



CITY OF MODESTO **COMMUNICATIONS PLAN**



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EXECUTIVE SUMMARY

PLAN PURPOSE

The purpose of this Communications Plan (Plan) is to clearly define the messages, priorities, strategies, and tools the City of Modesto will use when communicating with the community. The Plan ensures the Modesto story is told effectively despite interference, and engagement between the City and the community is implemented in a timely and effective manner.

This Plan aligns with the strategic priorities of the Modesto City Council, furthering the City's mission and enhancing community pride.

PLAN GOAL

The goal of the Communications Plan is to increase stakeholder engagement and community understanding of City services, initiatives, and resources, and to record measurable outcomes that inform future communication. Furthermore, this Plan will help guide the priorities of the City's Community and Media Relations division each year.

FOUNDATIONAL MESSAGING

Communication efforts should consistently support the City's vision, mission, and goals, as well as align with City Council priorities. The following are taken from the City of Modesto's 5-Year Strategic Plan (2020-2025), approved in October 2019 by Resolution No. 2019-463.

VISION

Modesto is an inviting and safe community with thriving neighborhoods.

MISSION

We are committed to the delivery of exceptional public services and building partnerships that promote economic prosperity and engaged neighborhoods.

CITY COUNCIL PRIORITIES

Quality of Life

Engage partners across the community to ensure the safety, resilience, and attractiveness of Modesto.

Economic Vitality

Retain and attract residential, commercial, and industrial development to meet the community's needs today and for the next generation.

Governance & Service Delivery

Build community trust in City government through responsive, transparent, and efficient service delivery.

STORYTELLING

The services delivered by every City department play a critical role in the lives of those in our community. We have a unique story to tell within each project and program the City oversees. The Community and Media Relations division helps to both create and sustain productive connections between City services and Modesto community members, businesses, and visitors to tell the City's story, and listen to and share our community's stories.

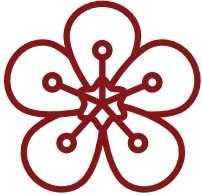
CITY MOTTO

The Modesto city motto has a rich history and is an expression of the community's guiding principles. When appropriate, key messages should embody the city motto.

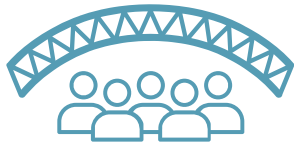
Water, Wealth, Contentment, Health

BRAND ANCHORS

To guide our storytelling, the City of Modesto embraces seven “brand anchors” that were created based on an extensive community engagement project in 2009. Similar to the City motto, brand anchor messages represent the community and celebrate what makes Modesto unique, and should be considered when communicating with the public.



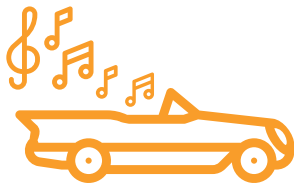
Agriculture & Industry: Modesto feeds the world with its bounty. Our fertile environment yields hundreds of agricultural products and supports plentiful farmer’s markets and fruit stands. Leading agribusiness companies call Modesto home, as do their top-tier professionals who are on the cutting edge of the worldwide agricultural industry.



Community: Modesto has an intense sense of community and pride. The fabric of our diverse community is woven together through concerts, parades, festivals, cultural celebrations, abounding volunteerism and numerous places of worship.



Location: Modesto is the heart of California. From Modesto’s central location, one can easily visit San Francisco, Yosemite, Lake Tahoe, or Santa Cruz in less than a three-hour car drive. Modesto’s convenient location is also ideal for commerce transportation, distribution and logistics, linking leading food and manufacturing companies to major markets.



Culture: Modesto is the cultural hub of the Central Valley. Dining and entertainment are at the heart of downtown Modesto’s vibrant scene. Catch a Broadway show, national entertainers, Minor League Baseball, major music festivals, white-linen dining, and the best shopping around. Modesto has it all.



Parks & Outdoors: Modesto boasts one of the best climates in the world. With two rivers running through the City, numerous parks, and miles of walking and bike trails, Modesto is a great place to stay active year-round. Our tree-lined streets are set against the backdrop of the glorious Sierra Nevada and coastal mountain ranges.



Hometown Heroes: You can become anything in Modesto. From business visionaries Ernest and Julio Gallo to sports legends Royal Robbins, Suzy Powell and Erin Cafaro; from film leaders George Lucas and Jeremy Renner to stars such as Carol Channing and Timothy Olyphant, Modesto is the nurturing hometown for those who lead their industries and change the world.



Small Town Feel: Modesto is the big city where you know your neighbors by name. There is intense support for – and pride in – all things local. Modesto is a great place to raise a family with tight-knit neighborhoods, block parties, and tree-lined streets. It’s the simplicity and innocence of coming-of-age in an all-American hometown that the award-winning film “American Graffiti” was based on.



DISCOVERY REPORT

KEY TAKEAWAYS

The Discovery Report was completed by Slate Communications following research about the community and an audit of existing City communication practices and procedures.

This section provides a snapshot of the community and includes insights about how residents receive information and new communication opportunities for the City to explore.

1

Residents engage most when the City communicates government topics as opposed to “fluff” or other “feel good” stories.



2

The correct tools, policies, and procedures are in place, but an official city-wide communications plan is needed to maximize communication effectiveness.



3

The commuting nature of Modesto residents means that they have limited time, or interest, to pay attention to **City news**. *47% of the employed population commutes outside their community of residence.*



4

Communicating in Spanish about official City business is a new focus for Modesto; currently no policies and procedures are in place to address this.



5

The City has an opportunity to partner with community organizations to maximize its communication reach.



6

The City has an opportunity to utilize employee and community “Ambassadors” to be the eyes, ears, and voice of the community and expand the City’s traditional communication reach.

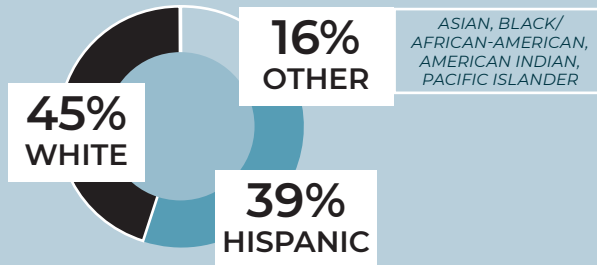
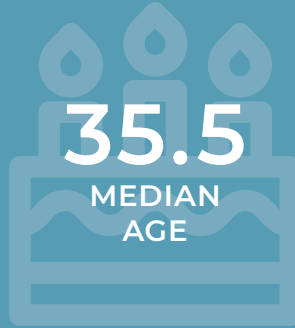


RESIDENT OVERVIEW

BY THE NUMBERS

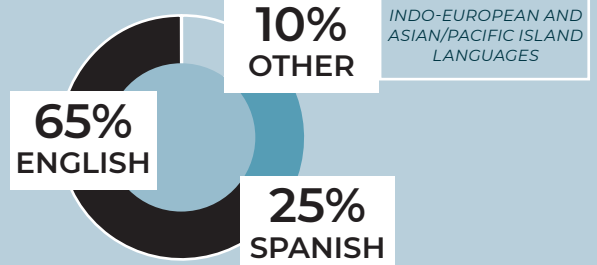


POPULATION OF
MODESTO



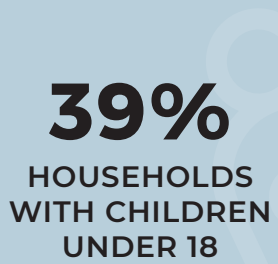
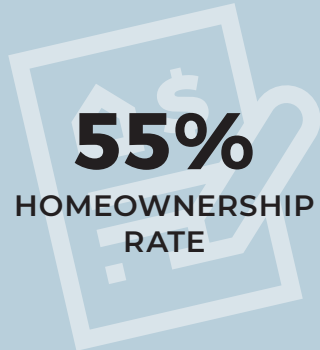
ETHNIC DIVERSITY

ASIAN, BLACK/
AFRICAN-AMERICAN,
AMERICAN INDIAN,
PACIFIC ISLANDER



PRIMARY LANGUAGES SPOKEN

INDO-EUROPEAN AND
ASIAN/PACIFIC ISLAND
LANGUAGES



Sources: U.S. Census Bureau, 2010 Census and City of Modesto Facts & Figures July 2018



COMMUNITY AND MEDIA RELATIONS – CORE FUNCTIONS

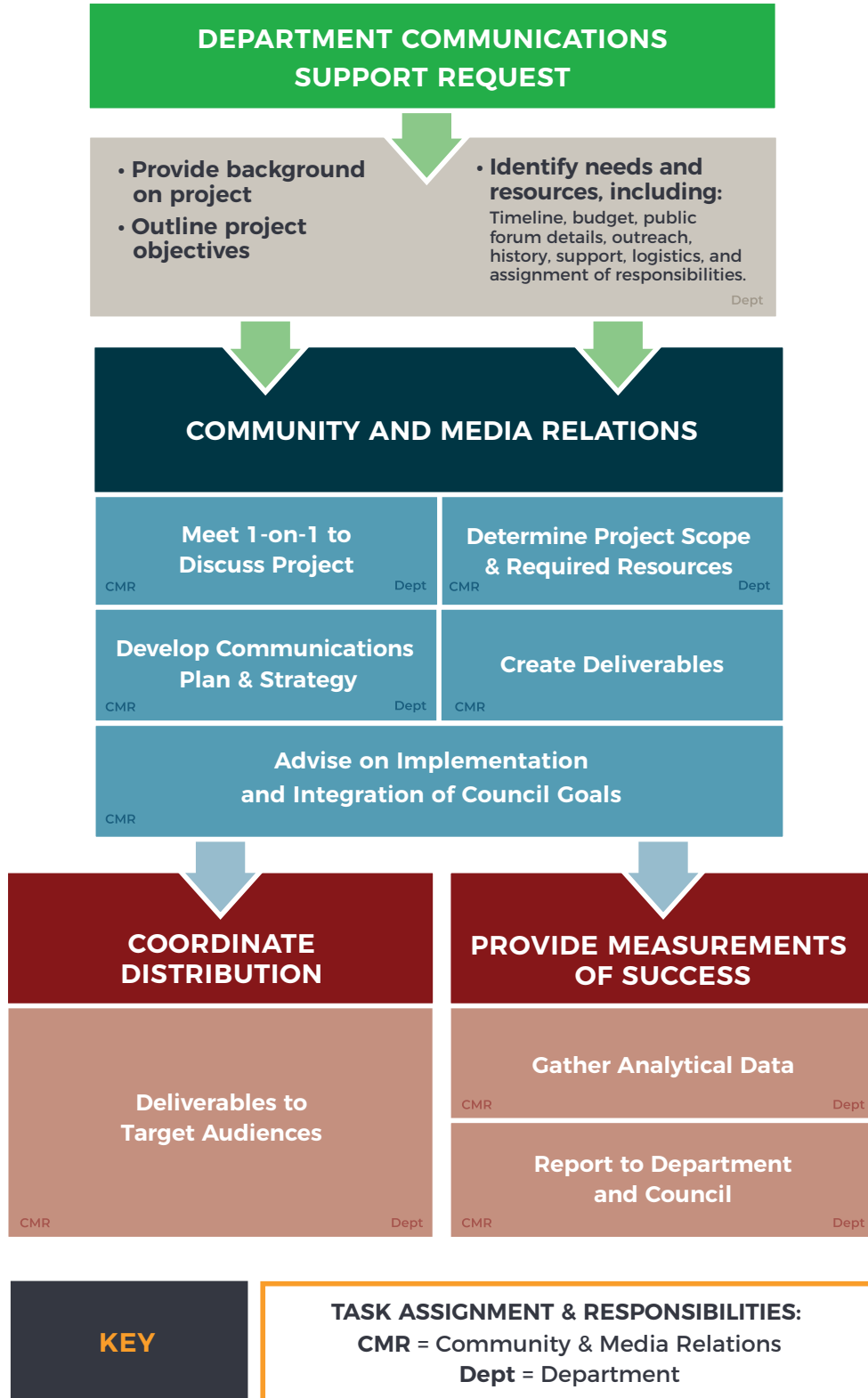
ROLE OF COMMUNITY AND MEDIA RELATIONS

The role of the Community and Media Relations division is to establish, nurture, and sustain a high level of trust in Modesto’s City government among residents, businesses, visitors, and other key stakeholders. The City must maintain its organizational integrity and a positive brand reputation through its strategic communication efforts. Community and Media Relations staff is a primary conduit for sharing timely, accurate, important, and relevant information to the people the City serves. Below is an overview of the functions of the division and its communications process.

Strategic Communication Planning Process	Implement City Council’s strategic planning goals and guiding principles through thoughtful, essential, and effective communications. This form of communication is about telling the stories of Modesto services and how those services impact the community. By uncovering and sharing the human aspect of the City’s work, we illustrate how implied goals are translated into action for our residents and businesses.
Communications Support for Offices and Departments	As department leaders and City staff seek communications support for programs and projects, the Community and Media Relations division helps to ensure that projects, initiatives, and events are communicated through the lens of the Modesto brand.
Public Engagement	Communications staff works to develop and carry out successful strategies to engage the public in their local government through participation at events, through digital platforms, and with City services.
Brand Management	The Community and Media Relations division ensures the Modesto brand is being used consistently and brand messages are used appropriately and often in all communication efforts.
Emergency Communication	This form of communication occurs unexpectedly and takes many forms. When a crisis occurs, the Community and Media Relations division will develop and position emergency messages, correctly and effectively disseminate information, prepare department leaders and emergency responders, and manage media relations.

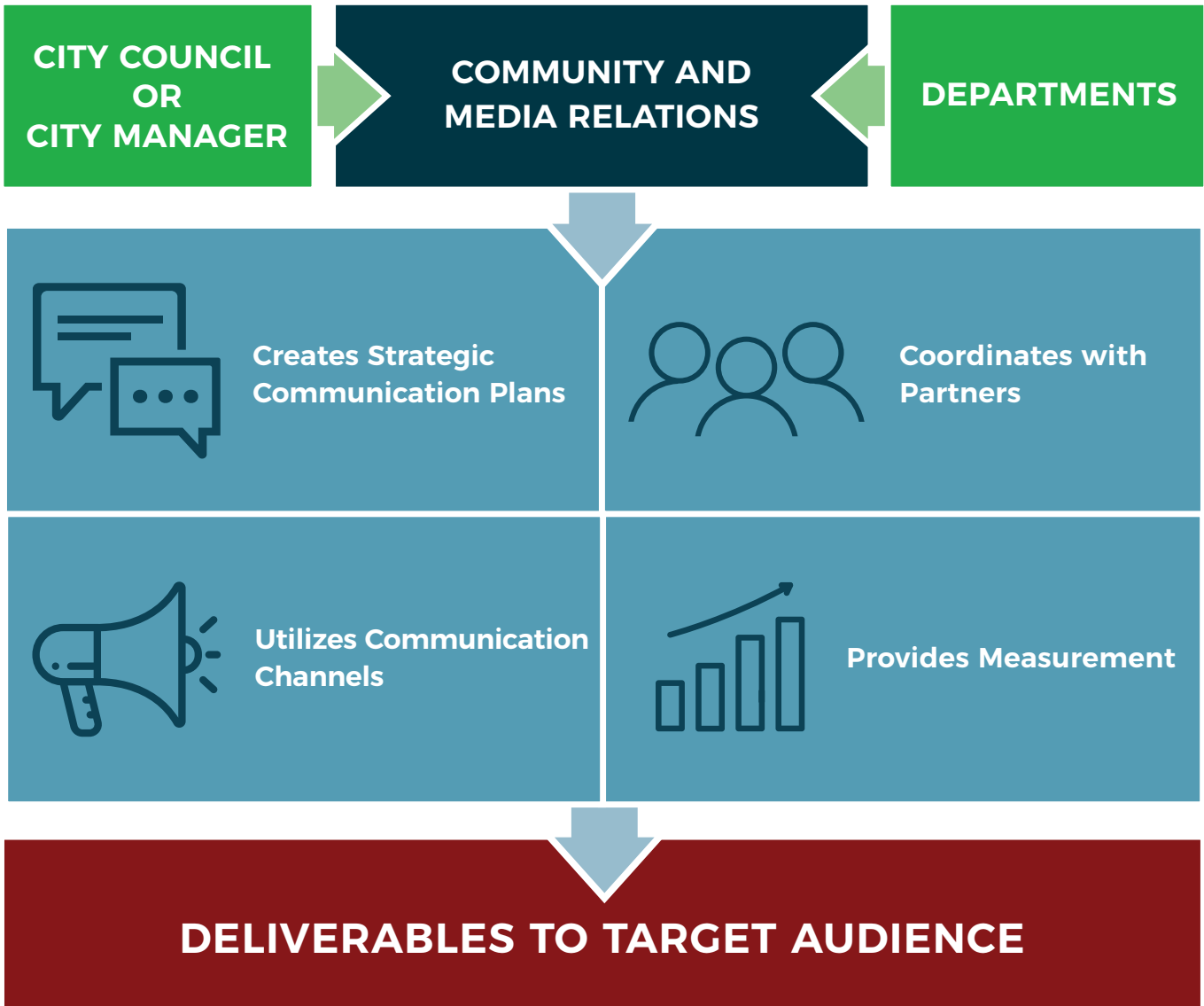
OFFICE AND DEPARTMENT SUPPORT PROCESS

Use this chart to better understand how communication requests flow through the division and the responsibilities of each team member. Requesters should use the "Working with Community and Media Relations" contact form in the online Brand Guide.



STRATEGIC COMMUNICATION PLANNING PROCESS

To best support the City, Community and Media Relations utilizes this process to intake ideas, strategize key messages and create high-quality content in order to effectively communicate and engage the residents of Modesto.





COMMUNICATION PRIORITIES FOR COMMUNITY AND MEDIA RELATIONS

Community and Media Relations has the principal responsibility for supporting, guiding, and managing communications functions in the overall City organization.

This Communications Plan is based on the priorities below. Practical strategies and tactics to achieve our goals follow each priority. The result of this Plan is a more effective local government with broad community interaction, and greater community understanding of City goals and services.

PRIORITY #1: Lead Strategic Communication Efforts

Work directly with Council, staff, and partners to ensure communication and outreach efforts, objectives, and outcomes align with the strategic goals of the organization and promote community understanding.

PRIORITY #2: Create Opportunities for Effective Stakeholder Participation and Collaboration

Encourage engagement through audience-appropriate, two-way communication and opportunities for constructive feedback.

PRIORITY #3: Provide Open and Timely Communication

Share accurate, non-biased information promptly through a variety of communication channels.

PRIORITY #4: Reinforce Brand Identity

Develop consistent messaging that builds and solidifies Modesto's brand and tells the City's story with one voice.

PRIORITY #5: Ensure a Well-Informed City Workforce

Keep City employees informed and involved in public engagement so they can assist in telling the Modesto story.

PRIORITY #6: Provide Measurements of Progress and Success

Track metrics to evaluate communication efforts and effectiveness in order to guide future communications programs and projects.

PRIORITY #1: Lead Strategic Communication Efforts

Work directly with Council, staff, and partners to ensure communication and outreach efforts, objectives, and outcomes align with the strategic goals of the organization and promote community understanding.

STRATEGIES

Create a better understanding of City Council goals and priorities. By clearly and consistently outlining the goals and vision for the City of Modesto, residents will have a better understanding of why and how public policy decisions are made and actions are implemented by the local government, and will trust that their suggestions and feedback is considered in policies, procedures, and programs.

Work directly with department directors and division leaders to ensure messaging and communication efforts support the City's Strategic Plan and City Council priorities. Just as City projects and initiatives should align with Council's priorities and tie into the City's long-range planning initiatives, all communication efforts should also reflect and support City goals. This includes internal communication initiatives for employees, external communication to community members, and communication shared with partner organizations. This coordination ensures consistency, strengthens strategic message delivery, and enhances mutual understanding.

TACTICS

1. Quarterly Meetings with Departments

Meet quarterly with each department to discuss the major issues and opportunities coming up in the next quarter and beyond, identify communication priorities and resources, and develop key messages and communication strategies.

2. Share Goals and Vision on Website

The City's website is the first place that residents go for information about Modesto, and it's important to clearly outline the vision and central goals of the City on the site. This is a simple and effective way to show the guidelines that government officials refer to when making decisions and how they are working to shape Modesto for the future.

3. Integrate Vision, Goals, and Strategies into Communication Efforts

The main vision, goals, and strategies of the City should be present in all forms of communication. By sharing these points with residents, the City can regularly articulate how services and actions are related and help achieve its goals.

**4. Standardize
Communication
Processes and
Procedures**

To help ensure that a project or initiative is properly communicated, a solid communication process should be established. Through this process, standard communication steps can be outlined and then followed for each new messaging campaign. This may include sharing information on the City website, scheduling social media posts or in-person meetings, distributing information to the media and City staff, and creating custom graphics for the campaign. The process will be adjusted based on the project goals and constraints, but a general approach will provide a framework for how communication tools can be used.

PRIORITY #2: Create Opportunities for Effective Stakeholder Participation and Collaboration

Encourage engagement through audience-appropriate, two-way communication and opportunities for constructive feedback.

STRATEGIES

Use interactive communication approaches to maintain ongoing dialogue between constituents and City government. Provide opportunities for two-way communication whenever possible. It's important to solicit feedback on how the City is doing and how it can best serve the community and its constituencies. Put tools in place that make it easier for residents to engage with their local government, gain a better understanding of City services, and achieve greater consensus for programs.

Expand outreach to audiences in targeted areas and special groups. The residents of Modesto are diverse and come from many cultural and socio-economic backgrounds. Use a variety of communication methods and leverage partnerships to reach a broader audience. Utilize the platforms the audience prefers to more effectively distribute information.

TACTICS

1. Community Polls and Micro-Interactions

Separate from a large, formal survey, the City will offer smaller and more manageable opportunities for public input several times a year based on information the City Council and staff needs to fulfill the goals and policies of the strategic plan. It is a best practice only to ask questions about topics the City can truly influence, change, or resolve. When soliciting feedback, it is important to be conscious of how the input will be used. If the City asks for feedback on projects or programs, it is assumed by the participant that their feedback will be used in decision making. Thus, interactions should be focused on specific projects and initiatives.

2. External Advisory Groups (either formal or informal)

Establish general or issue-specific community advisory groups that can ensure the City is collaboratively marketing to reach Modesto's diverse audience segments. This could include creating a more formal advisory group or intentionally engaging with external stakeholders when an opportunity arises that warrants their unique perspective and input.

3. Collaborate with Education Institutions

Meet regularly with counterparts at the local county office of education, school districts, and colleges in order to share communication goals and initiatives.

PRIORITY #3: Provide Open and Timely Communication

Share accurate, non-biased information promptly through a variety of communication channels.

STRATEGIES

Provide information that is convenient, timely, and easily accessible for the target audience. Modesto should be prompt in publishing information in a variety of channels appropriate for key audiences so that the public is informed as quickly as possible. Timely and effective distribution of relevant information will reinforce the City's commitment to transparency and demonstrates that public feedback is highly valued.

Promote accurate, comprehensive local and regional media coverage. Building relationships between the City and local media is helpful to the community. By working with the media to establish greater trust, the City will have more influence over the accuracy of information that is communicated to the public and increase the likelihood of stories about Modesto receiving appropriate media coverage.

TACTICS

1. Develop a Plan for Multi-Lingual Translation Services	Twenty-five percent of Modesto residents speak Spanish. The City will be missing a large segment of the public by communicating principally in English. Developing a plan for multi-lingual translation services will ensure the City doesn't overlook important audience segments and is able to successfully reach Spanish-speaking residents more effectively. As Modesto's demographics change over time, the City will monitor language needs and adjust accordingly.
2. Editorial Calendars	Develop an annual editorial calendar and review and update monthly to strategically plan out social media, newsletter, news media, and website content. This will help ensure communication campaigns are coordinated to reduce conflicts and resource bottlenecks, and allow the City to be strategic about communicating important projects, overarching stories, and timely topics. This may include monthly themes or annual areas of focus like Emergency Preparedness Month or the City's 150th Anniversary.
3. Annual Financial Reporting	Through the Citizen's Budget Guide, the Comprehensive Annual Financial Report (CAFR), and the Popular Annual Financial Report (PAFR), the City helps facilitate resident learning about how government works and outlines the services provided by the City. Annual reports highlight spending and explain current challenges. These reports will be made more accessible when shared electronically and through social media in small pieces using infographics. This will help expand the reach of the formal reports and educate community members about government operations and policies.
4. Columns, Editorial and Paid Content Opportunities	To have greater presence and ensure consistent messages, feature articles, guest columns, and/or editorial opportunities should be developed in coordination with the Community and Media Relations division. The City will work with local newspapers to provide regularly scheduled columns in which a City representative writes about pertinent City-related topics.

PRIORITY #4: Reinforce Brand Identity

Develop consistent messaging that builds and solidifies Modesto's brand and tells the City's story with one voice.

STRATEGIES

Empower and train employees to use the City brand correctly in order to tell the City's story with "one voice." Employees can be empowered to help reinforce the City's brand by incorporating personal stories in media interactions and online engagements, providing training on the City's Style Guide, and offer suggestions on how to reinforce the City's motto in everyday work. Every interaction a staff member has with the public is an opportunity to build brand awareness, whether it is through email, a phone call, or face-to-face interactions.

Implement effective strategies for increasing brand awareness through marketing and advertising. With the City's diverse demographics, the most communication impact will come from using both traditional and innovative digital communication tools. Reinforce the notion that the City brand is not the logo, tagline, and motto in-and-of themselves; it's our story, told in many ways over time.

TACTICS

1. Collaborate with Community Organizations to Market the City for Broader Awareness

Meet with social influencers and stakeholder groups to find common interests and collaborative ways to market the City of Modesto and highlight all the great things the community has to offer. Example partners could include: Modesto Chamber of Commerce, Stanislaus County, Convention and Visitors Bureau, Stanislaus Community Foundation, Opportunity Stanislaus, Downtown Modesto Partnership (DoMo), and non-profit and public agencies. Partnering with these types of groups can add communication channels for the City to reach a broader audience. Reach out to industry or trade groups that reflect the Modesto market to align storytelling efforts.

2. City Messaging

Establishing core messages about the community as well as City administration and departments, will support staff and Council efforts to help tell the Modesto story. When possible, tie City messages back to the seven brand anchors and City motto.

3. Employee Ambassador Program

Empower employee “storytellers” to be the eyes, ears, and voice of the organization and expand upon the City’s traditional communication reach. These employees serve as champions, helping to spread information about important topics, listening to community concerns and ideas, and reinforcing the City’s brand. At least one employee from each department or division serves as an employee ambassador to support the City’s communication, messaging, and branding efforts. This group also assists in developing an editorial calendar.

4. Brand Education for Employees

Train employees to utilize the City’s brand and style guide and online brand platform. At least annually and as-needed, offer training and education on the City’s brand, brand pillars, and importance of brand consistency.

PRIORITY #5: Ensure a Well-Informed City Workforce

Keep City employees informed and involved in public dialogue so they can assist in telling the Modesto story.

STRATEGIES

Provide employees with regular opportunities to learn about the issues, challenges, and decisions affecting both the City’s operations and the work environment. Communicate with employees on as many platforms as necessary so all employees receive consistent and timely messages. Provide relevant and accurate information to employees in the office and in the field.

Empower employees to be good representatives of the City. Activate such employee groups as the Employee Engagement Committee, employee “Storytellers” group, and management all-hands committees to serve as liaisons among the employees and to the public.

TACTICS

1. Regular Employee Information	Develop and distribute regular employee newsletters, email blasts, and messages from the City Manager and other executive team members.
2. Provide Employee “Storyteller” Training	Every community meeting is an opportunity for City employees to be on the record representing the City, and thus an opportunity for news media and community networks to quote them. Training for employees will strengthen their professional skills while improving their effectiveness as representatives.
3. Develop Regular Face-to-Face Meetings with Employee Groups	It’s important for City management to meet with employees in town halls, tailgates, awards events, and shift changes to strengthen familiarity and trust within the organization. At the same time, these are opportunities for employees to ask questions and get straight answers.
4. Celebrate Employee Accomplishments	As teams and individuals accomplish significant milestones, we will provide opportunities for the workforce and the community to understand and appreciate these achievements.

PRIORITY #6: Provide Measurements of Progress and Success

Track metrics to evaluate communication efforts and effectiveness in order to guide future communications programs and projects.

STRATEGIES

<p>There are a variety of standard metrics, also known as key performance indicators, which will be used to track the success of the City’s communication techniques. The City will evaluate these metrics on a regular basis and compare them to previous statistics to understand what techniques are working well and which need improvements, refinement, or further implementation.</p>
<p>Less standard metrics that are quite a bit more challenging to monitor include behavior changes, attitude changes, and awareness changes. These metrics are attached to considerable effort, but may give a better picture of outreach effectiveness. The Community and Media Relations division will continue to look for proven methods for monitoring these metrics.</p>
<p>As part of our ongoing communication planning process and ahead of each major project launch, staff will set goals then outline the key performance indicators that will be used to identify success, measure effectiveness, and refine future plans.</p>



KEY PERFORMANCE INDICATORS

MEDIA COVERAGE

News Releases	The number of releases reacted to by the media.
News Sentiment	The sentiment of mentions, articles or interviews published by the media.
Reach	The reach of advertisements (both paid and unpaid) and news stories in media outlets. Examples include ads and news stories in print and online and the number of people who saw it based on the number of publications printed or the number of people who visited the webpage where the content is located.

E-BLASTS / E-NEWSLETTERS

Subscribers	The number of people who have signed up to receive the communication.
Open Rate	The average percentage of recipients who open the email or notification.
Click-Through Rate	The average percentage of recipients who click on an active link within the email or publication.

WEBSITE

Unique Visits	The number of distinct individuals visiting the site.
Page Views	The number of times a page on the site has been viewed.
Top Pages	The pages that are visited most frequently - the top 5-10 should be tracked regularly.
Bounce Rate	The percentage of people that navigate away from the site after only viewing one page. A lower bounce rate means that people are exploring the page and finding the information they need.
Search Terms	The more frequently a term is searched, the more likely it is that visitors are not finding what they need, and suggest it may need to be displayed more prominently.

SOCIAL MEDIA

Followers	The number of people who subscribe to, and follow, the City's pages.
Engagement	The number of people who take action by interacting with the City's pages including likes, comments, tags, or shares.
Reach	The number of people who saw the City's posts.
Quantity and Quality of Posts	Number of posts and metrics on content, including photos, videos, events, and polls.

PRINTED MATERIALS AND PAID ADVERTISEMENTS

Distribution Rates	The number of places a printed piece can be found – both physical and online – and the actual number of pieces distributed.
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OTHER METRICS

Quantity of survey responses
Council feedback
Reduction in unsolicited inquiries to departments (demonstrating that the proactive messaging is working at effectively delivering the message)
Digital billboard effectiveness
Video views
Poll results that demonstrate community understanding and engagement
Consistency in brand use across departments
Number of materials translated to Spanish or another language
Positive employee response to storyteller program
Positive community or industry response to advisory groups (quantity and frequency of participation)
Quantity of community complaints
Event and forum attendance



IMPLEMENTATION PLAN

HIGH PRIORITY

Institute an engaging Employee Storyteller Program

Identify ways of bring brand training to employees

Integrate City vision, goals, and strategies into communication efforts

MEDIUM PRIORITY

Collaborate with community organizations to market the City, serving as ambassadors of the Modesto brand

Collaborate with an external advisory groups (either formal or informal) to ensure effective communication and marketing within the community

Attend quarterly department meetings in order to create mini major project-specific communications plans

Outline the City's Strategic Plan elements on the website

Develop or retool community polls and micro-interactions

Research and establish editorial calendars, along with a process of developing content for columns, editorials, and paid opportunities

Develop a plan for multi-lingual translation services

Develop and implement a City branding strategy



COMMUNICATION TOOLS



CITY OF
MODESTO
CALIFORNIA

TOOLS

EFFECTIVENESS TOOL COLOR KEY

- Most effective tool for this audience
- Potentially effective tool for this audience
- Least effective tool for this audience

FREQUENCY KEY

- AN - As Needed
- D - Daily
- W - Weekly
- M - Monthly
- Q - Quarterly
- AS - At Project Start
- AE - At Project End

SHORT TERM AND SPECIAL PROJECTS (up to one year)

Example:
One-time event or open house, short-term opportunity for residents to provide feedback or participate in the decision-making process, utility communication, etc.

ADDITIONAL LONG TERM TOOLS (more than one year)

Example:
Bridge replacement, new facility, long range planning, master plan updates, natural disasters recovery.

AUDIENCES

	City Website (modestogov.com)	Community E-Newsletter (City Beat emailed 1x/month)	Employee E-Newsletter (The Cue emailed 1x/week)	Flyer/Poster (Posted in public areas where people gather)	Bill Insert/Postcard (Printed piece that is mailed directly to households)	Brochure (Found in public display racks or on counters where business transactions occur)	Location Signage (Displays at the physical location of a project to communicate what's taking place. Ex: construction site or a new city amenity)	Media Advisory (Emailed directly to a targeted media list)	Press Release for Website Homepage News (Newsflash worthy of being added to the website)	Facebook (@cityofmodesto)	Instagram (@cityofmodesto)	Twitter (@cityofmodesto)	Nextdoor (Nextdoor.com - Social media platform targeted to neighborhoods)	Fact Sheet (Quick, high-level overview of a project for external audiences)	One-Minute Meeting (Quick, time-sensitive messages for internal audiences)	Individual or Small Stakeholder Briefings (Ideal for 1-on-1 communication when feedback from constituents is needed)	Digital Billboard (Located along SR 99 south of Peolandale. Effective in reaching commuters)	Photography (Use in storytelling to get your message across more visually. Can be shared digitally or in print)	Public Meetings/Open Houses (Used when stakeholder feedback is necessary)	Tele- or Web Town Hall (Used when direct feedback from constituents is needed but in-person gathering wouldn't be efficient)	Print Advertising (Modesto Bee, Modesto View, Stanislaus Magazine, etc.)	Digital Advertising (Modbee.com, Facebook, Instagram, etc.)	Video Short Format (Short format that can easily be shared on social media or the City's website)	Agenda Report (Targeted communication to City Council)	Facility Signage (Guiding principles, strategic plan progress posters, etc.)	Progress Report (For sharing project status with stakeholders or public)	Final Report (For sharing successes with stakeholders or public)	End-of-Project Wrap-Up (Public open house, ceremony, etc.)	
City Council	AN	M	W	AN, AS	AS	AS	AS	AS, AE	AS, AE	AN, W	AN, D	AN, D	AN, W	AS, AE	AN	AN, W	AN, W	AS	AN, AS	AS	AN, AS	AN, AS	AN	AN, AS	AN	AN	AE	AE	
Community Wide																													
Generation Z																													
Millennials																													
Generation X																													
Boomers																													
Non-English Speakers																													
Rural-Agriculture																													
Urban																													
Internal Employees																													
Event Promotion																													



ACKNOWLEDGMENTS

Special thanks to the Peer Review Team for lending their time and expertise to the critique of this plan.

Connie Cochran, APR	Community Relations Officer, City of Stockton
Paul Hosley	Communications and Media Officer, City of West Sacramento
Brian Jacobson	Public Information Officer, City of Roseville
Sierra Orr	Water Conservation and Public Information Supervisor, Big Bear Lake Department of Water
Rex Osborn	Chief Executive Officer, Morethantalk LLC
Keith Sterling	Public Information Manager, City of Beverly Hills
Amy Vickery	Director of Legislative Affairs & Communications, Stanislaus County
David Vossbrink, APR	Communications Director (Ret.), City of San Jose
Lael Wageneck, APR	Public Information Officer, Santa Barbara County Public Works
