper of the webpage. These pages would include the City Manager's office, the city's homepage, the calendar of events, and press releases. This will mitigate the need for a workflow of updates to this content to the PIO, as the PIO would be generating those updates.

Through the City Manager's webpage of the City website, there are three tabs or sections related to communications originating from the City Manager's Office. The following points discuss these three sections:

- 1. City Manager Communications:** This is a roster of formal memos and reports issued from the City Manager and city department directors to the City Council regarding a range of city operations. This current page dates back to August 2018 and has not been updated since March 2019.
- 2. Weekly Reports:** This is a roster of weekly briefings provided by prior city managers addressing different topical issues relating to city programs or community events. The reports were informal, usually text based, and brief in scope. The webpage has weekly reports in archive dating back to 2016 but has not been updated since March 2019.
- 3. Milpitas Newsletters:** This section of the website contains a roster of quarterly community newsletters. The community newsletter on this page was known as *Connected* and contained a wide range of information on updates or changes to city programs and services, briefings on recent events, a calendar of upcoming events, and other news important to the community. The newsletter was usually several pages long and aesthetically designed with graphics to supplement written narrative. Newsletters were printed and mailed throughout the community and distributed at city facilities. The webpage only has five quarterly newsletters from November 2017 through January 2019. The City Council did not renew funding for the printed newsletter during the FY19-20 budget cycle.

The only aspect of the City Manager's webpage that has been updated is the section identifying the updated Interim City Manager, who was appointed in June 2019 in this position. However, in the last six months, there have been no other updates made to this webpage. Creating and implementing the policy discussed, which would not only require departments to review their webpages quarterly, but require that the City Manager's webpage be managed by communications staff, will ensure that the content is regularly updated. Any outdated material should still be available, but if the type of information or newsletter has been discontinued, it should be noted on the webpage, so as to provide the most accurate information.

However, while the City Manager's webpage may not be updated frequently, the City does have on its homepage a link to Milpitas Matters. This is a bi-weekly newsletter on behalf of the City Manager informing the public regarding updates on city services, recent events, and identifying any upcoming community and city events. The City recently released one in January 2020, and prior to that the last Milpitas Matter on the City's website was in October 2019. In reviewing the prior news content section, it does not seem that this newsletter is published consistently. Currently, there is no way to access older Milpitas Matters, other than scrolling through old news articles, rather than having an archive available of newsletters through a separate link.

Based upon all the different types of communications by the City Manager's office, the City Manager, in conjunction with the PIO, should develop a policy outlining the type and frequency of information that should be communicated to the public. This policy does not need to be specific in terms of identifying a specific layout, but should provide generic guidelines to ensure that there is consistency in the level of detail, transparency of information, and frequency of updates.

Recommendation #22: City Management should develop an internal administrative policy identifying a support position in each department responsible for website updates and dictating that all website content must be reviewed quarterly by each department and/or when there is a major operational change.

Recommendation #23: An internal workflow should be developed outlining that any major changes to a departmental webpage (i.e. new page, new content, changing layout, etc.) should be reviewed and approved by the department head as well as the PIO.

Recommendation #24: The PIO and/or support staff (intern) should be responsible for updates to the City Manager's webpage, as well as non-department specific webpages such as the homepage, calendar, news and announcements, etc.

Recommendation #25: The City Manager in conjunction with the PIO should develop an administrative policy outlining the type and frequency of external

communications to the public (i.e. biweekly newsletter containing updates on city events).

5 MOBILE APPLICATION

The City also administers MyMilpitas, a free mobile device application accessible on a range of mobile devices with access to the Apple App Store or Google Play Store. The application may be used to report non-emergency, quality-of-life issues within the City of Milpitas, such as potholes, streetlight problems, or other maintenance issues. The app also offers other information to the public such as:

- A calendar of city events
- Links to other government agencies providing services within the City of Milpitas (i.e. garbage and recycling services, animal control services, odor complaints, etc.)
- A listserv to sign up for notices from the City of Milpitas
- Access to an interactive map that displays where maintenance issues have been reported, and a summary of each issue.

The City and vendor recently released an update to this application to allow the City to notify users when a maintenance request is being responded to by city staff. The prior version of the application did not facilitate communication with the city regarding maintenance requests, now creating a high level of transparency and accountability.

Mobile applications are robust information tools, which if utilized appropriately can be an effective tool for disseminating information. The application is currently managed by Public Works, as the primary focus of the application is regarding maintenance-related issues. The Public Works department and the PIO should work with the third party vendor administrating and developing the application to determine if the current application has the capacity for expansion to incorporate additional content.

The app should allow residents to access city council/boards and commissions information, access to city department webpages, as well as turn on push notifications regarding major events or emergencies occurring within the area. The app may also be used to provide updates on new job openings in the city, town hall meetings, new city hall hours, new recreation programs, etc. The access from the app could be to simplified versions of these documents or information or access to the city website to view on mobile-friendly platforms.

It is recommended that a policy and procedure be developed regarding the utilization of the application as a tool for external communication. The policy should identify the type of content that is appropriate to be included in the app as well as the approval process for the content. This content approval should follow the same workflow as website change or content, requiring department head and PIO approval.

The application can then serve as a robust tool for city residents beyond utilizing it as a mechanism for recording issues or concerns against the City. Additionally, it will provide a free tool for encouraging involvement or participation in city events such as the census or the Milpitas Assistance Program.

Recommendation #26: The Public Works Department in conjunction with the PIO should work with the app developer to determine if there is the ability for in-app expansion or the ability to access the city's website through the application.

Recommendation #27: The MyMilpitas Mobile Application should be expanded to incorporate additional types of public information such as council/board meeting agendas, job announcements, town hall meetings, etc.

Recommendation #28: A policy and procedure should be developed regarding content inclusion and update to the application. This should mimic the website content process workflow requiring approval from the department head and PIO.

6 CITY TV

The City of Milpitas currently manages two local television channels: Comcast KMLP Channel 15, and Comcast MCTV Channel 26. Channel 15 is the government access channel that streams public meetings hosted by the City Council and Planning Commission. Channel 26 is the public access or education channel that airs community-created content. Both channels operate 24 hours a day and seven days a week. Channel 15 is managed by the Video Media Specialist position in the Information Technology (IT) Department; whereas Channel 26 is managed primarily through a nonprofit group of volunteers governed by the Science, Technology, and Innovation Commission.

Comcast KMLP Channel 15 is the Milpitas City Government Channel, as such it can be used primarily to address local municipal programming needs such as livestreaming all council meetings, commission meetings, community events sponsored and hosted by the city, and any city related activity or event. The channel is currently managed by the Video Media Specialist position within the City. Based upon the job description, this position reports to the IT Director and is responsible for management of the channel, content creation, and any operational or technical issues associated with the content.

There are no formalized policies and procedures dictating the content and use of the Government Channel. Additionally, other than the IT department, there is no other department involved in the utilization of the channel. Similar to the application, television is a tool that can be utilized by the communications function to disseminate information regarding city activities, events, and initiatives. The policy should identify the types of content that are appropriate to be streamed and developed for this channel such as flyers for recreation programs, announcements for town hall meetings, prior city council or board

meetings, etc.; as well as a workflow for approving new content to be developed, posted, or streamed on the channel.

Due to the public nature of the TV Channel, the management of the government channel along with the Video Media Specialist position should be considered to be transferred to the City Manager's Office under the direction of the Public Information Officer. This will enable the PIO to monitor and manage all external messaging done by the City, as they are required to do so per the job duties and responsibilities. The Video Media Specialist position, will then also be able to be utilized in a communication capacity focused on content creation, approval, and management rather than in a technical capacity of IT Systems. The Video Media Specialist position classification will need to be modified to indicate reporting to the Public Information Officer, rather than the IT Director.

While the government channel is extremely limited in the type of content that can be broadcasted, the public access channel Comcast Channel 26, has much more independence and leeway. Even though this channel is managed by a group of volunteers and overseen by the Science, Technology, and Innovation Commission, in the last two years there have been no items on agendas discussed regarding the content of the channel.

Per regulations, this channel is open to the public at an extremely low cost or free of charge and allows for content to be developed and communicated by the public. While the City may use this channel to broadcast their meetings and/or information, this channel is meant primarily to serve as a resource to residents for them to create their own content and distribute it to the general public. A group of non-profit volunteers, with oversight from the Science, Innovation, and Technology Commission manages this channel. In review, of prior agendas for the commission, there is no discussion regarding content of this channel. The Science, Innovation, and Technology Commission as part of their annual workplan should review the content and management of this channel and outline any changes that need to be made to the channel to encourage utilization of the channel by residents.

As this channel's content is also managed by the Video Media Specialist, Channel 26, should also be considered to be moved with the Video Media Specialist to be under the purview of the Public Information Office.

The reorganization of the Cable TV channels to be housed under the Public Information Office is not an uncommon practice. As part of the comparative survey, the cities of Cupertino, Mountain View, and Santa Clara also had tv channels under the management of the City Manager's office and communications function.

As the Video Media Specialist currently reports to the IT director, the position performs duties beyond channel content management. Therefore, the position and its related duties should be moved to be under the purview of the PIO through the attrition of the current

Video Media Specialist. At that point, the classification for the Video Media Specialist should be reviewed and refined to ensure reporting to the PIO, and a greater focus on development of content for the City TV Channels.

Recommendation #29: Formalized policies and procedures should be developed regarding the Government Access Channel identifying the type of content, as well as approval process for new content to be developed and published.

Recommendation #30: The non-profit volunteers with oversight from the Science, Innovation, and Technology Commission should continue to manage the Public Access Channel. The Commission should, as part of its annual workplan, include review of channel content and marketing of the channel to promote content development and utilization of channel space.

Recommendation #31: The Video Media Specialist position should continue to report to the IT director and serve in an IT capacity until attrition. At that point, the Video Media Specialist job classification should be reviewed and revised to incorporate reporting to the PIO and focus on content creation.

Recommendation #32: Upon reclassification of the Video Media Specialist position through attrition, the Government Access Channel and the Public Access Channel should be reorganized under the PIO. The Public Access Channel should still have oversight by the Science, Technology, and Innovation Commission.

7 EMPLOYEE INTRANET

During the course of this study, the City of Milpitas launched MINT (Milpitas Intranet) in November 2019, this is an online web portal that is meant for internal employee communication. The Intranet is hosted on SharePoint. The MINT provides similar information as the citywide webpage, but it also includes additional information that may not be posted on the city webpage, such as internal policies, procedures, as well as access to the personnel-related forms. The website also provides a way for city employees to “chat” with each other to obtain information immediately on specific topics.

The intranet was created by liaisons from a variety of departments such as Planning, Human Resources, Building, Economic Development, PIO, Fire, and Police. The development of the intranet was managed by the PIO with assistance from the IT Director, who provided training to city staff on the use of SharePoint to enable frequent updates to the webpages. Currently, these employees are the only employees that can conduct updates to the intranet. The intranet is still evolving and being updated based upon staff availability.

Similar to the city website, a policy and procedure be formally documented and adopted in relation to the citywide intranet (MINT). This policy and procedure should cover similar topics such as identification of the position responsible for updates, the content of the updates, and the frequency of the updates. The responsibility of the updates should be the communication liaison from the city department and the content that should be uploaded on the intranet should be policies, procedures, forms, and information that is generally not available to the public, but is relevant to city staff to provide their services. The frequency of the updates should be every month. It should be more frequent than the external internet updates, as any changes related to city operations or services should be communicated internally immediately.

The policy and procedure document should be developed by the intranet team. This documentation will ensure that the MINT is used as an effective tool, especially as it relates to ensuring updated policies and procedures are available to all city employees.

Recommendation #33: A formal policy and procedure document related to the citywide intranet system should be developed identifying the position(s) responsible for individual departmental updates, frequency of updates (monthly), and the contents of the updates.

4 Communications Performance Measures

The City of Milpitas currently tracks a variety of workload measures in its budget document related to the communications function. However, to effectively measure a function, there should be key performance measures and targets established for that service area. The following chapter discusses the development of the following aspects:

- **Workload Measures:** Additional workload measures that can be recorded and tracked by the PIO and the communications function.
- **Performance Measures:** Targets to be adopted for evaluating the effectiveness of the communications function.

The workload measures being proposed will directly tie into the performance measures, as well as ensuring there is an emphasis on obtaining annual input from the residents.

1 WORKLOAD MEASURES

Currently, the City of Milpitas budget document contains both workload and performance measures for each department; however, all communications related measures are only workload measures not specifically related to program objectives or goals. The following table summarizes the current communications related workload measures pulled from the City Manager's Office, Fire Department, Police Department, and Information Technology Department.

Workload Measures	FY17-18 Actual	FY18-19 Estimate	FY19-20 Forecast
Information Memos Published	21	85	95
City Manager Weekly Reports	49	45	46
Press Releases	9	16	30
Communication to all employees	13	20	30
Number of Social Media Campaigns	n/a	5	10
Number of Recreation Social Media Engagements	4,554	9,785	10,179
Police Community Presentations	56	80	85
Fire Public Education Events	199	200	225
Website Availability	99.99%	99.8%	99.99%

As it can be seen the amount of workload is projected to increase each year. In addition to these workload measures, the following workload measures should also be considered:

- Number of annual visitors to the city website
- Number of social media posts on each of the social media platforms
- Number of social media engagements on the citywide social media platforms
- Number of likes/followers on citywide social media platforms

- Number of downloads of the MyMilpitas mobile application
- Active user statistics for the MyMilpitas mobile application
- Number of unique email accounts registered with the city's emailing lists
- Viewership statistics for City TV Channels 15 and 26
- Hours of original/local programming on City TV Channels

The tracking, compilation, and monitoring of all the workload measures (current and proposed) will help not only provide information regarding the level of workload associated with the communications function and the robust nature of the city's operations, but also provide input on how the community currently engages with city. The proposed request system for the PIO workload should also be reported upon and used to track workload information such as number of communication requests.

These workload measures should be tracked by staff in the PIO functional area. The workload measures should be tracked on an annual basis for incorporation into the city budget document.

Recommendation #34: The communications function should add additional workload measures to track information such as number of downloads of the application, engagement on citywide social media platform, and viewership for city tv channels.

Recommendation #35: The PIO and/or support staff (intern) should be tasked with tracking, monitoring, and compiling these statistics annually to be incorporated into the budget process.

2 PERFORMANCE MEASURES

Performance measures enable departments to measure performance against established goals and objectives, whether from Council, department management, or other mandated reporting requirements. The purpose of performance measures are to not only represent the level of activity or output of a particular function or program, but also the level of effectiveness for that program. Performance measures should be compiled and reviewed on a regular basis to enable management to efficiently evaluate program quality and effectiveness, and hold staff and programs accountable to their objectives. Performance measures should be based on the following criteria:

1. **Effectiveness:** The degree to which the work product conforms to any requirements.
2. **Efficiency:** The degree to which the process produces required output at a minimum resource cost.

3. **Quality:** The degree to which the product/service meets customer requirements & expectations.
4. **Timeliness:** The degree to which the product/service was done on time and correctly. This is typically based on service requirements.

Performance measures are typically structured from a workload or activity measure, which is simply a measure of program activity without being tied to an objective or goal. While workload measures are the building blocks to performance measures, workload measures can be applied in different ways as well, such as managing individual staff workload and evaluating staffing needs.

There are currently no performance measures monitoring the effectiveness of the city communications function – externally or internally. In conducting the comparative survey and industry research, there are no common, template public sector communications related performance measures that can easily be applied here. Performance and activity measures differ from agency to agency depending on their organizational and staffing structure, communications tools used by an agency, and operational needs. Based upon current and proposed workload measures, the following table provides a list of sample performance measures, with a proposed target:

Workload Related Performance Measure	Target
Percentage of MyMilpitas Downloads Relative to City Population	30%
Annual Increase in MyMilpitas Downloads	10%
Percentage of Emails Registered Relative to City Population	30%
Annual Increase in Email List Registrations	10%
Annual Increase in Social Media Account Follows/Likes	5%
Annual Increase in Social Media Post Engagements	20%
Annual Increase in Unique Visits to the City Website	20%
Annual Increase in Unique Visits to the News and Announcements Webpage	20%
Annual Increase in Channel 15 Viewership	5%
Annual Increase in Channel 26 Viewership	5%
Annual Increase in City Council YouTube/Livestreaming Views	5%

The table above is not intended to be a comprehensive listing of performance measures, but a sampling of the type of performance measures that can be initiated. Additionally, the target percentage is intended to be a sample target percentage. The PIO support staff positions should calculate the initial performance measure for these areas and determine the appropriate target percentage. For example, if 50% of the city population has downloaded the mobile application, the target goal to increase downloads could be 10% instead of the proposed 30%; however, if only 10% of the population has downloaded it, the target percentage might be appropriate at 30% increase.

These performance measures discussed are in relation to the current and proposed workload measures. There are other performance measures that can be compiled based upon internal and external surveys. The following table shows a sample of the types of performance measures and proposed targets based upon internal and external surveys:

Internal Survey-Based Performance Measure	Target
Satisfaction with the Frequency of City Manager Internal Communications	90%
Satisfaction with the Content of City Manager Internal Communications	90%
Satisfaction with the Frequency of Department Head Internal Communications	90%
Satisfaction with the Content of Department Head Internal Communications	90%
Satisfaction with the PIO in Supporting Departmental Communications Needs	90%
Satisfaction with the PIO in Supporting Social Media Management	90%
Satisfaction with the PIO in Supporting Community Programs and Events	90%
Satisfaction with the Level of Department Communications Staffing	90%

Similar to the workload-based performance measures, these survey based measures help assess the level of satisfaction within the city regarding the types of communication initiatives and measures. The implementation of these performance measures would require that the PIO and their support staff conduct annual internal surveys distributed to all city employees. These survey results will have to be tracked and monitored annually in order to provide useful information.

Beyond internal city staff support, the PIO is primarily responsible for the public in helping to convey city operational information to the public. Therefore, performance measures should be compiled and monitored periodically to assess the public's attitude toward city communications activities.

The city is currently in the process of utilizing a contracted firm to conduct a community engagement survey. The annual community satisfaction survey being proposed for performance measures purposes is different, as this survey would be tailored and focused on assessing the satisfaction level of the community with current communication platforms and mechanisms. The community engagement survey, which is being contracted, is a comprehensive effort to understand the different manners in which the community engages, how the community identifies with the City, and what is the brand of the City in the eyes of the community.

The annual community satisfaction survey for performance measures should focus on determining information related to level of satisfaction regarding frequency, content, and format of information distribution. The support staff position, such as the part-time intern along with the PIO should draft the questions for the community satisfaction survey. The questions can be drafted on the basis of the National Citizen Survey (a national organization drafting questions regarding community satisfaction), as well as by considering questions that may specifically address Milpitas residents and their needs.

The following table includes examples of community survey based performance measures and their proposed target percentages:

Community Survey-Based Performance Measure	Target
Community Satisfaction with the MyMilpitas Application	90%
Satisfaction with the Frequency of City Manager Newsletters	90%
Satisfaction with the Content of City Manager Newsletters	90%
Satisfaction with the Frequency of Email List Blasts	90%
Satisfaction with the Frequency of Social Media Posts	90%
Satisfaction with the Content of Social Media Posts	90%
Satisfaction with the Content of Channels 15 and 26	90%
Satisfaction with the Frequency of Emergency Alerts	90%
Satisfaction with the Content of Emergency Alerts	90%
Satisfaction with the Content of the Recreation Activity Guide	90%
Satisfaction with the Design and User-Friendliness of the City Website	90%
Satisfaction with the Content of the City Website	90%

Similar to the internal employee survey, it will be the responsibility of the Communications Specialist to implement these surveys annually, collect, and compile the results. Tracking this information on an annual basis can help the PIO track trends in satisfaction based upon any changes in operations.

The implementation of workload and survey-based performance measures or a combination of both types of performance measures will help the communications function measure its ability to engage with the public and internal city employees. The results from these performance measures can help determine the effectiveness of certain types of programs and activities, such as social media posts, cable TV utilization, level of support obtained from the communications function, and satisfaction of the community with the current types of communication practices.

Recommendation #36: The communications function should implement tracking of performance measures based upon workload and survey measures.

Recommendation #37: The PIO should be responsible for drafting and conducting the internal and external communication satisfaction surveys.

Recommendation #38: The PIO and/or support staff (intern) should be responsible for tracking all of the performance measures on an annual basis, including implementing an annual internal survey for employees and external survey for community residents.

5 Communications Organization

Cities may manage their public affairs needs through a variety of organizational and staffing arrangements. There are four major approaches to communications:

1. **Centralized communications:** All communications within the city department and citywide are managed from a singular source – the communications office.
2. **Decentralized communications:** Each department and function within the city is responsible for conducting their own outreach, engagement, and messaging.
3. **Hybrid communications:** There is a centralized source for all citywide initiatives, but specific departmental representatives for conducting department-specific outreach and engagements.
4. **Contracted communications:** All external and internal communications are contracted out to a third-party contractor.

Each of these models has distinct advantages and disadvantages and can be achieved with either full-time staff or a mix of staff and contracted services. Typically, smaller jurisdictions with limited or contracted services will utilize either a centralized or decentralized communications model; whereas, larger jurisdictions with a variety of services will use the hybrid communications model.

The following chapter explores the current and proposed organizational structure for the communications function within the City of Milpitas as well as the creation of a citywide communications team.

1 ORGANIZATIONAL STRUCTURE

Historically, the City of Milpitas used a decentralized approach for managing communications as there was no Public Information Officer and departments were responsible for managing their respective public affairs needs. In FY18-19, the city created the Public Information Officer (PIO) position to better support citywide public affairs. With the creation of this position, the decentralized organizational structure has transitioned into a hybrid approach – centralized and decentralized.

The PIO is utilized to communicate citywide communications (centralized), whereas departments such as Recreation (decentralized) are responsible for conducting their own communications for department-specific initiatives and programs. The following table outlines by city department the position(s) that are dedicated as either their primary or ancillary duty to the communications function:

Department	Position Title	Function
Recreation	Assistant Director/Community Engagement and Inclusion Coordinator	Engagement activities for the Recreation department
	Marketing Coordinator	City's graphic design function, including activity guides and brochures for recreation programs
Police	Media Relation Coordinators: Captain (1), Lieutenant (1), Sergeant (3), Officer (1)	Manages the department's social media accounts, publishes press releases, and performs on-camera interviews.
	Community Relations Unit: Sergeant (1)	Manages community engagement activities for the Police Department.
Fire	Emergency Services Coordinator	Trains and prepares internal city staff for emergency situations, may join and support public awareness programs for emergency preparedness.
Information Technology	IT Director/Webmaster	Responsible for conducting updates to the City's website.
	Video Media Specialist	Responsible for managing the City's Cable TV channels

While it may seem that the City dedicates significant resources in addition to the Public Information Office, other than the Marketing Coordinator and the Video Media Specialist position, all of the other positions noted above perform the public communications function as an ancillary duty. Beyond these departments, there are other city departments that depending upon the nature of their activities utilize staff as needed or rely upon the PIO to communicate their messages.

Additionally, relative to peer jurisdictions in the Bay Area, the City of Milpitas supports departmental communications needs through a common approach. The following points outline some of the key findings from the comparative survey related to departmental support of public information efforts:

- Mountain View, Palo Alto, Santa Clara, and Sunnyvale (consolidated public safety unit) have designated PIO support roles for their police departments. However, communications is typically considered a collateral assignment as opposed to serving as a full-time PIO. Mountain View Police does employ a full-time civilian Social Media and Public Relations Coordinator,
- Fire departments in Mountain View, Santa Clara, and Sunnyvale manage communications needs through different methods. Mountain View's Office of Emergency Services has a Coordinator who manages their media needs, while Santa Clara and Sunnyvale have Captains collaterally serving as their PIOs.

- Both Palo Alto and Santa Clara provide communications support to their municipal utilities, with Palo Alto dedicating a full-time Communications Manager, and Santa Clara dedicating a Communications Coordinator.
- Most of the peers did not indicate that they have additional communications staff dedicated to their recreation departments, but Redwood City indicated that their department's Assistant Director manages communications collaterally.

Results from the comparative survey confirm that even when a public information officer or communications office spearheads citywide communications, just about every peer city has recognized the need to augment frontline departmental communications needs for larger public-facing departments.

Additionally, the utilization of a hybrid model to manage communications has many operational benefits including:

- Designating a trained and specialized leader to bridge interdepartmental communications from departments typically siloed in a decentralized model
- Creating capacity for the city manager's office to handle higher level citywide public affairs needs so that departments can focus on their operational needs
- Creating an economy of scale by allowing multiple departments to use a citywide public information officer or office without having to hire communications staff for every department
- Having a trained communications officer to draft and disseminate information effectively, concisely, and accurately.
- Allowing specific departments with significant public interaction to use additional resources to manage their own public affairs needs when justified

Therefore, based upon this analysis of current practices and other surrounding jurisdictions and the identified needs of the City of Milpitas, the City should continue to operate under a hybrid communications organizational structure.

Due to the City's lack of historical centralized communications practice, there has been a transition period and some challenges in encouraging city staff to utilize the PIO. The external communications employee survey revealed that approximately 12 out of the 13 respondents utilize the PIO for communication needs and 11 out of the 13 respondents utilize the PIO on a weekly and monthly basis. This helps mitigate concerns that even with the number of decentralized staff for communications support there is still sufficient need for city staff to utilize the PIO.

The City does have the option to have a completely contracted Public Information Support function. In the past, City Management has relied on contracted public information support, but that has only been for critical incidents, critical press releases, and other types of specific messaging. Departments have also utilized contracted public information support, but again for very specific needs such as community engagement for master plan updates, or economic development initiatives.

The use of a contracted model for public information assumes typically, that the contracted PIO is an off-site position and is not local to the community or region. This lack of on-site presence and local knowledge limits the ability of the position to understand the needs of the community. The position does not generally speak on behalf of the City, but rather provides support in drafting press releases and communications to be spoken. As discussed earlier in this report, there are many qualitative benefits associated with having an in-house PIO; and as discussed in the next chapter, an in-house PIO is just as cost effective as contracted PIO. There is no comparable community that utilizes a contracted PIO in the primary PIO capacity. As will be discussed only specialized communication needs are typically contracted.

The staffing section of this report presents potential staffing modifications including the addition of a full-time communications specialist position to assist the City in centralizing the utilization of the PIO and their support staff as it relates to development of communication strategies, rather than deployment of message (i.e. social media posts, flyers, etc.). If the City were to consider implementing these changes, there would be increased reliance on centralized communications, with only department-specific messages being managed through the decentralization process.

Recommendation #39: The City of Milpitas should continue to utilize a hybrid communications model.

2 COMMUNICATIONS TEAM

Upon the implementation of the Public Information Officer position, the City of Milpitas created a team of employees to develop the city's intranet website for interdepartmental communication. The employees were from Finance, Human Resources, Information Technology, Building, Recreation and Community Services, Planning, Police, and Fire. The primary focus of this team was to meet once a month to develop the framework of the intranet, develop the content, and launch the intranet. Once the intranet was launched the citywide committee continued to meet.

Due to the nature of the public communication function being performed on behalf of city departments, it is important to have the city departments involved as stakeholders for the PIO and the communication function. A standard way to involve the stakeholders is through a standing committee such as a citywide communications committee/team.

The communications team/committee should be formalized and should have representatives from every city department. These representatives do not have to be managers or executives, but can be support staff positions; however, they must be knowledgeable regarding their department's operations and any issues or incidents that must be disseminated to the public. The roles and responsibilities of the communications team members should also be formalized through the creation of the communications policy.

As part of the comparative survey, cities such as Redwood City, Palo Alto, Sunnyvale, and Santa Clara all require their Public Information Officer or equivalent position to manage a citywide communications team. The Citywide communications team is tasked with handling external and internal communication issues and discussing appropriate avenues and strategies for distributing the message. The communications team can serve as a resource for the PIO and their staff in helping develop annual communications work plans and strategic goals and outcomes.

A monthly meeting of this committee for an hour will ensure that the PIO is informed of any ongoing operational changes that may require support from the PIO and/or their support staff. The PIO, along with the Communications Specialist and Video Media Specialist should participate in these monthly meetings. For example, if the Economic Development Department is planning on doing a tour of a major Milpitas Business for local high school kids two months later, the Economic Development representative may inform the PIO and their support staff this month to allow for preparation of a communication and marketing strategy for the program.

Recommendation #40: A citywide communications team should be formalized and the roles and responsibilities documented through an administrative policy.

6 Communications Cost Effectiveness

One of the key components of this analysis was to determine the cost effectiveness of the Public Information Officer position. Currently, the costs associated with communications functions have been spread between the City Manager's office and the Economic Development Department. The Finance department compiled the following showing the Communications budget by major cost category:

Cost Category	FY 19-20 Budget
Public Information Officer – Salaries & Benefits	\$263,040
Student Intern – Salaries	\$31,035
<i>Subtotal Personnel</i>	<i>\$294,075</i>
Community Promotions	\$2,000
Supplies	\$1,750
Contractual Services (Branding Study + Additional Contracts)	\$100,000
Community Survey	\$50,000
2020 Census	\$50,000
Memberships and Dues	\$783
Training and Registration	\$5,000
Meals for Meetings	\$500
<i>Subtotal Services and Supplies</i>	<i>\$210,033</i>
Total Communications Budget	\$504,108

Approximately 58% of the costs associated with the communications function are personnel related and the other 42% are services and supplies related. The \$504,000 associated with the communications function excludes the approximately \$50,000 associated with newsletter mailing, which was not approved by council in FY19-20.

As part of this evaluation, the project team evaluated the cost effectiveness of the communications function in the context of the following items:

- **Cost Structure:** Categorization of expenses as part of City manager or other department's budgets.
- **Personnel costs:** Salaries associated with the Public Information officer and other support staff.
- **Cost Recovery:** Personnel and non-personnel related expenses, which can be recovered through indirect cost allocation and support.
- **External Contracting/Outsourcing:** Specialized or limited services, which are most cost effective to be contracted.

It is important to evaluate all of these cost components to determine the most effective service delivery method for internal and external communications within the city.

1 COST STRUCTURE

The costs associated with the communications function are spread throughout the different City departments, with major contracts housed in the City Manager's budget, but other initiatives can be housed with Economic Development or Recreation. The centralization of responsibilities of the public information function must be mimicked with the centralization of costs into a singular cost center.

External and internal communications within the City is not a separate division within the City Manager's office. In evaluating comparable agencies, only two out of the six agencies (Mountain View and Sunnyvale) did not have the communications budget broken out as a separate division within the City Manager's office. The remaining agencies all identified communications as a separate cost center, which enabled them to track separate workload and performance measures, report on different cost changes, as well as represent the contracts associated with citywide communication efforts.

Due to the nature of the types of expenses, contracts, and services provided by communications, it is recommended that the Finance department create a separate cost center within the City Manager's office related to the communications function. This separation will create greater financial transparency regarding the portion of the City Manager's budget that is communications related compared to other types of general support services related. Additionally, it will enable city departments to house any citywide communications related costs in a singular cost center rather than separating costs in different departments.

Lastly, with the proposed staffing changes to the communications function, it will be imperative that the costs associated with the different support staff (Communications Specialist and Video Media Specialist) are tracked within the City Manager's Office separate from the other City Manager staff.

Recommendation #41: A separate cost center and division for Communications should be created in the City Manager's office to track personnel and contracted costs.

2 PERSONNEL COSTS

The largest component of the costs associated with the communications function are personnel costs. To determine, the cost effectiveness of this position, a benchmarking analysis was conducted comparing the minimum and maximum costs for a Public Information Officer or similar type of position. The following table shows by jurisdiction, position title, the minimum, midpoint, and maximum salary associated with the position.

Jurisdiction	Position Title	Minimum Salary	Midpoint Salary	Maximum Salary
Cupertino	Public Information Officer	\$127,369	\$141,094	\$154,818
Mountain View	Communications Coordinator	\$104,767	\$123,256	\$141,744
Palo Alto	Chief Communications Officer	\$141,586	\$176,977	\$212,368
Redwood City	Communications Manager	\$124,560	\$146,358	\$168,156
Santa Clara	Public Information Officer	\$168,996	\$193,842	\$218,688
Sunnyvale	Communications Officer	\$118,423	\$130,614	\$142,805
	Average	\$130,950	\$152,024	\$173,097
	Median	\$125,965	\$143,726	\$161,487
Milpitas	Public Information Officer	\$120,750	\$144,900	\$169,050

It is important to note that the information reflected in the prior table is only representative of salary information and does not represent the full compensation package (i.e. salaries, benefits, and other perks). Depending upon the jurisdiction, there might be lower salaries, which may be offset by higher benefits. Milpitas' Public Information Officer's salary is within the range of salaries charged by other jurisdictions. The City's minimum salary is not the lowest (the lowest is Mountain View), and its maximum salary is not the highest (the highest is Santa Clara). The midpoint salary for Milpitas is in line with Cupertino, Redwood City, and slightly above Sunnyvale.

Therefore, from a personnel perspective, the City of Milpitas has set its salary package for the Public Information Officer at a rate, which while on the lower end is still within the competitive market range for the region.

The variation in the minimum and maximum salaries in the bay area is due to the different job duties assigned to staff. The higher paid staff serve as more than a liaison between the City and the public, they also provide guidance on communication strategies, branding, and managing the overall message.

The only additional personnel cost currently incorporated in the communications function is \$30,000 for a public communications intern. This position is budgeted but currently vacant within the City Manager's Office. The focus of this position is intended to be an internship with a maximum of 20 hours per week. The position would report directly to the Public Information Officer and assist with social media posts, intranet updates, biweekly newsletters, and other miscellaneous tasks as needed.

While not considered a personnel cost, the City currently has a contracted Public Information Consultant. The Public information consulting services include the following scope of services:

1. Provide strategic and tactical guidance for institutional communications related to City of Milpitas
2. Provide communications advice and counsel as requested on issue-specific topics and policy matters.

3. Review, edit, and revise communications products related to the City Manager's internal and external communications, such as City Manager's Weekly reports, news releases, website content, and other materials.
4. Assist in preparing City Manager and other City senior staff for news media interviews and other public interactions
5. Assist in the development of job description, recruitment, and candidate selection for the next City of Milpitas Public Information Officer; pending Council approval of this position
6. Provide transitional advice and support of the incoming PIO as requested.
7. Identify and promote the City's achievements, innovations, public policy, and service goals across all appropriate channels.
8. Provide other related public information services as requested.

The City entered into this agreement with David Vossbrink and Associates in March of 2018. In September 2018, this agreement was amended to be extended to June 2019, and in June 2019 the agreement was further amended to extend it to June 2020. Therefore, the City currently still has this contract active. The contract for \$30,000 includes up to 240 billable hours by the consultant. As of January 2020, the consultant has billed the city for approximately for 62.5 hours of service or \$8,281.25 in contracted costs. The majority of these consultant hours were accrued in 2018 prior to the selection and implementation of the in-house PIO. Once the PIO was hired, the City has only utilized 2 hours of contracted services support.

The contracted consultant has an hourly rate of \$125 per hour. If the consultant were to serve as a full-time consultant to the city at 2,080 hours, the total cost would be \$260,000. This \$260,000 is comparable to the approximately \$263,000 budgeted in personnel costs for the Public Information Officer. Therefore, utilizing a contracted PIO full-time would not generate any cost savings for the City. Additionally, a permanent position, would have more insight into the community, build a relationship with city staff, and be able to more effectively communicate a consistent message compared to a contractor or consultant. The in-house PIO would provide more qualitative benefits, and there would be little to no cost differential.

Other than the recruitment and transitional support for the future Public Information Officer, many of the job duties for the consultant overlap with the current job duties of the Public Information Officer job description. Therefore, this consultant can be considered an additional personnel cost associated with the communications function.

Therefore, when accounting for the intern and external consultant, the City manager's office has budgeted \$60,000 in support staff or services for the existing PIO. However, through the course of this analysis it has been determined that a different type of support position is necessary for the Public Communications Officer, as discussed in the staffing section. The primary purpose of this support position will be as follows:

- Serve as primary backup to the Public Information Officer
- Assist with social media posts, drafting of press releases, updates to bi-weekly newsletter
- Participates in the citywide intra-communications team
- Coordinates with other city departments to collect and review all communication postings
- Assists with drafting messages on behalf of the City Manager

While some of these duties are similar to the part-time intern position and the consultant PIO, the level of oversight, understanding of the community, the messaging needs for the city, and approval and responsibility for issuing some of these items cannot be performed at the intern or consultant level. That type of authority and level of understanding is generally reserved for consistency associated with a full-time permanent position.

Additionally, contracted and intern level support is only cost effective if the functions being performed are not on-going and/or time intensive in nature. The types of duties assigned to the intern and the contracted support are functions that will need to be performed on a continuous basis. Assigning these duties to non-permanent employees, breaks continuity as interns may change depending upon opportunities, similarly consultant(s) may change depending upon the ability of the consultant to provide those same services at the same rate and/or availability of the consultant to provide the materials in a timely manner.

The analysis revealed that the most appropriate classification for a support position in the communications function is a Communications Specialist. Milpitas does not currently have a communications specialist position. The closest classification in the city to a Communications Specialist is the Marketing Coordinator position. The annual salary impact for the Marketing Coordinator is approximately \$75,589 to \$91,879. In order to implement this support position in the PIO office, the City would need to create a new classification for Communications Specialist.

The annual cost associated with the Communications Specialist would be set at a lower rate than the Marketing Coordinator, as the Communications Specialist would not have any supervisory duty. To determine an appropriate estimate, the following table shows the comparison of similar classifications within the region:

Jurisdiction	Position Title	Minimum Salary	Midpoint Salary	Maximum Salary
Cupertino	Community Outreach Specialist	\$79,162	\$87,692	\$96,222
Mountain View	Community Outreach Coord.	\$72,304	\$85,063	\$97,823
Palo Alto	Communications Specialist	\$84,261	\$105,321	\$126,381
Redwood City	Comm. Multimedia Analyst	\$104,052	\$114,474	\$124,896
Santa Clara	Communications Coordinator	\$94,104	\$107,232	\$120,360
Sunnyvale	Web & Comm. Specialist	\$82,674	\$94,095	\$105,516
	Average	\$86,093	\$98,980	\$111,866
	Median	\$83,467	\$99,708	\$112,938
Milpitas	Marketing Coordinator	\$75,589	\$83,734	\$91,879

Based upon the comparative analysis, hiring the Communications Specialist at the Marketing Coordinator salary range may be the most cost effective solution and would be comparable to rates utilized by other agencies.

It is important to note that the \$75,589 to \$91,879 estimation is only salary costs. In comparing benefits as a proportion of salary costs, the average ratio for the City of Milpitas is approximately 62%. Therefore, considering salary and benefits, the addition of a full-time Communications Specialist position would have an annual fiscal impact of \$122,454 to \$148,844.

Even though the addition of a full-time Communications Specialist position would more than double the \$60,000 in personnel costs currently associated with the part-time intern and the 240 hours of consultant support, it will be more cost effective in the long run as it will eliminate the administrative costs associated with managing interns and contracted support. Additionally, the part-time intern and the contracted support only provide a maximum of 1,280 hours of support compared to the full-time maximum support of 2,080 hours provided by the Communications specialist which is needed based upon our analysis and the services needed by the organization.

If the \$60,000 annual cost was converted to an hourly rate based upon 1,280 hours, the hourly rate for the current communications support would be \$46.875. If this hourly rate was used to calculate the annual salary for a full-time equivalent support position, the annual salary would be approximately \$97,500. The \$97,500 salary calculated is higher by approximately \$5,621 when comparing to the full-time communications specialist. Therefore, on a comparable cost basis, the transition to utilizing a full-time communications specialist in lieu of a part-time intern or as-needed PIO consultant is more cost effective.

Beyond a cost perspective, the full-time position will also serve to provide a consistent, cohesive, and more comprehensive support function to the existing Public Information Officer, rather than supplementing the function through part-time and contracted support. As discussed in the staffing section, in order for the city to provide a communications function with a clear focus on strategic communication priorities as well as day-to-day activities, there would be the need for a full-time support position.

Recommendation #42: The City should have a full-time in-house PIO, as there are no cost savings associated with utilizing a full-time contracted PIO.

Recommendation #43: A full-time permanent Communications Specialist position with an annual fiscal impact of approximately \$122,454 to \$148,844 is more cost effective compared to an equivalent amount of full-time support received between intern and contracted PIO support.

3 COST RECOVERY

The City of Milpitas has an internal overhead allocation, which captures support provided by City functions or departments to other city departments. While not all of the support provided by the Communications function is solely in relation to other departments, as some of it is promoting citywide engagements (i.e. Census, Milpitas Assistance Program, etc.), whose beneficiaries are city residents rather than City departments; the majority of the work is internal support related. The City's current overhead plan for FY19-20 allocates all of the City Manager expenses including the personnel and non-personnel related expenses for the public information function.

It is important to note that in the City's current cost allocation plan, the public information function is incorporated in the Information Technology Division. To ensure accuracy, this should be moved to the City Manager's office. Additionally, the costs associated with the public information function have been captured under the general services support function and have been allocated to all city departments based upon number of full-time equivalents (FTE). Utilization of FTE allocates higher proportion of support to larger departments such as Police, Fire, and Public Works, while minimizing support to other departments such as Economic Development, Planning, Building, etc.

Implementing a separate cost center for Communications within the City Manager's office will help ensure that all communications related costs (personnel and non-personnel) are documented, accounted for, and captured appropriately, including the addition of any new personnel or reorganization of staff into the function.

This separate cost center, will help the City identify any contracted costs that are one-time costs, as those should be amortized or annualized in order to be allocated as overhead. Lastly, by creating it as a separate cost center, the city can explore the utilization of alternative allocation metrics such as equal support to all city departments, or allocating resources based upon the number of communications projects and requests that are processed per department. The utilization of requests by department will minimize the impact to departments such as Recreation and Police who have internal support staff, and more accurately represent support to other city departments.

Therefore, the current results of the cost allocation plan, incorporate a portion of communications support in every direct city service (i.e. recreation, police, fire, sewer, water, development services, etc.). Every time the city charges sewer rates, water rates, development fees, and/or charges fully burdened hourly rates for its services, a portion of the Public Information Officer and communications support is being recovered.

The inclusion of the communications function in the cost allocation plan enables the city to recover the costs associated with this function through direct support services This ensures that the city is being cost effective and where appropriate recovering for this

general fund function through fees from the public (recreation, development services, etc.) and/or rates.

Recommendation #44: The City’s Cost Allocation Plan should be updated to reflect Public Information as a function of the City Manager’s office.

Recommendation #45: The costs for the communications functions in the Cost Allocation Plan should be reviewed to ensure that any one-time costs are annualized and all ongoing contracted and services costs are allocated to city departments.

Recommendation #46: The allocation methodology for the communication function should be reviewed and refined to be based upon more equitable metrics such as equal allocation to all departments and/or number of projects or requests per city department per the new request system being proposed.

4 EXTERNAL CONTRACTING / OUTSOURCING

Approximately 42% of the communications function budget is in relation to services and supplies and of this amount 95% is contracted services. The Public Information Officer is responsible for managing these contracted programs. The following table shows the list of current active contracts for the City service type and contract amount. For some contracts, the contract amount lasts multiple years, and as such the total contracted amounts do not reflect the total for a singular fiscal year.

Service	Contract Amount
Public Information Consulting Services	\$30,000
Communications / Media Training for City Council / Executive Staff	\$52,500 ⁵
2020 Census	\$50,000
Community and Employee Surveys	\$50,000
Branding/Marketing Services	\$90,000
Newsletter	\$50,000 ⁶

As the table indicates, the primary nature of contracted services for communications are for specialized functions and services such as census outreach, surveys, branding, and training. The only generic contract services is in relation to PIO consulting, which has already been discussed in the personnel cost component.

In regards to communications / media training contract, this contract includes group training for identified city staff, individual training for city staff, and elected official training. The topics covered in the trainings range from discussing communication trends to the

⁵ \$52,500 represents 2 years of services, so annually the cost would be \$26,250

⁶ This contract was not approved for FY19-20; however, for purposes of cost effectiveness discussion, it has been included in this table.

role of social media. Trainings will also prepare staff through individualized and elected official training for media interviews. The group training is three hours and can accommodate up to 50 individuals, individual training is 1.25 hours, and elected official training is two hours. These trainings are available on an annual basis for two years, and at the end of the training there will be materials left behind in the form of PowerPoints and videos, which staff can review later.

While the Public Information Officer may have much of the same knowledge and expertise as the consultants regarding city issues and how to serve as the spokesperson; they do not necessarily have the expertise as it relates to training staff and elected officials on media and communications. Additionally, if the Public Information Officer was to conduct this training in house, it would require a reallocation of their existing duties. Depending upon the events occurring in the City, it may be difficult to find specific time to conduct this training, without it interfering with their daily job duties and functions. Lastly, the use of external vendors, allows the training to be conducted on a larger scale than would be possible, if the training was conducted in-house.

The utilization of an external vendor for communications training is a cost effective use of external vendors. This type of service should not be provided in-house, other than on an as-needed basis, depending upon the communications crisis or emergency. Third party training ensures that information is disbursed in a consistent, comprehensive, and documented manner.

The 2020 census contract cost for \$50,000 is for outreach specific to the census program. As this is not an on-going activity, it is expected that this should be contracted out, and based upon the comparative survey, this is a typical practice of other jurisdictions within the region.

Community and Employee Surveys have been contracted out for \$50,000. Due to the specific and specialized nature of this service, it is expected that this would be contracted. Additionally, the use of contracted staff to conduct surveys is more cost effective than utilizing internal city staff. The consultants are able to utilize a variety of methods (on-line surveys, mail-in surveys, phone surveys, etc.) to gather information, rather than relying upon a singular methodology and typically have a greater level of expertise in survey methodologies. Ultimately, the results of the survey(s) can also be compiled and analyzed by the consultant and presented to the City in a concise manner and format which the City can utilize to inform strategic decisions.

Contracting for branding services for a city is a specialized service that while it can be performed in-house requires a level of expertise that is not always within the skill-set of a specific PIO. Articulate Solutions has proposed this service for a not-to-exceed fee of \$90,000. This service includes conducting an analysis of the city's current brand, its needs for adapting and improving that brand, stakeholder interviews, surveys, community outreach and engagement, and development of interim and final reports. Ultimately, the

results of this study, will help the City obtain an updated brand, which is in alignment with its core values and vision. The City entered into contract in February 2019, the study commenced in March of 2019 and it is still currently ongoing. Therefore, based upon the scope of the project, the length of the project, and the expertise required, it is more cost effective for this type of service to be contracted.

The last contracted item the City has is \$50,000 budgeted for annual newsletter printing. This \$50,000 contract assumes printing and mailing of 27,650 citywide resident newsletters, which is 6 pages long and has a glossy cover. This newsletter would be mailed once a quarter or four times a year. Based upon the number of estimated mailings, the annual cost of the newsletter is approximately is \$1.81 per city resident that receives the newsletter in the mail.

As part of the comparative survey of other agencies, the project team evaluated the cost associated with printing and mailing newsletters. The City of Santa Clara produces a newsletter three times a year, with an annual cost of \$150,000. The City of Mountain View creates a bi-annual newsletter, which costs approximately \$100,000. The City of Sunnyvale spends approximately \$75,000 annually on the production and mailing of the newsletter.

It is important to note that the \$50,000 contracted cost for the newsletter was primarily in relation to the production and mailing of the newsletter, not the design or the development of the content of the newsletter. Therefore, there would be additional city staff cost incurred in the development of the newsletter. The newsletter used to be managed and created by the Economic Development Director; however, as it is a public information document, it should be managed by the Public Information Officer. The fully burdened hourly rate for the Public Information Officer is \$212 per hour⁷. If it is assumed that every quarter, the PIO spends approximately 10-20 hours developing this newsletter, the staff cost associated with the development of the newsletter would be approximately \$2,120-\$4,240 per quarter or \$8,480-\$16,960 annually. If we round to approximately \$10,000-\$20,000 annually, considering that the approval of the newsletter would require input from other City staff and the Assistant City Manager/City Manager, the annual cost for the newsletter could be as high as \$70,000. Based upon the \$70,000 annual cost, the per resident cost (27,650 mailings) would be \$2.53. Additionally, this \$70,000 cost would be less than the costs incurred by Santa Clara, Mountain View, and Sunnyvale for development of less frequent newsletters.

In discussions, with staff and council, the Milpitas Newsletter (Connected) was discontinued due to a variety of reasons including its effectiveness as a tool compared to its cost. City Staff and City Council agreed that in concept this was a valuable tool for the community; however, there was no measure of the success of the outcome of the tool. The city is planning on conducting a community survey and there is the intent to discover the effectiveness of the newsletter as part of this survey.

⁷ City of Milpitas ClearSource Full Cost Allocation Plan pg. 26

Therefore, as part of this, a cost evaluation was conducted of the newsletter. It can be seen that even with the estimated cost, it is still cost effective for the city to be providing this service to its residents as a public information effort. Additionally, this newsletter should be posted on the City's website and social media channels similar to the other agencies that provide published and mailed letters.

The management of the newsletter, including development of content, posting of the letter, and negotiation of the printing contract should be performed by the PIO and their support staff. While the development of this newsletter's cost is in alignment with other jurisdictions, the City should also wait to review the results of the City's community survey regarding the effectiveness of the Connected Newsletter as a form of communication to its residents. This will ensure that the City is reinstating the newsletter based upon cost and communication effectiveness.

Overall, the types of contracted services that the City currently engages in for communications are specialized and/or limited term. This is typically the most cost effective utilization of contracted services. These contracted services should be managed by the PIO, to ensure that there is a consistent approach in delivery of external communication strategies. Where appropriate, certain types of contracted costs can be absorbed in-house such as contracted PIO support, which may be eliminated with the implementation of a support position in the communications function.

Recommendation #47: Contracted services should be utilized for one-time, limited term, or specialized communications services and activities such as training, branding, and printing.

Recommendation #48: Contracted services related to communications should be centrally managed and coordinated through the PIO.

Recommendation #49: The Connected Newsletter should be considered for reinstatement depending upon the results of the City's external community survey, to ensure that along with being cost effective it also serves as an effective tool for disseminating important City information to Milpitas residents.

Recommendation #50: If reinstated, the development of the content of the Connected Newsletter should be done in-house by the PIO and their support staff, while design, printing, and mailing should be contracted.

5 SUMMARY OF COST EFFECTIVENESS ANALYSIS

Prior to the institution of the Public Information Officer position, the City was conducting internal and external communications in individual departmental silos, rather than coordinating citywide messages. Any major city initiatives or press releases were drafted by contracted public information support on an hourly basis, and had to be integrated into the City's overall strategic efforts from the City Manager or the Assistant City Manager. These costs are difficult to quantify, as they do not include the time associated with coordinating between departments, drafting the different types of messages, ensuring the right medium of delivery, and conforming with the overall vision of the City. Therefore, it is difficult to conduct a true cost comparison between pre-PIO era and the post-PIO era.

Based upon a simple cost comparison between utilizing contracted PIO support and in-house PIO support, there is a net neutral fiscal impact. Therefore, from a qualitative perspective, the utilization of an in-house PIO promotes understanding of the community, identifying city trends and needs, and building relationships within the media and the community. Additionally, implementing a full-time permanent support position reporting to the PIO is more cost effective than utilizing interns and consultants for similar services for similar level and time of support.

Appendix A: Profile of Communications Function

The following descriptive profile outlines the organization, structure, and staffing of the City's internal and external communications function. The information contained in the profile has been developed through a number of interviews with City staff involved in the process.

The primary objective of this profile is to review and confirm our current understanding of the external and internal communications practices. Observations and recommendations, including peer benchmarking comparisons, will be incorporated in a later report after completing our analytics. Instead, this document focuses on outlining the following items:

- Description of the current external and internal communications practices of the City.
- Organizational and staffing structures of external and internal communications within the City.
- The roles, objectives, and responsibilities of staff assigned to external and internal communications throughout the City.
- Policies and procedures related to external communications.
- Performance measures related to external communications.

The profile is the first deliverable of this project.

1 EXTERNAL COMMUNICATIONS BACKGROUND

External communications refer to an agency's outward facing communications whether it be to the general public or third-party organizations, such as media outlets. External communications are managed differently from agency to agency including different staffing models, different communication mediums and tools. Managing external communications may also be centralized through a specific office or position, such as a City Manager's Office or a Public Information Officer or may be decentralized so that departments or programs are managing their own communications. In the City of Milpitas, there is a hybrid model where a Public Information Officer centralizes much of the citywide communications coordination, but some duties are decentralized with specific departments allocated with their own resources and responsibilities.

Prior to September 2018, the City of Milpitas did not have a Public Information Officer. This was a new position created in the FY2018-2019 budget process. Prior to the creation

of this position, a variety of City departments and city staff fulfilled the communications role. For example, in the City's budget document from FY2017-18, Information Technology was described as the defacto Public Information Office due to its management of the City's website, and the Recreation Department was responsible for most of the City's social media efforts. However, neither of these departments were responsible for the substantive duties that the current Public Information Officer performs. There was no business practice or position responsible for centralizing citywide communications or external messages.

The creation of the Public Information Officer in the FY2018-2019 budget was identified as being critical to ensuring the collaborative development and management of comprehensive citywide communications. After the position was approved, the City's Public Information Officer position was filled by mid-October 2018.

The City of Milpitas now has a hybrid approach where certain external communications are centralized through the Public Information Officer in the City Manager's Office, and other communications may be decentralized and managed by departments with their own staffing and resources. Recreation and Police are two of the larger decentralized departments with specific resources to manage their public affairs and communications. Additionally, Information Technology is responsible for website updates and Planning and Economic Development conduct their own specialized contracted outreach and community engagement efforts. However, all of these efforts are assisted by the Public Information Officer to ensure consistent citywide messaging of services.

There is no formal policy or procedure regarding when and how the Public Information Officer should be utilized by city departments. Although there is no written policy, guidance is provided to department heads through executive management meetings to coordinate where the Public Information Officer can support communications activities.

Staffing for the primary citywide communications function is shown in the following table.

Department	Position Title	Function
City Manager's Office	Public Information Officer	Centralized communication messages for the City

In addition to the Public Information Officer, several departments provide specialized communication activities within their department as ancillary duties. The decentralization of communications services is in relation to the lack of the Public Information Officer prior to the previous fiscal year. The following table shows by department, the position title, and the communications related function performed as ancillary duties with the exception of the marketing coordinator in recreation.

Department	Position Title	Function
Recreation	Assistant Director/Community Engagement and Inclusion Coordinator	Engagement activities for the Recreation department

Department	Position Title	Function
Recreation	Marketing Coordinator	City's graphic design function, including activity guides and brochures for recreation programs
Recreation	Intern	Support the marketing coordinator in development of city graphics and brochures
Police	Media Relation Coordinators: Captain (1), Lieutenant (1), Sergeant (3), Officer (1)	Manages the department's social media accounts, publishes press releases, and performs on-camera interviews.
Police	Community Relations Unit	Manages community engagement activities for the Police Department.
Fire	Emergency Services Coordinator	Conducts educational outreach regarding emergencies
Information Technology	IT Director/Webmaster	Responsible for conducting updates to the City's website.
Information Technology	Video Media Specialist	Responsible for managing the City's Cable TV channels

For those departments not included in the table above, it is important to note that they also may engage in community activities, but they might be project specific rather than a focus of their job duties. For example, Economic Development may host community workshops relating to development activity, but their regular staff are administering the community meetings.

The following subsections provide a detailed description of the different departments that have external communication responsibilities, communication strategies, performance measures, and any policies and procedures.

2 CITY MANAGER'S OFFICE: PUBLIC INFORMATION OFFICER

Currently, the City of Milpitas has a Public Information Officer (PIO) that leads the citywide coordination in disseminating information to the public. The PIO has no direct reports or support staff, but supports the City Manager. Since this position is new, the roles and responsibilities are evolving, but generally, the PIO is responsible for:

- Authoring press releases,
- Fielding inquiries from the press, third party organizations, and the general public,
- Authors citywide social media posts and reviews department city social media pages,
- Compiling information for the City Manager's biweekly newsletter,
- Compiling information for weekly City Council informational email updates,
- Supporting the City Manager in coordinating external communications when the emergency operations center is activated,
- Consulting and preparing departmental staff for media interactions,
- Editing information memoranda,
- Creating internal communications portal for city employees

- Drafting citywide emails for the City Manager – update on citywide issues, and
- Writing Milpitas Matters through coordination with city departments.

This is not an all-inclusive list of responsibilities. Although there is a written job description for the PIO, there is currently no policy, procedure, or resolution from the City Council or City Manager outlining the major responsibilities of the PIO. In practice, the PIO regularly collaborates with city management through executive meetings to identify where communications support is most needed.

To supplement the City's current PIO function, there are a variety of contracted services in use by the city. The following table lists by contract name, the type of service provided, as well as the annual cost associated with that contract.

Contract Name	Service	Contract Amount
David Vossbrink	Public Information Consulting Services	\$30,000
SAE Communications	Media Training for City Council/Executive Staff	\$26,250
Articulate Solutions	Branding/Marketing Services	\$90,000

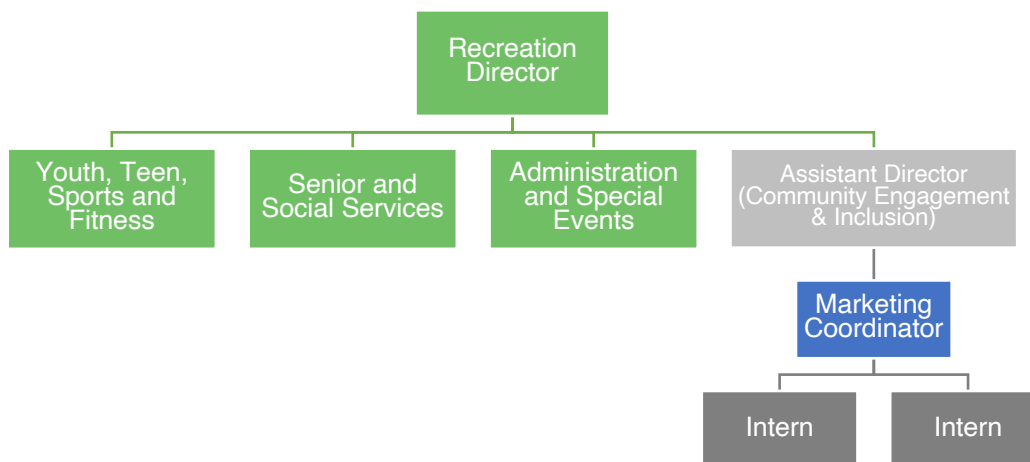
The total contracted costs currently under the communications function are approximately \$146,250. The project team also collected information for the communications function separate from the City Manager's budget. The following table shows the Communications budget by major cost category:

Cost Category	FY 19-20 Budget
Public Information Officer – Salaries & Benefits	\$263,040
Student Intern – Salaries	\$31,035
Subtotal Personnel	\$294,075
Community Promotions	\$2,000
Supplies	\$1,750
Contractual Services (Branding Study + Additional Contracts)	\$100,000
Community Survey	\$50,000
Communications Printing	\$100,000
2020 Census	\$50,000
Memberships and Dues	\$783
Training and Registration	\$5,000
Meals for Meetings	\$500
Subtotal Services and Supplies	\$310,033
Total Communications Budget	\$604,108

The Communications function has a total budget of approximately \$600,000 for FY19-20. It is important to note that the City used to publish a newsletter called "Connected". As part of the FY19-20 budget adoption on June 11, 2019, this item was discontinued, and it represented the \$100,00 associated with communications printing. Therefore, the total budget for communications functions is \$504,108.

3 RECREATION AND COMMUNITY SERVICES

Recreation and Community Services (Recreation) is comprised of four units, three of which focus on administering core programs and services to the public. The fourth unit is Community Engagement and Inclusion, which provides administrative support and coordination for the department's external communications. This unit is comprised of two full-time staff and two part-time interns. Reporting to the Recreation Director is an Assistant Director overseeing Community Engagement and Inclusion. This unit is staffed with a full-time Marketing Coordinator who oversees two interns, as outlined in the following chart.



The Community Engagement and Inclusion unit is responsible for a range of activities including compiling and publishing the department's Activity Guide three times a year, maintaining the department's website and social media pages with up-to-date events and information (at least 4,554 social media engagements in Fiscal Year 2017-18), creating multimedia content to advertise events and programs, and administer advertising campaigns for Recreation's programs and activities. Staff also attend and promote the Recreation department at over 40 community events each year. According to the Fiscal Year 2019-20 Budget, the department has \$269,686 earmarked for marketing activities.

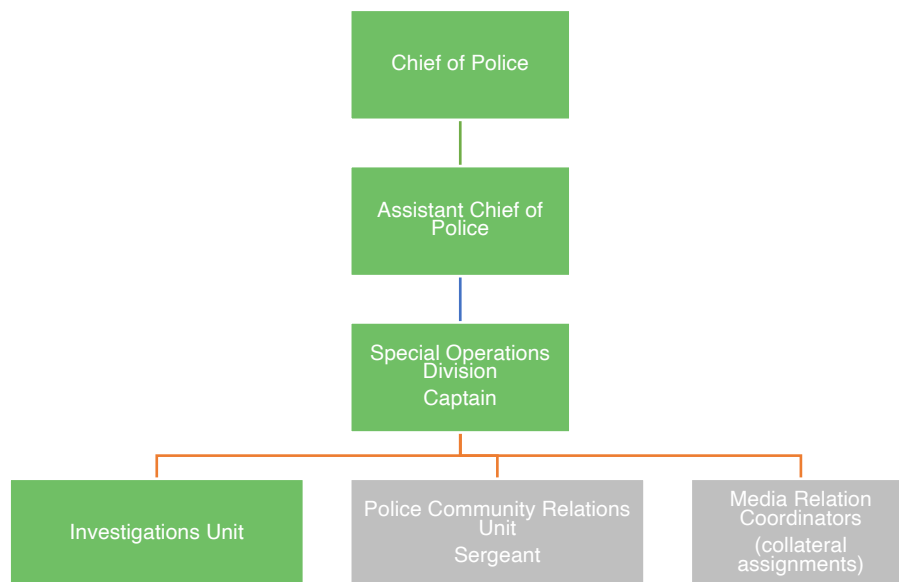
The Assistant Director position is relatively new, created during the Fiscal Year 2018-19 budget cycle, with the intent of creating direct oversight for the department's marketing and communications efforts, while also creating greater capacity to evaluate how to better serve and engage the city's diverse population with its range of social and recreational programs. The position is also responsible for overseeing Public Art, Cultural Arts, Social Services, Special Projects, and Heritage and Special Events. The community engagement and outreach duties are a focus of the position but only in relation to specific recreation-related events and activities.

The Marketing Coordinator is a technical position that focuses on the day-to-day creation of multimedia content that is used in external communications for the department. With support from the two interns, these staff create brochures, flyers, posters, and other electronic multimedia content. Although these staff are dedicated to promoting Recreation’s activities, they have created a venue for other departments to submit requests for technical assistance in creating similar materials for their external communication needs.

Although Recreation maintains its own marketing team in this unit, for any new programs, they will coordinate with the PIO for external communications. This may include re-sharing information on Recreation’s social media pages or referring public inquiries unrelated to Recreation to the PIO. There is currently no policy or administrative guidance dictating Recreation’s interdepartmental collaboration for communications as these interactions have grown organically based on operational need.

4 POLICE DEPARTMENT

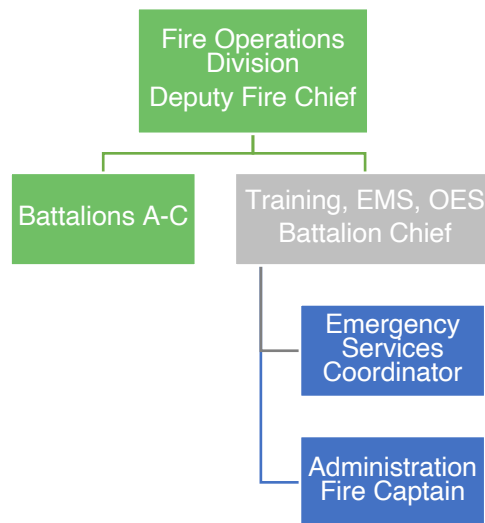
The Police Department is comprised of three main divisions including Special Operations, Technical Services, and Field Services. Under the Special Operations Division, there is a Police Community Relations & Youth Services (CRU) unit dedicated to building stronger relationships between the Police Department and residents through community-based programs such as Police and Community Educational Seminars (P.A.C.E.S.), neighborhood watch, youth crime prevention, citizen volunteer, Police Explorer, and they attend other community events and programs. For Fiscal Year 2019-20, Community Relations had a total budget of \$666,501, amounting to two percent of the department’s budget. Staffing for this unit is outlined in the following chart.



Outside the CRU, there is a collateral unit referred to as the Media Relation Coordinators. This team is comprised of six staff including a Captain, Lieutenant, three Sergeants, and an Officer. The Media Relation Coordinators respond to media inquiries and requests for interviews, as well as manage the department's social media pages and publish department press releases. Although the Police Department has its own resources to manage public affairs, staff may coordinate with the citywide PIO for critical incidents or emergency situations. During emergency situations, the PIO will serve as the backup spokesperson for the Police Department.

5 FIRE DEPARTMENT

Although the Fire Department relies primarily on the PIO for external communications support, the City's Office of Emergency Services falls under the Fire Department and plays an integral role in ongoing public education and disaster readiness. This function falls under the Training, Emergency Medical Services (EMS), and Office of Emergency Services (OES) Division. The OES is filled by one full-time position, an Emergency Services Coordinator.

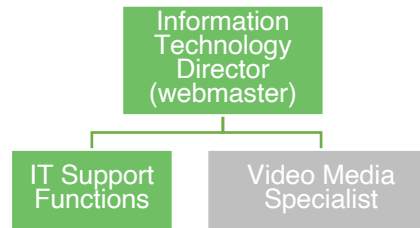


The Emergency Services Coordinator primarily serves in a disaster preparedness and public education capacity, with limited public information duties. During emergency incidents and crises, the Emergency Services Coordinator works with the Public Information Officer to disseminate appropriate information to city staff and residents.

6 INFORMATION TECHNOLOGY

The Information Technology (IT) Department oversees all of the city's hardware, software, systems, and networking needs. The Department is also responsible for the management of the City's website and Cable TV channel. The website was developed in-house by IT

staff and any updates or changes to the content of the City's website typically go through the IT Department. The website and Cable TV channel are key components of the external communications strategy.



The City's IT Director serves as the defacto Webmaster for the City, with other IT staff providing backup support. The Webmaster is responsible for updating content on the City's website, as well as adding any new webpages or new content on the City's website. Specific individuals throughout the city are trained to update basic components of the website; however, any major changes to a department's webpage must be administered through the webmaster.

The Video Media Specialist position is responsible for the management of the City's two Cable TV Channels. The position must plan, produce and direct the broadcast of the live public meetings, provide technical support for any troubleshooting, and administer franchise agreements.

7 OTHER DEPARTMENTS

Outside of the City Manager's Office, Recreation, Police, Fire, and Information Technology, all other departments manage their communications activities as collateral assignments, often with the support of the PIO. These departments include: Building Safety and Housing, Planning, Economic Development, Public Works, Finance, Human Resources, City Attorney, and City Clerk.

Due to the nature of city services, many departments interact and serve the public and other third-parties on a daily basis, but external communications tend to focus on high-level, customer-oriented interactions. For example, the Planning Department performs typical services of performing reviews to ensure that developers and permit applicants are conforming to the city's zoning laws and General or Specific Plans. These communications are managed by regular planning staff.

Alternatively, many departments may be involved in facilitating mass external communications, but through their core departmental staff and services. For example, the Office of Economic Development helps maintain and promote economic growth within the City of Milpitas by aiding businesses, developers, and residents. However, in promoting the City of Milpitas as a place for economic investment, staff also coordinate and host community workshops to engage the various community stakeholders interested and

impacted by the city's economic development activities. Not only are staff responsible for facilitating the workshop, but advertising the event, including creating flyers, posting such flyers to their city website and city "News and Announcements" webpage, and printing them for distribution. In this example, the PIO would also typically assist in reviewing flyers and facilitate the distribution of these communications, including publishing these notices through social media, the city website, and other venues as needed.

These departments may also reach out to the PIO for assistance in reviewing written communications, assistance in disseminating public announcements, administering community surveys via Open Town Hall, as well as advice and consultation in preparing for media interviews or responding to media inquiries.

8 EXTERNAL COMMUNICATION STRATEGIES AND TOOLS

Public engagement through external communications can be administered through various mediums including the city website, city mailing list, mobile device application, social media, and traditional media sources (print and cable TV channel). The following subsections outline these various mediums used by the City of Milpitas.

Internet – City Website

The City of Milpitas manages a website at www.ci.milpitas.ca.gov to keep the public informed of the city's various operations, programs, services, and community news. The website contains webpages for each city department and commission, as well as information about the City Council, city management and access to public records. There are also a range of resources and links to external agencies for services relating to residents and businesses based in the City of Milpitas. On the home page of the city website, viewers are first presented with links to city news and announcements and a calendar of upcoming city events and public hearings and meetings.

The City Information Technology Department manages the city website. Departments are responsible for managing content on their webpages but rely on support from the IT Webmaster to process and upload changes.

Internet – City Manager Communications

Through the City Manager's webpage of the City website, there are three tabs or sections related to communications originating from the City Manager's Office. The following points discuss these three sections:

- 1. City Manager Communications:** This is a roster of formal memos and reports issued from the City Manager and city department directors to the City Council

regarding a range of city operations. This current page dates back to August 2018 and has not been updated since March 2019.

2. **Weekly Reports:** This is a roster of weekly briefings provided by prior city managers addressing different topical issues relating to city programs or community events. The reports were informal, usually text based, and brief in scope. The webpage has weekly reports in archive dating back to 2016 but has not been updated since March 2019.
3. **Milpitas Newsletters:** This section of the website contains a roster of quarterly community newsletters. The community newsletter on this page was known as *Connected* and contained a wide range of information on updates or changes to city programs and services, briefings on recent events, a calendar of upcoming events, and other news important to the community. The newsletter was usually several pages long and aesthetically designed with graphics to supplement written narrative. Newsletters were printed and mailed throughout the community and distributed at city facilities. The webpage only has five quarterly newsletters from November 2017 through January 2019. The City Council did not renew funding for the printed newsletter during mid-year FY 2018-19, and no funding was allocated in the FY19-20 budget cycle.

Although all of these prior communications have not been updated since the last city manager transition, the current City Manager has begun publishing a biweekly report known as *Milpitas Matters*. This report is similar to the weekly reports of prior city managers, presented informally in a text-based format, available only online. Content is focused on updates to city services and recent events and highlights upcoming community and city events. *Milpitas Matters* is not currently accessible via the City Manager's website but can be found through the City home page under "News and Announcements" section, along with other press releases and other city announcements.

Internet – City Mailing List

Through the City's website home page, visitors can access and view different city announcements, city flyers, and press releases by clicking on "News and Announcements." Postings are not sorted by topic but are presented in the chronological order in which they're posted in a grid format. Visitors also do not have the ability to sort or filter postings to search for specific announcements or news.

However, on the top banner of the city website, visible on any subpage of the city website, there is a "Stay Informed" tab that takes visitors to sign up for automated e-mail blasts from the city. As visitors register their email account for the mailing list, they are presented with 18 different categories of communication from the city, so users can filter which topics they would like to receive regular communications about. Visitors can select from the summarized list:

- Agendas and minutes for the City Council and other city commissions
- Current bids for vendors looking to do business with the city.
- Employment Opportunities.
- Milpitas Latest News.
- Newsletter
- Activity Guide and Recreation Activity Guide.

Based upon these topic selections users are emailed periodically with information regarding city events and information.

MyMilpitas – Mobile Device Application

MyMilpitas is a free mobile device application accessible on a range of mobile devices from the Apple App Store or Google Play Store. Individuals may also access a limited version of the application online at www.ci.milpitas.ca.gov/milpitasapp/. The application is hosted by a private, third-party vendor, SeeClickFix.

The application may be used to report non-emergency, quality-of-life issues within the City of Milpitas, such as potholes, streetlight problems, or other maintenance issues. Although maintenance requests can be submitted through both the website and mobile application, the mobile application also offers other information to the public. Information accessible through the application include:

- A calendar of city events
- Links to other government agencies providing services within the City of Milpitas
- A listserv to sign up for notices from the City of Milpitas
- Access to an interactive map that displays where maintenance issues have been reported, and a summary of each issue.

The City and vendor recently released an update to this application to allow the City to notify users when a maintenance request is being responded to by city staff. The prior version of the application did not facilitate communication with the city regarding maintenance requests, now creating a higher level of transparency and accountability.

Social Media

The City of Milpitas is engaged in multiple social media platforms with several accounts registered through Facebook, Instagram, Twitter, and Nextdoor. The following graphic lists by social media site, the number of accounts, the name of the account, and the frequency of posting:

Social Media Type	# of Accounts	Account Information	Actively Posting
Instagram	1	@cityofmilpitas	Last Post January 2017
Nextdoor	1	https://nextdoor.com/agency-detail/ca/milpitas/city-of-milpitas/	Actively Posting
Twitter	4	@MilpitasCityJob	Last Post March 2019
		@MilpitasPD	Actively Posting
		@MilpitasCity	Last Post April 2019
		@MilpitasFire	Last post June 2019
Facebook	3	@CityofMilpitas	Actively Posting
		@MilpitasRecreation	Actively Posting
		@MilpitasPD	Actively Posting
Nixle	1	Milpitas Police Department	Actively Posting

Currently, the PIO has taken on the role of managing and moderating general City of Milpitas accounts, while Police and Recreation manage their respective departmental accounts. Any other department without social media specific accounts may request assistance from the PIO to post content to general city accounts.

Traditional Media

Traditional media refers to media predominantly used for decades prior to the advent of the internet and mobile devices, including television, radio, and printed publications such as newspapers and magazines.

The City manages two different TV channels – Channel 15 and Channel 26. Channel 15 is primarily for the purpose of streaming public meetings such as City Council or Planning Commission. This channel and its content is managed by the Video Media Specialist position in the IT department. Channel 26 is managed through PEG funds and generally runs old materials or new materials that the City receives from the public. Channel 26 is not actively managed by City staff.

In the City of Milpitas, print publications are the most used traditional media tool. The largest user of print publications is Recreation since their core services and programs are regularly advertised to the public. The Recreation department publishes approximately 9,000 activity guides a year (5,000 Summer and 2,000 each for Fall and Spring) costing approximately \$52,400. These activity guides are available for pickup at the City's recreation and community facilities, as well as online in electronic format.

Other departments may also print flyers to advertise updates about services or promote upcoming community events and activities. In addition to printing and distributing directly, the City may purchase advertising space or coordinate with local newspapers to market certain city events and activities. These types of traditional media uses are limited to major events and city initiatives.

9 WORKLOAD / PERFORMANCE MEASURES

The City currently tracks a variety of workload and performance metrics in its budget book related to the external communications function. The following table shows by performance measure type the amount processed over the last two years and the forecast for the current year:

Workload / Performance Measure	FY17-18 Actual	FY18-19 Estimate	FY19-20 Forecast
Information Memos Published	21	85	95
City Manager Weekly Reports	49	45	46
Press Releases	9	16	30
Communication to all employees	13	20	30
Number of Social Media Campaigns	n/a	5	10
Number of Recreation Social Media Engagements	4,554	9,785	10,179
Police Community Presentations	56	80	85
Fire Public Education Events	199	200	225
Website Availability	99.99%	99.8%	99.99%

In addition, the Police Department tracks additional workload measures relating to communications activities. In 2019, the department published 83 press releases and hosted 100 community engagement events.

Generally, there seems to be an upward trend in the workload and performance measures related to communications for the city.

10 POLICIES AND PROCEDURES

There are no citywide policies and procedures related to external communications. The only department with a policy related to any form of communications is the Police Department. The Milpitas Police Department adopted Policy No. 343 Department Use of Social Media in May 2019. This policy discusses the types of sites and activities that can be considered social media, approval mechanism for social media posts, and the content of the posts. Based upon this policy, the PIO is currently developing a Citywide Social Media Use policy. The Police Department also has Policy No. 346 News Media Relations, and Policy No. 1058 Employee Speech and Social Networking.

Even beyond use of social media, there are no written guidelines regarding the effective utilization of the Public Information Officer, including for what types of media and communication activities the PIO should be utilized compared to other types of more specialized resources.

11 BACKGROUND AND STAFFING ON INTERNAL COMMUNICATIONS

Internal communications refer to an agency's ability to communicate information from management and leadership to other employees within the organization. There are a variety of methods of providing internal communications. The following subsections discuss the city's background on internal communications and strategies.

There is no dedicated position within the City to manage the flow of internal communications, whether it is about internal city policies, or external city events. The flow of information internally has been managed at the departmental level by department heads, and department heads receive that information from the City Manager. Any information related to employee compensation or benefits changes has been disseminated through the Human Resources department.

12 INTERNAL COMMUNICATIONS STRATEGIES

Similar to the external communications strategies, the City currently employs a variety of strategies to engage in internal communications. These range from traditional forms such as employee newsletters to more technologically advanced such as an employee intranet. The following sections discuss these items.

Employee Newsletter

The Human Resources Department is responsible for drafting and emailing a monthly newsletter to all employees. This newsletter includes information regarding employee benefits, reminders regarding enrollment, discussion of employee birthdays, and fun facts regarding the month. This newsletter is drafted by Human Resources employees and mailed directly to employee inboxes.

Community Service Area – Roundtable Meetings

The City of Milpitas has divided its departments into different community service areas (CSAs). These CSAs have a weekly meeting with the City Manager's office to discuss key issues and areas of concern for those specific services. The City is currently split into four CSAs as follows:

1. **Development-Related:** This CSA includes Building Safety and Housing, Planning, Economic Development, Land Development, Economic Development, and Fire Prevention.
2. **Public Safety:** This CSA includes Police and Fire.

3. **Internal Services:** This CSA includes services such as Finance, Human Resources, City Manager's Office, and Information Technology.
4. **Community Services:** This CSA includes Recreation, Public Works, and Engineering.

These four community service areas enable the City Manager and Assistant City Managers to meet with department heads on a regular basis in a focused environment on issues impacting similar types of service areas and departments.

Informational Memos

A prior City Manager used to develop bi-weekly (two times a month) informational memos for distribution to Council as well as to department heads. These memos included detailed information on major projects and initiatives from each department. The department heads were responsible for providing that information to the City Manager's office who would send the memo to council and department heads. The department heads then had the ability to either forward the information or share the information with line level staff.

Employee Intranet

In November 2019, the City launched its revamped employee intranet. The purpose of the intranet is to provide a centralized database for city employees to access policies and procedures, as well as learn information regarding important city events and news. This intranet is now the homepage of all city employees. Representatives from each city department will be responsible for maintaining current information regarding their department. This intranet will also serve as a way for employees to directly communicate with each other.

Communications Team

With the advent of the Public Information Officer position, an internal city communications team was created. The primary purpose of this internal communications team was to have representatives from all City departments to draft the development of the intranet.

With the launch of the intranet, the communications team's primary purpose has been fulfilled. However, a new area of focus or project has not been announced for the communications team.

Appendix B: Comparative Survey

The Matrix Consulting Group was retained by the City of Milpitas to assist with the evaluation of the City's communications process. As part of this study, we conducted a survey to understand the communications practices of comparable jurisdictions in the region. The survey gathered information on demographics, organizational structure, staffing, and business practices for managing their communications function. This document presents the results of this comparative analysis.

1 PROJECT BACKGROUND AND INFORMATION

The analysis focuses on comparing communications practices for each surveyed jurisdiction. Cupertino, Palo Alto, Mountain View, Redwood City, Santa Clara, and Sunnyvale were chosen as the comparable jurisdictions based upon the following factors:

- **Region:** The Bay Area is a dynamic and fast paced environment with a variety of events and activities. Cities in the south bay area and the peninsula are similar to Milpitas in the types of challenges that they face - high growth, housing, and transit-related issues. Additionally, all of the proposed jurisdictions are in Santa Clara County.
- **Services:** All of the cities except for Cupertino are full-service cities, meaning they provide all or majority of municipal services (i.e. police, fire, utilities, parks and recreation, etc.) in-house.
- **Population:** The jurisdictions have a similar service or target population to which they provide their communication efforts.

For each of these jurisdictions, the survey utilized two primary data collection techniques:

1. **Online Research:** Reviewed city websites to gather publicly available information on public information offices and external communications practices. Additionally, publicly available documents, such as budget documents, organization charts, and job specifications were gathered and reviewed.
2. **Jurisdiction Outreach:** Reached out to individual jurisdictions via email and phone calls to gather additional information regarding their communications policies, procedures, and business practices.

The results of the analysis of the comparative survey are presented in this document.

2 SUMMARY OF FINDINGS

In conducting the comparative analysis, the project team collected information related to municipal communications practices. The following points discuss the key takeaways from the analysis:

- All six cities surveyed have a public information officer to provide centralized communications.
- The responsibilities for the Public Information Officer are generally similar across jurisdictions with some jurisdictions requiring contract oversight and the development of performance measures as part of the responsibilities.
- The Public information Officer generally has support staff to help in the execution of day to day communication tasks, drafting press releases, social media posts, and other matters. The City of Milpitas is the only city with one position in the communications office.
- Communications functions are generally centralized in other jurisdictions, with some decentralization for departments such as Police, Fire, and Recreation. This is similar to Milpitas' current organizational approach.
- For specific communications training needs and branding studies several jurisdictions rely on contracted communications support.
- Facebook, Twitter, and Instagram are the most commonly social media tools used to communicate general updates, events, press releases, and emergencies.
- The frequency of newsletters varies across jurisdictions; however, the content is generally similar and typically focuses on providing updates on the city's events.

The following sections provide further information and detail regarding these comparative factors.

3 DEMOGRAPHICS AND SERVICES

The project team collected basic demographic information for each of the surveyed jurisdictions. Communications budget and staffing data refers to public information offices, public information officers, or equivalent citywide communications roles for each peer. This data set does not include communications resources that may exist in individual departments, but these additional resources are discussed later in this report.

The following table summarizes relevant demographic data regarding the comparable jurisdictions.

Jurisdiction	Demographics Information				
	Population	Citywide FTE	Communications FTE	Communications Budget ⁸	Communications Budget per Capita
Milpitas	78,106	431.25	1.00	\$504,108	\$6.45
Cupertino	60,777	202.75	2.95	\$696,310	\$11.46
Palo Alto	67,178	1,034.85	2.00 ⁹	\$257,136 ¹⁰	\$3.83
Mountain View	81,438	649.75	1.60 ¹¹	Not available	N / A
Redwood City	86,685	564.36	2.90 ¹²	\$1,225,058	\$14.13
Santa Clara	127,134	1,131.75	2.80 ¹³	\$1,311,352	\$10.31
Sunnyvale	153,656	921.96	2.00	Not available	N / A
Average (excl. Milpitas)	96,145	751.00	2.38	\$872,464	\$9.93

The communications divisions, or public information offices, from the survey group range between 1.60 FTE (Mountain View) to 2.95 FTE (Cupertino). The City of Milpitas communications staff is 1 FTE, less than the 2.38 group average. The cities of Mountain View and Sunnyvale do not have a public information office or communications function budgeted as a separate division so budgeted resources specifically for that function were not available. The City of Milpitas also does not budget its public information office separately; however, information was provided by the City's Finance Department. Of those jurisdictions that have a division specific budget available, the City of Palo Alto has the smallest communications budget with \$257,136 and the City of Santa Clara has the largest with \$1,311,352. The average communications budget was \$872,464. The variation in the communications budget is in relation to contracted expenses being included in communications compared to individual city departments.

To provide a comparison of the public information function, the project team compared the impact of the budget of the communications function to the target audience. The average communications cost per capita is \$9.93. The City of Milpitas at \$6.45 has the lowest communications budget per capita with the exception of Palo Alto. However, it is important to note that the budget for Palo Alto is only representative of the external communications component and does not include any internal communications staffing or contracted costs.

⁸ The communications budget included is only reflective of centralized communications and duties, and does not include staffing or contracted costs budgeted in other city departments / functions.

⁹ Only 0.90 FTE are dedicated to external communications; however, 2.0 FTE budgeted for all communication efforts.

¹⁰ The communications budget is only reflective of staff in City Manager's office and not communications staff budgeted in other funds or departments.

¹¹ 0.60 FTE are limited term positions related to demand for translation services for Census 2020 and for support for outreach for the Center for Performing arts.

¹² Includes 0.90 FTE for Deputy City Manager.

¹³ The 2.80 FTE are full-time positions; however, the division supplements staffing through as-needed staff.

The municipal services provided by each comparative agency were identified to show the range of departments for which each city must support external communications. The following table summarizes the findings.

Municipal Services Provided

	Planning	Building	Public Works	Fire	Police	Parks	Utilities
Milpitas	✓	✓	✓	✓	✓	✓	✓
Cupertino ¹⁴	✓	✓	✓			✓	
Palo Alto	✓	✓	✓	✓	✓	✓	✓
Mountain View	✓	✓	✓	✓	✓	✓	✓
Redwood City	✓	✓	✓	✓ ¹⁵	✓	✓	✓
Santa Clara	✓	✓	✓	✓	✓	✓	✓
Sunnyvale	✓	✓	✓	✓	✓	✓	✓

The City of Milpitas provides nearly all the same services as the other jurisdictions, with the exception of Cupertino which does not have Fire, Police, or Utilities.

4 COMMUNICATIONS POSITION RESPONSIBILITIES

As part of the comparative analysis, job descriptions were collected of city communication officers and public information officers. The following table summarizes the major duties of the communications officer based upon published job descriptions and provides a visual comparison of those responsibilities among the jurisdictions surveyed.

Major Duties of the Public Information Officer Role

Major Duties	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Communications Strategic Plan	✓	✓	✓	✓	✓	✓	✓
Implement and Update Communication-Related City Policies				✓			✓
Principal Media Representative	✓	✓	✓		✓	✓	✓
Develop External Outreach Products (i.e. newsletter; press releases, community relations, social media posts)	✓	✓	✓	✓	✓	✓	✓
Coordinate Community Events and Activities		✓	✓	✓	✓	✓	✓

¹⁴ The City of Cupertino contracts with the Sheriff's office for Police services and with the County Fire for Fire services.

¹⁵ Redwood City shares fire services with the City of San Carlos.

Major Duties	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Oversee Media Related Contractors			✓	✓		✓	✓
Track Performance Measures			✓		✓	✓	✓
Coordinate Internal Communication			✓		✓	✓	✓
Identify strategic challenges and issues related to communications			✓		✓	✓	
Prepares Annual Budget for Communications	✓		✓		✓	✓	✓
Cultivate strategic communication partnerships		✓	✓			✓	
Manage Public Information during Emergency Operations Center Activation	✓			✓		✓	
Promotes Citywide Community Engagement Events	✓	✓	✓	✓	✓	✓	✓

As the table indicates, there are a variety of functions outlined in the published position description. The roles and responsibilities of the public information officer vary between jurisdictions. All of the jurisdictions specify that the communications manager develop a citywide communications strategic plan, serve as principal media representative, and promote citywide community engagement events.

It is important to note that this comparison of job duties was from published job descriptions and not all jurisdictions update their job descriptions to reflect the actual job duties. Therefore, there are additional job duties that are performed by PIO's that are not included in the previous table. For example, in the City of Milpitas, while it is not part of the PIO job description, the PIO is responsible for coordinating internal communications. Many job descriptions include the catch all phrase of "other job duties as necessary" to help capture any additional duties that are being performed that are not explicitly outlined in the published job description.

Several jurisdictions have certain job specifications for the Public Information Officer that are unique and have been noted below by jurisdiction:

Jurisdiction	Job Duty
Cupertino	Build consensus for enterprise solutions by promoting ideas persuasively, working through organizational conflict and shaping stakeholder opinions
Palo Alto	Identify challenges and emerging issues faced by the organization. Work with leadership team and staff to recognize internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them
Redwood City	Create and manage a decentralized communications team to support the departments' communication needs and the development and execution of the communication's strategy
Sunnyvale	Develops, implements, and updates policies and procedures for community relations media relations, and public information

These specific job duties provide insight into the types of unique and specialized ways that a jurisdiction can utilize the public information officer, whether it is to manage internal communications, write policies and procedures, or help address major strategic challenges within the community.

In most cases, the public information officer is supported by additional staff within the division. The following table provides by jurisdiction, the title and description of staff members that support the communications officer in their respective jurisdictions.

Public Information Officer Support Positions

Jurisdiction	Title	Function
Milpitas	N/A	N/A
Cupertino	Community Outreach Specialist	Responsible for generating media, coordinating projects.
	Office Assistant	Provides administrative support to communications staff.
Palo Alto	Communications Manager	Manages communications process by performing external communication tasks.
Mountain View	Community Outreach Coordinator	Provides support to the communications coordinator in conducting public engagement activities.
Redwood City	Management Analyst I	Provide data analysis and performance indicators.
Santa Clara	Communications Outreach Manager	Website design and assists in public communication duties.
Sunnyvale	Web and Communication Specialist	Maintains the communications webpage, social media and other external communications.

In every jurisdiction other than Milpitas, there is at least one additional staff member that provides support. The City of Sunnyvale has a web specialist that is tasked with maintaining web based external facing products. A similar role can be found in Santa Clara where a Communications Coordinator provides support through digital functions. The extent of the support provided by staff in the remaining jurisdictions are general functions that include maintaining communications posts, websites, and providing general administrative support to the communications team.

5 PUBLIC INFORMATION SUPPORT IN OTHER DEPARTMENTS

In addition to the public information officer, some jurisdictions provide additional communications staff to larger departments. These positions may work in conjunction with the city public information officer, but focus primarily on their department and generally serve in an ancillary capacity, as they have other roles and responsibilities in

their full-time job duties. The following table shows the department, title and function of the communications staff in other departments.

Public Information Positions In Other Departments

Jurisdiction	Department	Title	Function
Milpitas	Recreation	Assistant Director / Community Engagement and Inclusion Coordinator	Engagement activities for the Recreation department
	Recreation	Marketing Coordinator	City's graphic design function, including activity guides and brochures for recreation programs
	Recreation	Interns	Support the marketing coordinator in development of city graphics and brochures
	Police	Patrol Sergeant	Supports the department's outreach efforts
	Police	Community Relations Unit	Manage Police's social media outreach and engagement with the community
	Fire	Emergency Services Coordinator	Conducts educational outreach regarding emergencies
	Information Technology	IT Director / Webmaster	Responsible for conducting updates to the City's website.
	Information Technology	Video Media Specialist	Responsible for managing the City's Cable TV channels
Cupertino ¹⁶	N/A	N/A	N/A
Palo Alto ¹⁷	Parks and Recreation	Marketing Coordinator	Responsible for providing marketing support for development of activity guides
	Library	Library Specialist	Responsible for supporting the development of library promotional materials
	Utilities	Marketing / Communications Staff	Support in relation to marketing and communication materials for rates and program updates.
Mountain View	Police	Lieutenant	Serves in a collateral duty
	Police	Police Media and Community Relations Coordinator	Serves as the public information officer for the police department, interacts with media and engages with the community through social media.
	Fire	Office of Emergency Services Coordinator	Manages media, community and publications programs for the Fire Department.

¹⁶ The City of Cupertino contracts for Police and Fire Services, as such there are no dedicated support beyond the centralized communications support.

¹⁷ Based upon survey information reported by the agency, there is no dedicated support for Fire in Palo Alto in relation to communications.

Jurisdiction	Department	Title	Function
Redwood City	Parks	Assistant Parks, Recreation and Community Services Director	Represents the department in communications with agencies, the public and information requests.
	Police	Police Captain	In addition to daily Police duties, the Captain serves as the Police department's communications officer.
Santa Clara	Fire	Battalion Chief	Serves as the department's public information officer when necessary in addition to daily duties.
	Silicon Valley Power	Communications Technical Services Manager	In addition to technical task, the position maintains communication and supervises the work of technical personnel in maintaining records and files.
Sunnyvale	Public Safety (Police and Fire)	Captain	Serves as PIO for Police and Fire Incidents
		Part-time Non-Sworn Position	Social media posts for Police and Fire
	Env. Services	Marketing / Outreach Coordinator	Conducts outreach for environmental grants
	Library and Community Services	Marketing / Communications staff (3.5 staff)	Support the library and community services department for recreation programs

Relative to the surveyed cities, the City of Milpitas provides greater communications support to individual departments outside of the City Manager's office. The City of Milpitas only has one public information officer in the City Manager's office, compared to the average of 2.38 positions of surrounding jurisdictions.

Based upon the comparative survey information gathered through the cities' websites and conversations with communications staff, Cupertino is the only city surveyed that did not have dedicated staff support outside of the City Manager's office for communications. This is due to the limited amount of services provided in-house by Cupertino (no public safety and no utilities).

Mountain View and Santa Clara provide dedicated communications staff for their public safety functions: police and fire. Santa Clara also has a communications support position for its power utility.

6 BACKUP TO THE PUBLIC INFORMATION OFFICER

In cases where the chief public information officer is unavailable, it is a common practice to assign a backup that acts as the public information officer. The following table shows the position that is responsible for being a backup in each surveyed city.

Public Information Officer Backup

Jurisdiction	Backup
Milpitas	N/A
Cupertino	Community Outreach Specialist
Palo Alto	Communications Manager
Mountain View	Assistant to the City Manager
Redwood City	Deputy City Manager
Santa Clara	Communications & Outreach Manager
Sunnyvale	Deputy City Manager

All of the surveyed jurisdictions have an assigned backup in the absence of the public information officer, with the exception of Milpitas. The most common role that serves as the backup is the second most senior ranking position in their respective communications teams. Mountain View, Redwood City, and Sunnyvale utilize other staff in the City Manager's office such as the Assistant to the City Manager and Deputy City Manager respectively as the backup in times of emergency.

7 COMMUNICATIONS POLICIES

The cities of Santa Clara and Redwood City have a media relations policy, which provides a clear delineation of the types of communications that can be done at the department head level compared to the types of communications that require approval from the city public information officer or city management.

The City of Mountain View allows division and department heads to communicate externally, but there is always the option to use the Communications Coordinator as a resource, if needed. This is an informal practice within the City as there are no written policies or procedures in relation to external or internal communications. The City of Cupertino employs a similar structure where department heads may respond to the public if they feel comfortable doing so, while the PIO is available to help if needed.

The majority of the jurisdictions surveyed utilize informal approaches and policies and procedures to guide their communications efforts.

8 EXTERNAL CONTRACTS

The project team contacted all of the surveyed jurisdictions to obtain information regarding the types of communications services that are contracted externally, as well as the costs associated with those contracts. In many cases, the information regarding the detail of these costs was not available or the community was not willing to share the specific cost line items.

The following table provides a list of external contract services and the contract amount, if provided by the respective city.

External Contractor Services		
Jurisdiction	Contract Service	Contract Amount
Milpitas	Public Information Consulting Services	\$30,000
	Communications / Media Training for City Council / Executive Staff	\$26,250
	Branding / Marketing Services	\$90,000
Cupertino	Communications Specialist and PR Consultant	\$15,000
Palo Alto	N/A	N/A
Mountain View	ADA Consultant	\$200,000
Redwood City	N/A	N/A
Santa Clara	Communication Consultant	N/A
	Writing Consultant to support City newspaper, annual calendar and annual report	N/A
	Creative Services to Redesign City Newspaper	N/A
	Census 2020	\$100,000
Sunnyvale	Videographers	\$75,000
	Photographers	\$50,000
	Graphic Design	\$25,000
	KMVT	\$50,000
	Newsletter	\$75,000

The Cities of Milpitas, Cupertino, and Santa Clara have contracted with a communications consultant. Both Milpitas and Santa Clara have also contracted for some form of creative solutions to branding and marketing of products.

9 PERFORMANCE / WORKLOAD MEASURES

Many jurisdictions have a set of workload measures used to determine the effectiveness of different methods of communications. The following table summarizes the types of performance measures (insert footnote) used by each jurisdiction.

Workload Measures							
	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Social Media Engagement	✓	✓		✓	✓	✓	✓
# of Outreach Products				✓		✓	✓

	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Newsletter Engagement			✓	✓	✓	✓	
Website Engagement			✓	✓			
Survey Engagement			✓			✓	
# of Media Inquiries				✓			✓
# of Videos Produced						✓	

The most common measure used among the jurisdictions surveyed is the number of social media engagements. The second most common measure is newsletter engagement, followed by the number of outreach products (newsletter, press releases, etc.). Only Palo Alto and Santa Clara measure survey engagement, while Mountain View and Sunnyvale both track the number of media inquiries. The City of Santa Clara is the only jurisdiction that tracks the number of videos produced in the fiscal year.

10 SOCIAL MEDIA USAGE, CONTENT, AND POLICIES

A large component of current external communications is the use of social media by cities to convey information to the public in a quick and efficient manner. The following table summarizes the social media website used by the communities in the comparison.

Social Media Channels Used

Social Media Tool	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Facebook	✓	✓	✓	✓	✓	✓	✓
Twitter	✓	✓	✓	✓	✓	✓	✓
Instagram	✓	✓	✓	✓	✓	✓	✓
YouTube	✓	✓	✓	✓	✓	✓	✓
Nextdoor	✓	✓	✓	✓	✓	✓	✓
LinkedIn	✓	✓	✓	✓	✓	✓	✓
Nixle	✓	N / A ¹⁸	✓	✓	✓	✓	✓
Snapchat					✓		

All of the jurisdictions are active on multiple social media platforms including Facebook, Twitter, Instagram, YouTube, Nextdoor, LinkedIn, and Nixle. Redwood City is the only jurisdiction active on Snapchat. It is important to note that these agencies have accounts on all of these social media platforms; however, not all platforms are treated equally and kept up to date in the same manner. The following table provides a summary of the types of information presented on the city social media platforms.

¹⁸ Cupertino contracts for public safety services and Nixle is for public safety departments only.

Information Provided On Social Media

Media Content	Milpitas	Cupertino	Palo Alto	Mountain View	Redwood City	Santa Clara	Sunnyvale
Events	✓	✓	✓	✓	✓	✓	✓
Press Releases	✓	✓	✓	✓	✓	✓	✓
Emergency	✓	✓	✓	✓	✓	✓	✓
Programs	✓	✓	✓	✓	✓	✓	✓
Updates	✓	✓	✓	✓	✓	✓	✓
Surveys	✓					✓	
Social Media Policy			✓	✓		✓	✓

All of the jurisdictions use social media to post information on events, press releases, emergencies, programs, and general city updates.

The jurisdictions were also asked if they have an official social media policy. Of the surveyed jurisdictions, only Mountain View, Santa Clara, Palo Alto, and Sunnyvale have written social media policies. The City of Milpitas has a draft policy that is in the review process and the Milpitas Police Department has its own social media policy.

11 SMARTPHONE APPLICATIONS

In conjunction with social media, many jurisdictions have developed or purchased third-party applications for mobile devices and web browsers to relay information directly to residents in the quickest way possible. The following table lists the applications used by each jurisdiction.

Smartphone Applications

Jurisdiction	Application Name
Milpitas	myMilpitas, Pulsepoint
Cupertino	Ready 95014, Mobile 95014, Cupertino 311
Palo Alto	Palo Alto 311
Mountain View	Ask Mountain View, Pulsepoint Respond, Library Anywhere
Redwood City	myRWC
Santa Clara	mySantaClara
Sunnyvale	None

Every jurisdiction other than Sunnyvale has made an application available to the public that provides basic information, frequently asked questions, and general news and updates to its citizens. Applications such as myMilpitas, myRWC, and mySantaClara

allow residents to make service requests. For example, residents can use the applications to alert the city of graffiti in a public space and prompt the start of the removal process. The City of Milpitas and Mountain View utilize the Pulsepoint application, where residents can request emergency services staff.

12 PRESS RELEASES

One of the most common forms of public communication are press releases. Press releases are written communications on a specific topic or event with the purpose of informing the public and the press on the matter at hand. Every surveyed city provides periodic press releases when necessary and posts them on their respective websites. In all of the jurisdictions surveyed, it is the responsibility of the public information officer, or equivalent position, to publish citywide press releases. In some communities, department specific press releases may be issued directly by the department PIO (such as in some police operations).

13 COMMUNITY NEWSLETTER

A common form of communication with the public is a community newsletter. The purpose of these newsletters is to notify the community regarding major changes within the city and events happening within the City. The following table provides information regarding how the comparable communities handle community newsletters.

Community Newsletters			
Jurisdiction	Newsletter	Content	Frequency
Milpitas	Yes ¹⁹	Updates on City Events	Twice a Month
Cupertino	Yes	Articles on interest topics related to the city, provides awareness to happenings, and community calendar.	Once a Month
Palo Alto	Yes	Includes a message from the City Manager, links to articles, event updates, and social media highlights.	Once a Month
Mountain View	Yes	Includes a message from the City Manager, updates on capital improvement projects, and community events.	Twice a Year
Redwood City	Yes	Provides updates on city events, happenings, news, and activities.	Weekly / Quarterly ²⁰

¹⁹ In addition to digital newsletter posted on the City's website, the City used to have a printed newsletter "Connected", which used to be mailed to residents once a quarter. This was discontinued due during the budget adoption for FY19-20.

²⁰ The printed newsletters are mailed quarterly. The weekly newsletters for Redwood City are an email blast to subscribers of the weekly newsletter.

Jurisdiction	Newsletter	Content	Frequency
Santa Clara	Yes	Highlights local events, community programming, an occasional reading list and general updates.	Three Times a Year
Sunnyvale	Yes	Provides updates on city events, news, provides statistics on the growth of the city, and answers questions.	Three Times a Year

All of the jurisdictions surveyed, provide a newsletter to the public that is made available via a digital copy online and are mailed to the residents of the city. The frequency in the newsletters vary, with Cupertino and Palo Alto providing them on a monthly basis, Santa Clara three times a year, Sunnyvale four times a year, and Redwood City on a weekly basis.

The contents of the newsletters are generally similar, with all providing updates on the events within the city, activities around the city, and updates on public improvement projects. The City of Sunnyvale provides statistical data and analysis to show growth projections and trends in areas like economic development, and Palo Alto provides unique social media highlights.

14 UTILITY BILL COMMUNICATIONS

Most jurisdictions including Milpitas, provide additional pieces of information in utility bills. This information can come in the form of an attachment to electronic transmissions of utility bills or accompany the physical billings. These inserts provide updates on any changes to services, provide utility savings tips and other general information.

Appendix C: Employee Internal Communications Survey Results

As part of the Matrix Consulting Group's study for the City of Milpitas, the project team distributed an anonymous survey to City employees in order to learn about the way they receive internal communication from the City and gauge their opinions on internal communication and thoughts about how it may be improved.

This survey generally asked three types of questions:

- **Respondent Demographic Questions:** Respondents were asked to indicate their department, how long they have worked for the City, and their level of responsibility.
- **Factual Questions:** Respondents were asked to provide factual responses regarding the modes and frequencies of internal communication in their Department and throughout the City.
- **Opinion Questions:** Respondents were asked to provide their opinion on the effectiveness of different types of communication and opportunities for improvement.

The link to the online survey was distributed to a group of 476 City employees, of which 115 completed the survey, for a response rate of 24%.

1 SUMMARY OF SURVEY RESULTS AND FINDINGS

While a more detailed analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

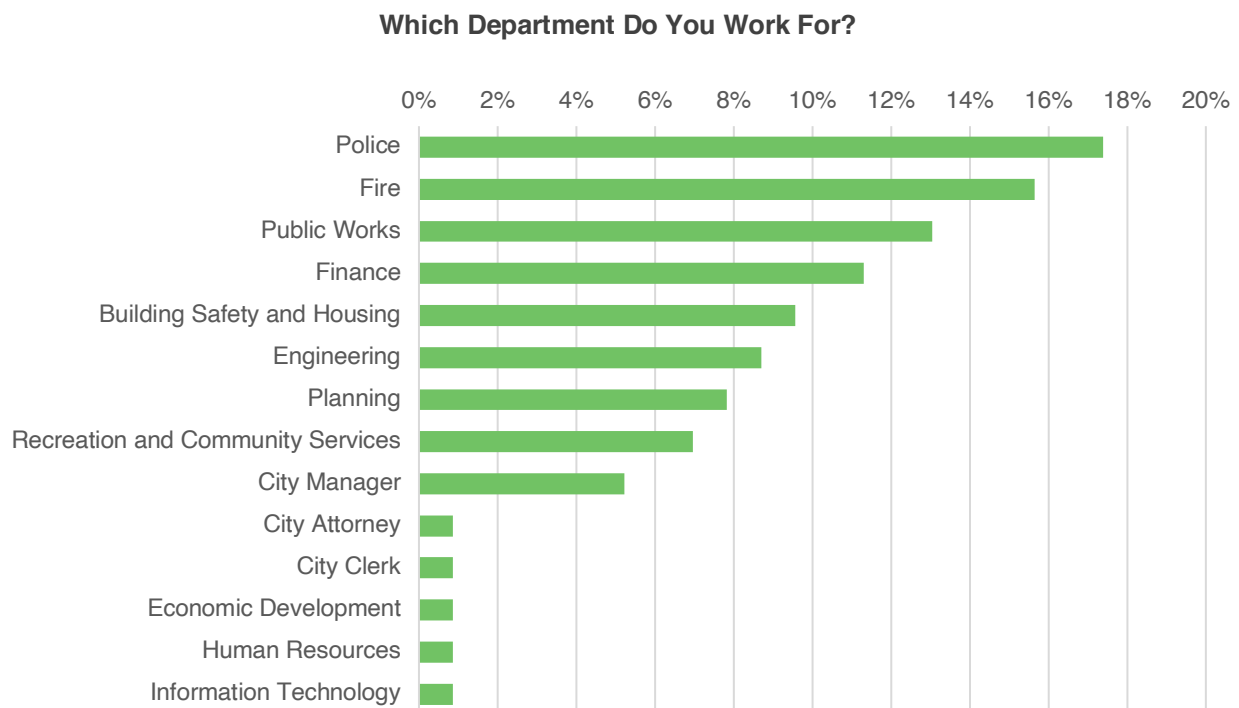
- Most staff rely on email from their department head for news relevant to them in their role with the City, and most staff indicate email as their preferred mode of future communication.
- Most respondents receive some form of internal communication either once per week (especially true among police and fire staff) or twice per month (especially true among planning, building, and engineering staff).
- Executive level respondents were much more likely to report frequent internal communication than staff at lower levels of their department.

- Respondents generally believe they receive effective internal communication from leadership, particularly their own department director and direct supervisor. Where there is room for improvement, they generally point to the City Manager and Council and their department head, rather than their direct supervisor or manager.
- Most staff prefer frequent communication from their direct supervisor, somewhat less frequent from their department head, and occasional updates from the City Manager and Council.
- While email is the preferred method of internal communication, about a third of staff want in-person interaction with their department head and direct manager or supervisor.

The following sections provide the analysis supporting these findings and explore them in more depth.

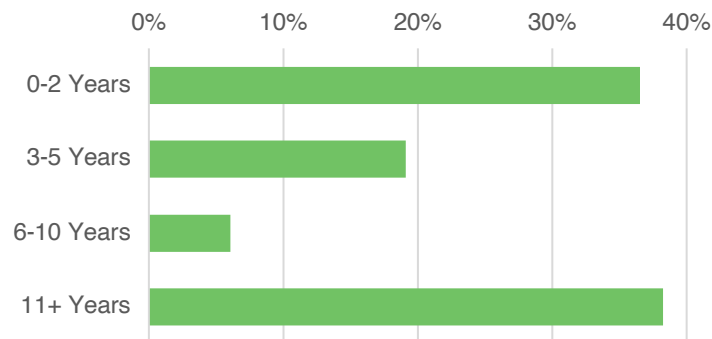
2 RESPONDENT DEMOGRAPHICS

The first section of the survey asked respondents to provide information about their department, years of service, and level of responsibility/authority in their Department. Of 115 respondents, the greatest volume of responses came from the Police Department (20), the Fire Department (18), and the Public Works Department (15). Finance (13) provided the most responses of any administrative department.



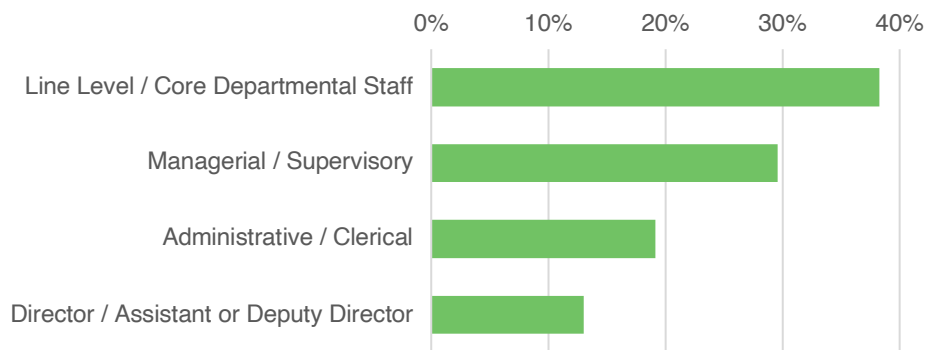
Most respondents have worked for either 5 years or fewer (64 responses), or for more than 10 years (44 responses). Very few participants have been with the City for 6-10 years.

How Long Have You Worked for the City?



Most respondents (44) were line level/core departmental staff, with a sizeable number of managerial/supervisory staff (34) also participating. Administrative/clerical staff and executive level staff rounded out the respondent pool.

What Is Your Level of Responsibility?



The responses to questions in this section provide a high-level picture of the respondents, and can be used to compare responses to questions in the following sections between different respondent groups.

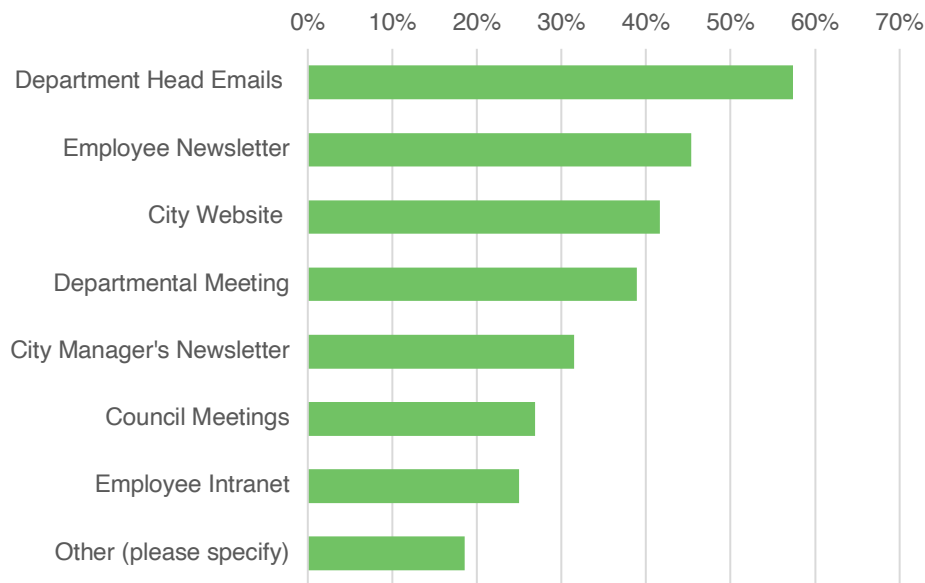
3 CURRENT STATE OF INTERNAL COMMUNICATION

The second section of the questionnaire asked respondents to provide factual answers to questions about the modes and types of communication they receive from within the City.

(3.1) A Majority of Staff Rely on Emails from Their Department Head for Information.

The first question asked how staff receive information about City news and events. The chart below shows the percentages of the 108 staff who indicated that they rely on various sources.

How Do You Receive Information About City News and Events?



Other

Email	8
Word of Mouth	7
Social Media	3
HR Newsletter	1
ELT Meetings	1
Webcast of Council Meeting	1

As the chart shows, more than half of respondents said that they get news from their department heads via email, and email was also the most common “other” response cited. Sources such as the employee newsletter, city website, and departmental meetings also received sizeable minorities of responses. Other modes of internal communication were listed by fewer than a third of respondents. The following points highlight some key findings from this question:

- 75% of police respondents said they get information from their department head’s emails (well above the average of 54%), while only 33% of fire department respondents rely on this mode of internal communication.

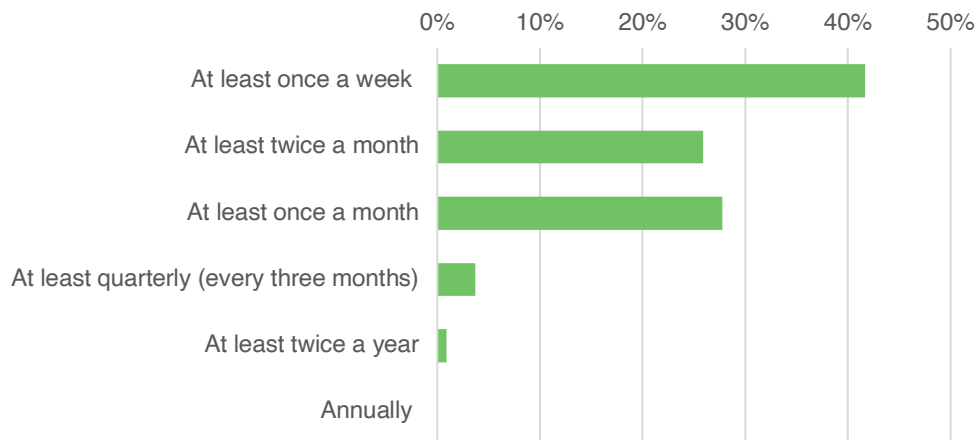
- At least 2/3 of respondents from the Planning Department said they rely on the City Manager’s newsletter, Council Meetings, and the City Website for information, despite the fact that less than half of respondents overall look to these sources.
- Only one respondent (of six) from the City Manager’s Office said they rely on their department head’s emails, as opposed to 57% of other staff citywide. Five of the six, however, said they look to the employee newsletter for information.

The breakout of responses by different city departments indicates the need for the variation in different types of communication avenues to be able to reach all city employees.

(3.2) Two-Thirds of Respondents Receive Communication At Least Twice per Month.

The second question in this section asked respondents how often they receive communication about City news and events. The following chart breaks down the frequencies indicated (by percentage) of the 108 responses received.

How Often Do You Receive Communication About City News and Events?



As the chart shows, 42% of respondents said they receive communication at least once per week. This was the most common response, with another 26% indicating that they receive communication at least twice per month. Fewer than a third of participants said the communication they receive comes less frequently than twice per month. The following points provide key highlights by department or position level:

- 58% of Police and Fire staff said they receive weekly communication, compared to 42% on average among respondents. All six respondents from the City Manager’s Office also said they received weekly internal communication.

- For Planning, Engineering, Recreation, and Building Safety staff, twice a month was more common (50% selected this) than for other departments’ staff, of whom just 15% selected this answer.
- 73% of staff at the executive level (director/assistant or deputy director) said they receive weekly communications, compared to 37% of all other respondents.
- Administrative and clerical staff were more likely (43%) to choose “once per month” as their typical communication frequency than the rest of respondents (24%).

As the points highlight, public safety staff and executive staff receive much more frequent communications compared to non-public safety and non-executive level staff.

4 OPINIONS AND SUGGESTIONS FOR FUTURE COMMUNICATION

The third section of the survey asked respondents to provide their opinions about the effectiveness of different internal communication types and provide suggestions for improvement.

(4.1) A Strong Majority of Staff Believe Their Department Heads and Managers/ Supervisors Provide Effective Communication.

The first question in this section asked respondents to indicate their level of agreement with the statement that they receive effective communication from each of three levels of management: the City Manager and Council, their department head, and their direct manager/supervisor. The following table summarizes the responses received.

I Receive Effective Communication About Important City News for Employees and Volunteers

	City Manager and Council	Department Head	Manager/ Supervisor
Strongly Agree	11%	28%	32%
Agree	56%	55%	49%
Disagree	22%	10%	14%
Strongly Disagree	11%	7%	5%
Count	73	71	73

Each of the three levels of management received more than two-thirds agreement or strong agreement from respondents with the statement that they provide effective communication. 67% agreed that the City Manager and Council provide good communication, 83% agreed that their department head provides good communication,

and 81% agreed that their manager or supervisor provides good communication.

(4.2) Staff See the Greatest Opportunities for Improvement in Communication in All Areas from the City Manager and Council Level and Department Heads

The second question in this section asked respondents what topics could be improved upon in terms of internal communication, and by which parties – the City Manager and Council, their department head, and their direct manager/supervisor. The following table summarizes the responses received.

On What Topics Could the City Improve Its Internal Communications?

	City Manager and Council	Department Head	Manager/ Supervisor
Changes to City Executive Level Staff	68%	56%	35%
Changes to City Ordinances, Policies, Procedures	66%	58%	39%
Organizational and Operational Restructuring	54%	69%	34%
Planning and Rollout of New Technological Tools	47%	69%	39%
Achievements from City Departments and Programs	55%	57%	33%
Promotion of City-Hosted Events	60%	36%	32%
Updates to the City Budget and Financial Condition	73%	34%	23%

As the table shows, more than half of respondents felt that the City Manager and Council should improve on their communication of all but one topic. Updates to the City budget and financial condition, in particular, were listed as belonging to this level of management. Department heads were said to need improvement in communication of organizational and operational restructuring by more than two-thirds of staff, as well as in the planning and rollout of new technology tools. Managers and supervisors, meanwhile, were not perceived as needing to improve their communication in any area by more than 39% of respondents.

(4.3) Email Is the Preferred Mode of Internal Communication.

The final question in this section asked respondents how they would prefer to receive communication from the City Manager and Council, their department head, and their direct manager/supervisor. The table below summarizes the responses received.

What Is Your Preferred Method of Communication for Each Communicator?

	City Manager and Council	Department Head	Manager/ Supervisor
Email	77%	62%	53%
Internet Posts	15%	9%	9%
In Person	8%	30%	38%
Count	91	94	91

As the table shows, email is the preferred method of communication. This is especially true for the City Manager and Council level, where 77% of respondents said email would be the best method of communication. For department heads and direct managers/supervisors, email was still the most common response, but in-person interaction received about a third of responses.

5 OPEN-ENDED QUESTIONS

The final section of the questionnaire asked respondents to provide any other comments with the project team regarding internal communications. There were only a handful of responses that were entered into this section. The following points summarize some of the key themes of the responses:

- Need for increased interdepartmental communication
- Elimination of communication and work silos in the city
- Distribution of information needs to be standardized rather than when requested

Overall, the respondents felt that there is a need for improved internal communications and not in relation to dissemination of information down the chain of command, but rather among different departments and employee groups.

Appendix D: Employee External Communications Survey Results

As part of the Matrix Consulting Group's study for the City of Milpitas, the project team distributed a survey to a select group of City employees identified by City Management, who are involved in external communication efforts to determine how their department handles external communication and gauge their opinions on the effectiveness of various external communication methods and resources, as well as the ways in which it might be improved. This survey generally asked three types of questions:

- **Respondent Demographic Questions:** Respondents were asked to indicate their department, how long they have worked for the City, and their level of responsibility.
- **Multiple Choice Questions:** Respondents were asked to provide answers to multiple choice questions about factual topics as well as opinion-based questions regarding the effectiveness of external communications.
- **Open Response Questions:** Respondents were asked to provide responses in their own words to describe staffing and suggest improvements to the approach to external communication.

The link to the online survey was distributed to a group of 30 selected City employees, of which 13 responses were received, resulting in a response rate of 43%.

1 SUMMARY OF SURVEY RESULTS AND FINDINGS

While a more detailed analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

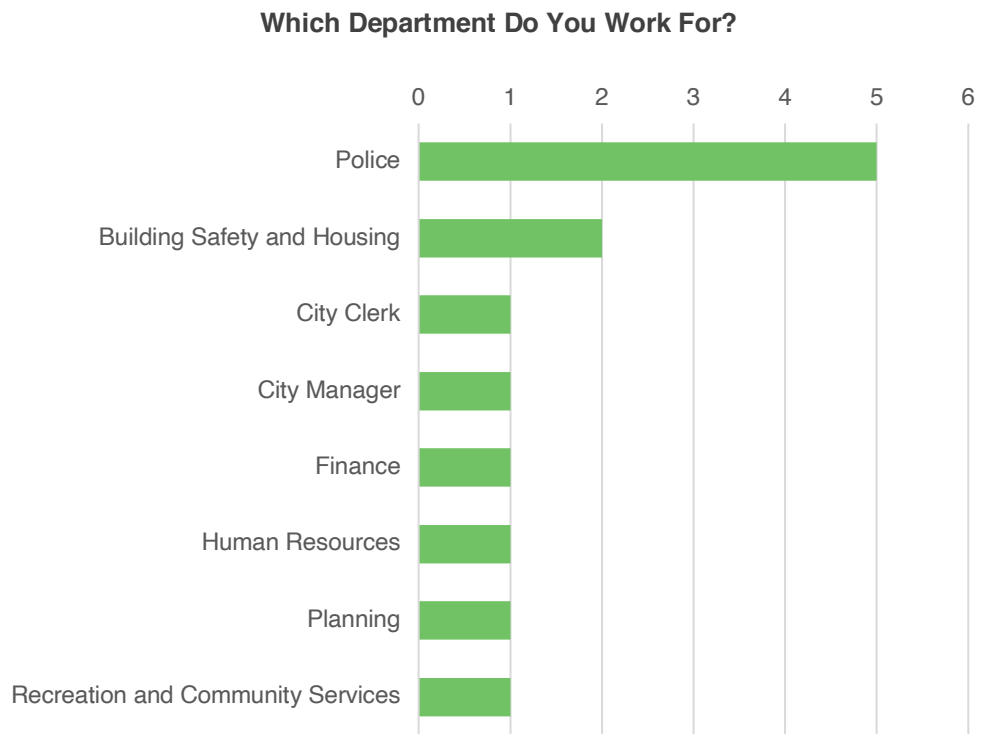
- Most departments do not have dedicated external communications staff; those tasks are simply absorbed by existing personnel.
- Almost all departments use the Public Information Officer (PIO), and a majority have received directions or guidance on their role.
- Most departments interact with the PIO on a weekly or monthly basis.
- Community outreach and engagement, as well as the development of promotional materials, were the two tasks listed as being most commonly contracted to external vendors.

- A majority of staff said their department would like additional help in external communications, with 75% of these saying one additional full-time employee would be preferred.
- Social media posting was the most commonly cited task where they would like extra help.
- A strong majority of respondents said their department monitors Facebook, Twitter, and Nextdoor.
- Respondents believe a wide variety of communication types are effective, including website updates, town halls, in-person interactions, social media posts, press releases, and email blasts.

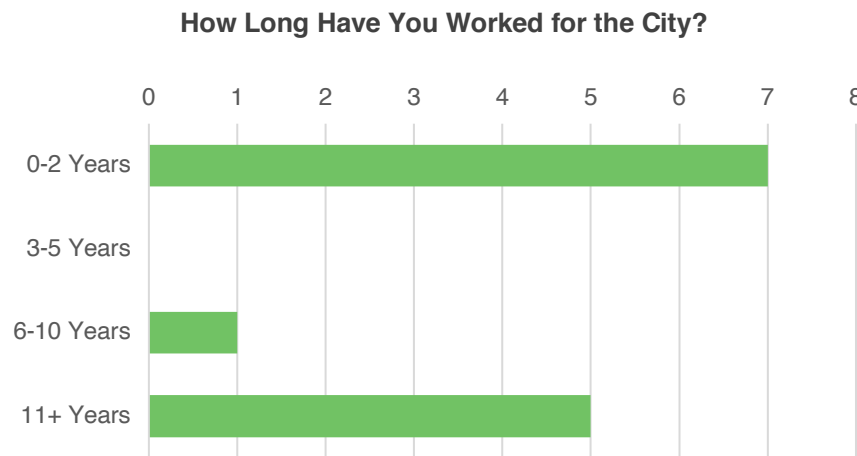
The following sections provide the analysis supporting these findings and explore them in more depth.

2 RESPONDENT DEMOGRAPHICS

The first section asked respondents to provide information about their department, years of service, and level of responsibility/authority in their Department. The chart below shows this breakdown of respondents.

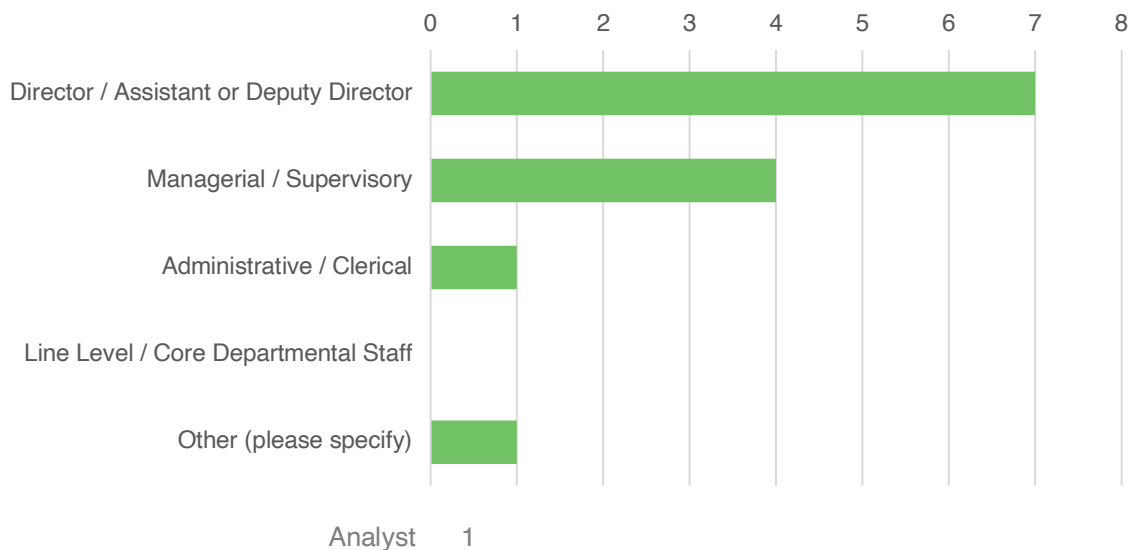


Most of the responding staff had either worked for the City for a very short period of time (0-2 years) or a very long time (11+ years), as shown by the following chart.



Most respondents were executive level staff (Director/Assistant or Deputy Director), although a sizeable number of managers and supervisors were also represented. One respondent identified themselves as administrative/clerical personnel, and another said they were an analyst.

Please Describe Your Level of Responsibility Within the Department.



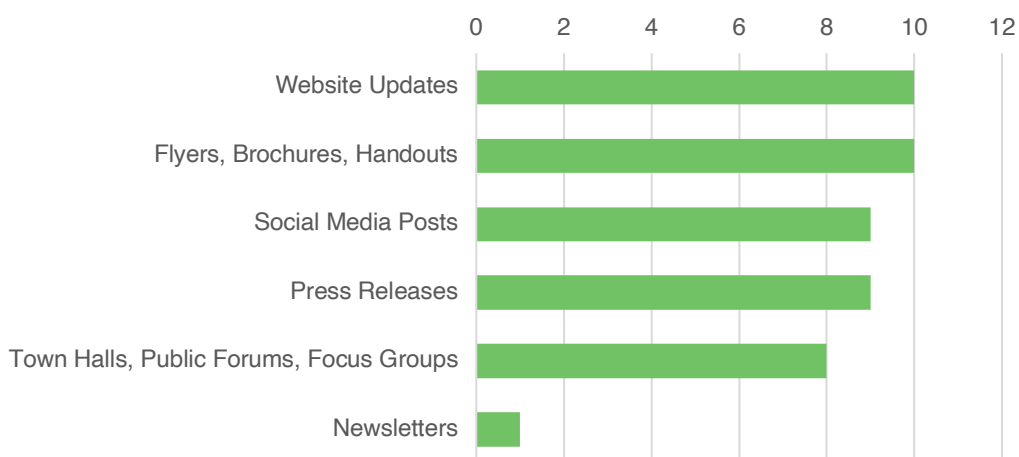
The responses to questions in this section provide a picture of the respondent pool, and can be used to compare responses to questions in the following sections between different respondent groups.

3 CURRENT EXTERNAL COMMUNICATIONS PRACTICES

The second section of this survey asked respondents to provide information about the way they currently handle external communications, their use of existing resources, and the extent of any help they have received.

The first question asked respondents what type of external communication their department most commonly utilizes. The following chart shows the responses received to this question.

What Forms of External Communications Does Your Department Most Commonly Utilize?



As the chart shows, each of these communications modes (website updates, flyers, social media, press releases, etc.) are used by a majority of respondents, with the exception of newsletters – only Recreation and Community Services stated that their department uses a newsletter.

The survey then asked respondents whether they have received any guidance on the role of the City’s Public Information Officer, and the type of guidance they received. The following table details the responses.

Did your department receive any guidance, whether written or orally, on the role of the Public Information Officer and how they can be utilized?

Response	Count
Yes, oral	9
Yes, written	2
None	2

11 out of 13 respondents (85%) said they have received some kind of guidance about the public information office. The only two who did not were a police respondent and the representative from the City Clerk’s Office.

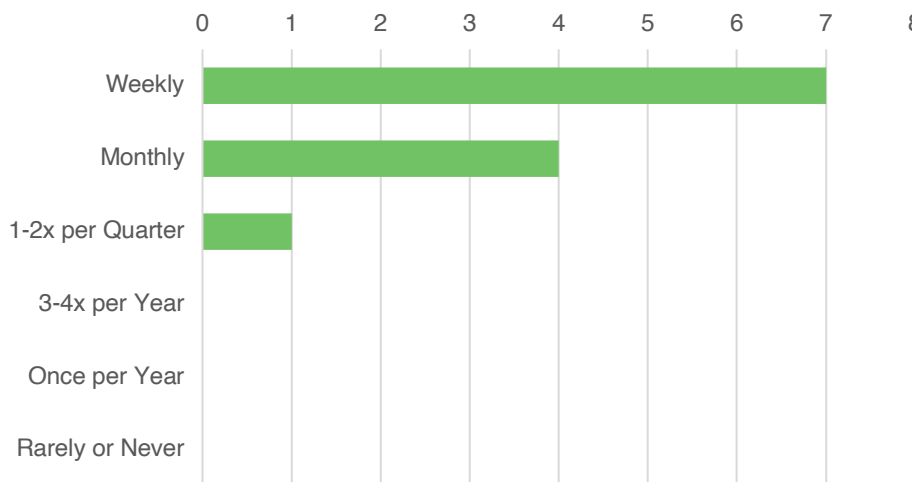
When asked whether their department uses the Public Information Officer, 12 of 13 respondents said that they do. The only respondent who answered “no” was from the City Clerk’s Office.

Does Your Department Use the Public Information Officer?

Response	Count
Yes	12
No	1

Respondents were next asked how frequently they interact with the Public Information Officer. The responses received are shown in the chart below.

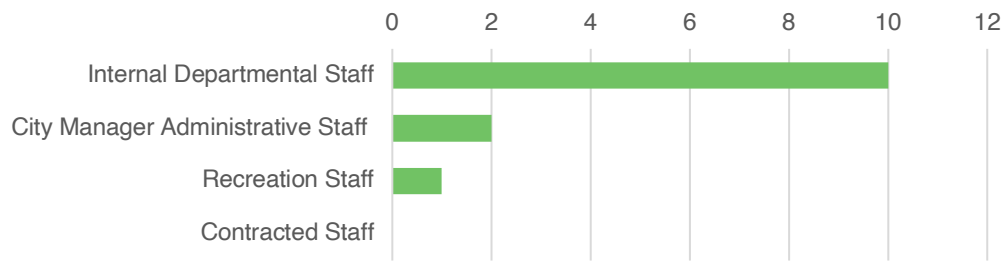
What is the frequency of your department's interaction with the Public Information Officer?



The majority of respondents said that their department interacts with the Public Information Officer on a weekly basis, and four of the five others said that they have monthly interaction with the office.

Respondents were also asked how their department handled external communication before the creation of the Public Information Office. The chart below shows the responses received to this question.

As the Public Information Officer is a fairly new position to the City, prior to the position, who did you utilize for external communication needs?



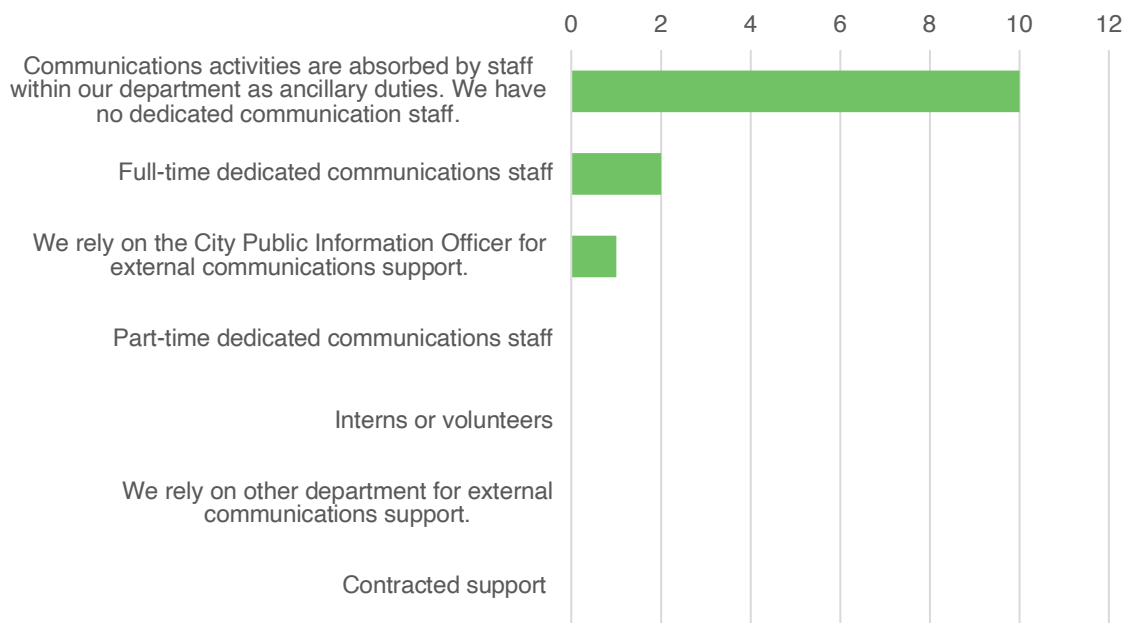
The majority of respondents said that they used their department’s own internal staff prior to the institution of the Public Information Officer position.

4 STAFFING

The third section asked respondents questions about their departments’ staffing for external communications functions.

The first question gave respondents multiple choices from which to respond regarding various potential external communications staffing arrangements. The following table illustrates the responses received.

How is your department staffed to handle public information and external communications?



As the table shows, only three respondents said their department has dedicated full-time communications personnel or that they rely on the Public Information Officer for support. The departments that identified full-time dedicated support are City Manager's Office (in reference to the Public Information Officer) and the Recreation and Community Services Department. The Finance Department is the only department that stated that they solely rely upon the City's PIO for external communications support. The other 10 respondents said that their existing staff absorb communications responsibilities as ancillary duties.

Respondents were asked to describe the nature of any dedicated staff supporting public affairs and external communications. The responses below were received from survey participants.

If your department has dedicated staff supporting public affairs and external communications, please detail each position and its employment status.

Human Resources	Human Resources Analyst, FTE 40hrs/week
City Manager	PIO and Communications Intern
Recreation & Comm. Services	Marketing Coordinator, 1 FTE; Intern, 2 15 hrs per week
Police	Use PIO as an ancillary assignment, mainly for social media posts and occasional press releases. 4 PIO's at 2 hours weekly (1 Captain, 1 Lieutenant, 3 Sergeants, 1 Police Officer)

Respondents were also asked to describe any contracted support which their department uses, specifically the types of activities contracted out. The table below shows those responses.

What types of external communication activities are contracted out?

Response	Count
Community Outreach / Engagement	1
Flyers, Videos, Brochures	1
Written letters / press releases	0
Other	0

Two responses were received, with those staff members listing community outreach and engagement, as well as the development of promotional materials, as the contracted activities.

Respondents were asked to indicate whether they feel their department could use additional support for managing public information and external communications, and if yes, how many additional staff members are needed to satisfy the department's needs in this area. The tables below show their responses.

Do you feel that your department could use additional support for managing public information and external communications?

Response	Count
Yes	8
No	5

If yes, how many additional staff members are needed to satisfy your department's needs related to external communications?

Response	Count
2 full-time positions	0
1 full-time position	6
1 part-time position	1
1 as needed / intern position	0
Contracted position	0
None / Not Applicable	1

As the tables indicate, approximately 62% responded that they feel their department needs additional support. The 5 respondents that identified no need for additional support were from City Clerk, Finance, Human Resources, Police, and Recreation and Community Services.

For the eight respondents that requested additional support, six of these eight (75%) preferred that the additional support be in the form of a full-time position. Of those six respondents, four of the respondents were from Police, one was from City Manager, and one was from Building and Safety.

Respondents were also asked to indicate in which areas their departments need additional support from the City’s Public Information Officer. They could check all the responses that applied. The chart below illustrates their responses.

In what area(s) does your department require additional support from the City's Public Information Officer? Please check all that apply.

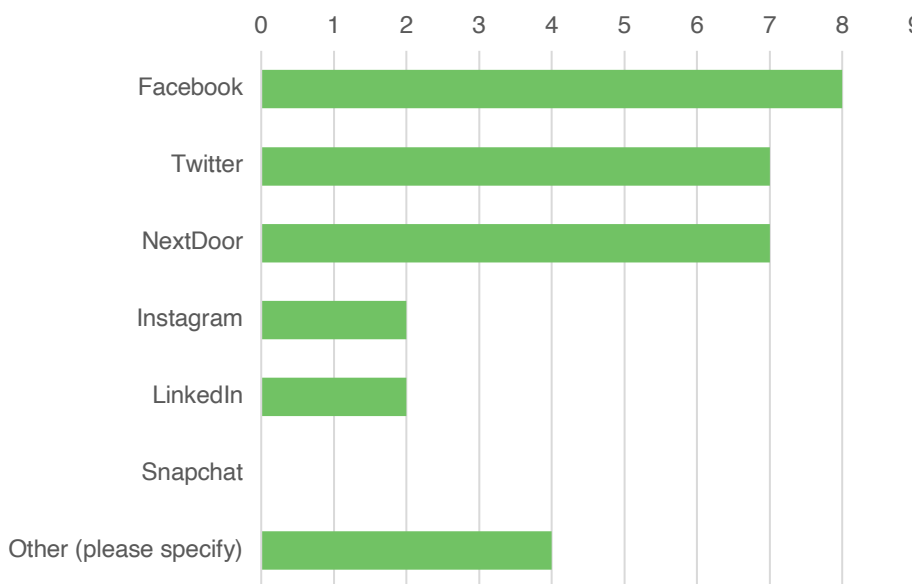


The responses to this question were evenly split between no additional support and support in relation to posting to social media pages. The respondents that identified no additional support needed are City Manager’s office, Finance, Police, and Recreation and Community Services, similar to the departments that stated the lack of need for additional resources.

5 DIGITAL / ONLINE COMMUNICATIONS

Every respondent said that their department manages one or more social media pages for the purposes of public information and external communication. The following table details how many respondents said their department manages social media pages of each type.

Which of the following social media pages does your department monitor?



Other

Nixle	2
Ring	1
Page on City Website	1

As the table shows, Facebook, Twitter, and Nextdoor were the most common types of social accounts monitored by City departments. Instagram, LinkedIn, and Nixle were the next most popular, with two mentions each.

The survey asked respondents whether their department maintains any written policies or procedures regarding public communications and their digital presence, as well as

whether their department has an external communications or public affairs strategy in place. The following tables show the responses received.

Does your department maintain any written policies or procedures regarding public communications, social media, and web presence?

Response	Count
Yes	7
No	6

Does your department have an external communications or public affairs strategy in place?

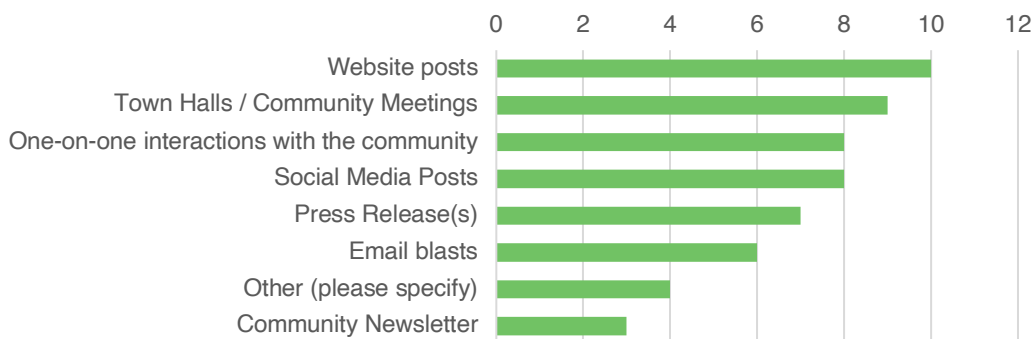
Response	Count
Yes	4
No	9

As the tables show, about half of respondents said their department has written policies and procedures for public/external communication, while just 4 of 9 (44%) said that their department has an external communications or public affairs strategy in place. The respondents that stated yes to the external communications or public affairs strategy are City Manager’s Office, Human Resources, Police, and Recreation and Community Services.

6 EFFECTIVENESS OF COMMUNICATIONS

The respondents were asked to indicate which types of external communications strategies they believe are most effective for their department. They were asked to check all that apply, allowing them to select more than one response. The following chart shows their responses.

What type(s) of external communication strategies do you feel are most effective for your department?



As the chart shows, 10 of 13 respondents believe website posts are effective means of communication, with town halls, individual community interactions, and social media posts also rating highly. There were four responses coded under other:

- Utility Bill inserts
- Text-Based Messaging
- Signage / Activity Guide, Media Coverage
- Newspaper

The respondents were also asked to rank each of those strategies from most effective to least effective (1 to 7). The following table shows by communication strategy, the number of respondents that ranked it from most effective to least effective.

Please rank each communication strategy from 1-7 based upon its effectiveness.

Communication Strategy / Rank	1 (Most Effective)	2	3	4	5	6	7 (Least Effective)
One-on-One Interactions	1	3	1	2	0	1	5
Email Blasts	2	0	0	4	3	2	2
Website Posts	2	1	3	1	2	4	0
Press Release(s)	1	3	2	1	3	1	1
Social Media Posts	6	3	1	2	0	0	0
Town Halls / Community Meetings	1	1	1	1	4	3	2
Community Newsletter	0	2	4	2	1	1	3

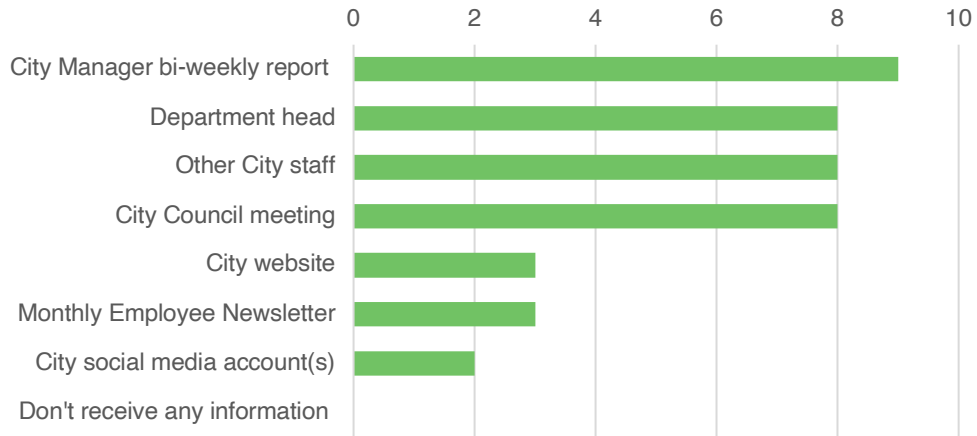
Based upon the responses received across the departments, the communication strategies rank based upon effectiveness as follows:

1. Social Media
2. Press Releases
3. Website Posts
4. Community Newsletter (currently discontinued)
- 5 & 6. One-on-one interactions with community and email blasts
7. Town Halls / Community Meetings

It is interesting to note that even though respondents felt that website posts are the most effective communication strategy for their department, more than social media posts, that when it came to ranking the effectiveness it was ranked below social media and press releases.

In order to disseminate information, the departments must also receive information to pass along to their customers. Respondents were also asked how their department *receives* information about current projects, events, and general happenings within the City. Again, they were asked to check all that apply. The following table details the responses.

How does your department receive information regarding current projects, events and general happenings within the City?



Most respondents listed the City Manager’s bi-weekly report, updates from their department head, receiving word from other City staff, or information learned from the City Council meeting as their primary means of receiving information. Avenues such as the monthly newsletter, city website, and social media accounts received fewer responses.