City of San Bernardino

2011-2012

Strategic Communications Plan

AUTHORS

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VERSION HISTORY

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June 2010	1	Communications Assessment	City Manager
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Introduction:

The City of San Bernardino is a unique community steeped in rich history with approximately 205,000 residents. In 1977, the City was named "The All American City," but has somehow lost the charm that once made the community so vibrant.

In April 2010, the City Manager initiated a Council retreat where a City vision and a set of strategic goals were determined. The City's strategic communications plan will align with the Mayor and Council's goals for the future and will provide initial direction for the City's newly established communications program.

Vision

In 2025, San Bernardino will be a prosperous community that reflects the fabric and traditions of an All American City. With its unique location, the City will serve as a destination for youth sports and recreation, cultural heritage and as a hub of governmental activity and professional services.

San Bernardino is a wonderful place to live, work, and play, offering diversity in housing, amenities, and services which will all be easily accessible through this multifaceted transportation hub.

San Bernardino will offer one of the most aggressive business incubator programs in Southern California to assist with the acceleration and successful development of entrepreneurial companies through an array of business support resources and services. The City will develop business initiatives that embrace sustainable growth in the market.

San Bernardino places special emphasis on education, and works diligently to distinguish itself as a leader in the academic forefront. The City has a top-ranked public school system and is privileged to have one of Cal-State's distinctive campuses located within the city.

San Bernardino's historic charm melds with its modern, family-friendly atmosphere, and its cultural diversity will be celebrated and woven throughout the community. As the County Seat, San Bernardino takes great pride in our reputation as a role model for other cities in the Inland Empire.

Strategic Initiative

The City of San Bernardino Communications Office is dedicated to improving the image of the City of San Bernardino and flow of information to its constituents through an aggressive communications and outreach strategy. The goal of the communications strategy is to identify opportunities to share the City's message and streamline the methods by which those messages are shared.

Communication Goals

1. Continue to branding a clear identity for the City and build on that image and reputation.
2. Establish "one clear voice" throughout all communication channels.
3. Maximize awareness and support of the City Council's actions, goals, and programs.
4. Achieve coordinated and consistent communications both internally and externally.
5. Establish and maintain proactive media relations programs.
6. Protect and grow positive relationships with all stakeholders.
7. Clearly establish the Communications Office as the central point for information, providing services to Council members, executive management, departments, employees and target audiences.

8. Develop and implement policies and procedures for collateral management of all materials produced and distributed by the Communications Office as well as the individual departments.
9. Recruit and retain a professional and talented communications staff.
10. Maintain City Council's commitment to making communications a top priority for the City.

Key Messages

"The City of San Bernardino values the health and safety of its residents."
"The City of San Bernardino is planning for the future."
"The City of San Bernardino is committed to ensuring economic vitality."
"The City of San Bernardino is fiscally responsible."
"The City of San Bernardino is committed to & values customer service."

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps marketers to focus on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

Strengths
- Highly qualified and knowledgeable staff throughout the organization
- The City's location makes it highly desirable
- Strong Neighborhood Cluster Associations
- The Economic Development Agency owns a public access station (IEMG Ch.3).
- Mayor and Councilmembers are very passionate about their community
- Active Convention and Visitors Bureau and Chamber of Commerce
- Services that other cities do not offer such as SBETA
- The City is working to become more business/customer service friendly

Weaknesses
- Budget issues have caused a deterioration in most areas
- Form of government is a hybrid of a Strong Mayor/City Manager form
- Elected officials often appear combative and argumentative
- Antiquated technology systems
- Utilization of free and creative ways of communicating such as social media
- Damaged reputation
- Poor media coverage
- Poor cross departmental communication
- Blight

Opportunities
- Lower cost of living than many communities in Southern CA
- Social media concepts
- Partnership with EDA to attract businesses to the City
- Market San Bernardino as an affordable community for residents and development
- Bridge partnerships with existing community assets (Cal State, schools, San Manuel)
- Organizational streamlining

Threats
- Competition from neighboring cities for both residents and development
- Perception of neighboring communities

- Automated systems utilized by neighboring cities such as online permitting and online bill pay

Peer Communications Assessment:

The Manager of Communication conducted interviews with the Mayor & Council as well as staff, the business community, neighborhood groups and the media over the past year to gain additional perspective on the City's current communications outreach efforts.

Mayor & Council Members
Comments include:

- We care for our community and desire for it to be an inviting place where people feel safe.
- We need to become more competitive with neighboring cities in all aspects ranging from major development to providing the simplest customer service task.
- Communication needs to be improved through all levels of the City.
- With limited funds, the City should take advantage of electronic means of communication (i.e. Website, social media).
- We need to be more responsive to constituent needs.

Department Heads
Comments include:

- They have a lot of positive news to share with the community, but do not feel equipped with the right tools to share these messages.
- Although they would like to better communicate both internally and externally, they do not feel they have the time to craft messages.
- There is a shared feeling that there is not adequate communication inter-departmentally.
- They feel communication is often sporadic and it is not clear how messages should be communicated.

Neighborhood Cluster Associations
Comments include:

- Certain feelings that the City does not adequately attend community meetings
- The City does not respond to neighborhood requests immediately with services such as animal control, waste disposal, and graffiti removal.
- The communication between the City and its residents is very poor. There is not a community newsletter, and lack of variety and update on events on the website calendar (content not provided to IT to update).
- The City overall has deteriorated from the City/neighborhoods they remember growing up in which were visibly more appealing and safer.
- The City makes a lot of promises, but rarely follows through to ensure promises are kept or set out in a timely manner.
- We have one dedicated Neighborhood Outreach Specialist, Nick Gonzalez. Feedback from the community would suggest that one person performing Neighborhood Services may not be enough.

Business Members

Comments include:

- It is difficult to do business with the City starting with the opening idea and trying to get proper permission from the correct department.
- The City has not continued to streamline its process like many of its neighboring cities; the process is antiquated.
- They do not feel they are adequately communicated with or followed up by the City in any manner.
- They have an overwhelming belief in the community where they planted their business and hope meetings like the Business Roundtable will continue.

Media

Comments include:

- They have never worked with a PIO at the City of San Bernardino before
- They have felt confused about "who" to call or email with a question for a story
- Their public information requests are not often answered in a timely manner
- There are often conflicting messages from one department to another on the same topic

Some of the media I have established relationships with include:

1. Sun
2. Press- Enterprise
3. Highland Community News
4. Biz-Press
5. El Chicano
6. Black Voice
7. The Asian Journal
8. TV News stations in Los Angeles such as ABC, NBC, CBS, and Fox
9. KTIE 590 News Talk Radio
10. KIXW 960 News Talk Radio
11. KCAA 1050 News Talk Radio

Communications Assessment:

Collateral/Promotional Material

The manner in which an organization communicates messages through the Web, brochures, newsletters, pamphlets, memos etc. is very important to the City's image. A thorough assessment of the organization revealed:

- Web Site- the City's website is sub-par when compared to other neighboring cities which include Riverside, Colton, and Fontana. The City's web site is not easily navigable and it can be quite confusing to find information. Other cities have a variety of events for the week right on their home pages.
- City Newsletter- the City had an employee newsletter called "Cit-e-Lites," which was published quarterly, however there is no evidence that a resident newsletter has been distributed in the past 10 years.

- Department Newsletters- Several departments have or have had a newsletter; however these publications have been sporadic in nature. They do not have defined layouts which leads to them all looking very different. Outdated material has been distributed by the City as well.

There is currently no budget available for marketing, which will make it very difficult to hire advertising, branding or graphic artists to design the appropriate collateral for the City.

Internal Communication:
- Staff clearly has the desire to communicate with one another; however up until the new City Manager joined the City, there was little communication between departments.
- There is an obvious disconnect between the Council Office staff and the rest of the staff. This is a major obstacle as the Council staff should be the City's biggest champion in ensuring our community is well-served. A similar disconnect has been noted between the Mayor's staff and other departments.
- Intranet- Staff currently does not use the Intranet capabilities it has available. However a newly formed Communication Task Force has been compiling information to include on the Intranet site. The team is continually developing new ideas for improvements to the site as well.
- Council Updates- The City Manager's monthly email updates to employees as well as frequent written updates from the City Manager to Council have made a considerable difference in the way staff perceives communication.
- City Newsletter- the City had an employee newsletter called "Cit-e-Lites," which was published quarterly. Due to the budget and time constraints on staff the newsletter was discontinued.
- Development and implementation of a monthly City Manager meeting with Directors and a weekly Department Head meeting have proven invaluable in communicating with staff.
- Construction of task forces to address issues including communication have displayed teamwork and renewed enthusiasm for employee's jobs.
- Staff accountability toward one another appears to be improving with the new City Manager's direction.

External Communication:
- Communication with regards to media needs to be improved.
  - Currently the media is given carte blanche to call any department at will for information. Often the Communications Manager does not find out about the contact until reading about the interview in the paper, which is completely ineffective.
  - A media policy needs to be developed by the Communications Manager with input by the department heads. This is also posted on the employee Intranet.
  - Media training for ALL employees needs to be instituted immediately.

- Web site: The City's Web site, as stated above, requires a great deal of improvement so the City of San Bernardino may become competitive with neighboring cities.
  - Use of E-tools such as E-notify has been less than successful.
- Ch.3 Inland Empire Media Group: is housed and funded in the Economic Development Agency. There is a staff of approximately 10 people. The City has done a poor job of utilizing this important communication tool. Greater outreach, both to the station from the City, and to the community through the station should be achieved.
- Branding/Logo: Logos can be a very tricky area because individual taste varies it would nearly be impossible to create a logo that everyone will buy into. However, from a marketing

perspective, the City's current logo is less than professional and fails to portray the polished look we desire to achieve. A municipal logo should look official..

- Telecommunications: San Bernardino's telephone system is extremely poor. When a person calls the City they are often led through several automated systems and 33% of calls are dropped altogether. This is not the image a professional organization wants to portray. One, centralized call center could ease an already stressful environment by eliminating continual phone calls to departments.

- CRM System for Requests: The CRM or SB Access Online, is an online constituent request system. While the system itself is quite comprehensive, without training, it can be difficult to use. The system should be tied into SB Direct to assist customers in answering and follow up on questions or requests. Trained professionals would best benefit from the current CRM.

- Media: There are currently very few positive stories either published or aired about the City of San Bernardino in the media. There are several reasons for this including:
  - Lack of a communications staff, until this year, to share messages with the media.
  - Even with current Manager of Communications on board, it is impossible to maintain a complete communications outreach plan without a staff.
    - Strategic Example: The City of Reno has a staff of Public Information Officers dedicated to different departments.
  - It is important for the City to begin utilizing the media as a tool to help citizens understand not only the challenges we face, but also its many positive facets.
  - The City does not have the means to track the number of media impressions it makes per year. Contracting a media service such as Vocus or Cision is a cost effective way to graph media impressions, track articles for historical purposes and serve as a media database.

- Social Media: The City currently does not conduct any social media outreach. Social media sites such as Facebook, Twitter, Youtube and blogging sites have become a critical tool in any business media plan. It is however, important that the City be diligent in its use of these tools as a government body and not private industry. A survey of neighboring cities and like size cities indicates that most all participate in some type of social media outreach.
  - The City has been proactive in obtaining the domains, so upon completion of the plan they can be implemented immediately.
  - IEMG's use of social media should serve as a model for the City's outreach.
  - PD also utilizes Facebook.
  - SBETA is considering the idea of creating a page
  - The Manager of Communications has been studying comparable cities for their use of social media.

- Citizen Education: There is currently a lack of citizen participation through education. The City's Police Department conducts an effective Community Academy. Additional ways to conduct citizen outreach include:
  - Town Hall meetings- engage citizens through a series of presentations
  - City Hall at the Mall – engage citizens at the mall or other high traffic areas with fun activities and educational material
  - Youth Council- Involve high school and university students in the community by listening to their ideas and formulating projects.
  - Booth space at City events such as Route 66
  - Citizen Academy

- <u>Neighborhood Outreach</u>: the City currently does not have a defined Neighborhood Outreach program. There is one Neighborhood Specialist that recently transferred to the City Manager's Department, but there is not a clear definition of the roles and responsibilities of this Division.
- <u>Marketing Strategies</u>: Due to budgetary constraints, the City has done very little over the past few years to effectively "market" itself; whether it is through branding initiatives or the quality of brochures handed out to the public. Even Departments that once had strong marketing campaigns such as EDA, SBETA or Parks & Recreation are in need of a refreshing marketing strategy.
  - o In order for a marketing campaign to be considered successful, there has to be some type of measurement tool implemented.
- <u>Surveys</u>: There has not been a public opinion survey conducted for several years regarding City services. A survey would help accomplish the following:
  - o Gauge where public is getting information about the City
  - o Gauge public opinion of the City
  - o Determine the best methods to communicate with the public

Emergency Communications Plan

The City of San Bernardino does have an Emergency Operations Center (EOC) but does not have an effective emergency communications outreach strategy. In the event of a catastrophic disaster, and emergency communications plan is essential.

Technology Upgrade

While it is important to publicize the positive efforts of all departments, many of the most critical upgrades in service come by way of technology. Therefore it is particularly important that upgrades to technology be highlighted for the City's constituents. In 2009 a technology consultant was hired to look at IT's process. The consultant made a series of recommendations including the creation of a design standards handbook, a new website design, and the addition of translation to the City's Web site.

IT has worked diligently over the past year to accomplish many of the recommendations given by the consultant, and is continuing to work on major projects such as a complete technology upgrade, which will eventually provide a complete E-commerce tool to the community.

While many of the changes may not be visible currently, San Bernardino's future will be greatly enhanced by the work this Department is accomplishing.

Awards

Through meetings with Department heads, it is clear that the City has not been proactive in identifying opportunities to submit for awards through professional associations. Many departments are short staffed, and the often time consuming nature of applying for awards can be daunting.

Best Practice Development
Because of the City's bleak forecast for its budget over the next few years, it is evident that hiring additional communications staff is simply not an option. Therefore, the following recommendations will assist me in streamlining my process, as well as gaining a tight grasp on both our internal and external communications:

- Contract with a news media service such as Vocus or Cision. Without a communications staff, a media service will serve as both a cost effective and necessary tool for the Communications Office to perform effectively. For a subscription amount of $10,000 to Vocus, the Manager of Communications will be able to track all media impressions, positive or negative that the City has either pitched to the media or been picked up through another form, saving time that the office would spend attempting to track all stories.. Vocus will track all radio, TV, print and social media for stories including info about the City of San Bernardino.

  Additionally, a media service can provide tools to help me determine the best reporters to pitch stories to and generate reports that will provide important statistical information to the Council regarding the effectiveness of our communications program. (**COMPLETE**)

Cost: Approximately $10,000 (Grant from Public Works/balance from EDA)

Creation of Annual Report
The Manager of Communications will work with all Department Heads to create an annual report. This report should be publicized before January 29 of each new year describing the City's accomplishments from the prior year. The report will serve as a benchmark for subsequent years, and may also be used as a tool for the development of the Mayor's "State of the City" address.

Creation of Annual Communications Report
Similar in style to the City's annual report, the Communications Office will create a yearly publication describing communications effort from the previous year. This report will serve as a benchmark for gauging the success of the newly created Communications Office.

Media Policy/Social Media Policy Creation (Appendix B)
Development of standardized policies covering all facets of communication should be created, including:
- Media policy for employees
- Policy for public records requests (media)
- Policy for social media
- Intranet
- Media contact checklist

Cost: Minimal/No cost

Media Training/Branding
It is recommended that a media training course/presentation be developed by the Manager of Communications. This presentation will outline how the city must work with the media according to the California Public Information Act, as well as offer tips on how to deal with the media on a daily basis. The training should be offered to all existing employees as well as become a piece of new employee orientation.
- Employees will be able to access all information on the Intranet after receiving training.

Employees should be asked to meet minimum standardization requirements when it comes to branding.

- The use of the City's logo vs. the City Insignia should be determined
- All employees should have a standardized signature following emails
- All employees should be trained with a standardized greeting and salutation when answering a city phone.

Community Partner Development

It is especially important during this tough economic time that we continue to foster relationships with important community partners such as Cal State, the Art Institute, San Manuel and others that may be able to offer an exchange for important services.

- Develop Cal State Internship program. The Communications Manager will supervise up to 5 interns, who will be assigned to different departments throughout the city. The intern will be responsible for handling all PR needs for assigned department.

Cost: No additional cost

- Inland Public Information Officer (PIO) Group. The Manager of Communications should lead the charge in formulating a group of PIO's from neighboring cities and PR Directors from important community partners such as Cal State and San Manuel. These groups can be particularly helpful during times of fiscal uncertainty because it's an opportunity for the communicators to share best practice strategies such as how to effectively engage the media, or how organizations deal with communicating budgetary issues both internally and externally.

Cost: Minimal/Staff time

- Communications Task Force. Without a staff, it is nearly impossible to keep a pulse on everything that is happening in the City, while strategizing for potential upcoming issues. It is recommended that a communications task force be organized with one or two members from each department to serve as a liaison for new the public or employees should know about.

Cost: Minimal/Staff time

Development of a Centralized Call Center

It is recommended that the City create a centralized call center function to help minimize the frustration our community and business members feel when navigating through the City's "phone tree." A call center provides a sense of ease in doing business with an organization.
- A marketing campaign will be launched to brand the call-center as "SB Direct." This call-center will include four staff members to answer calls directly from 6 a.m. to 6 p.m., five days a week.
- Existing staff could be pulled from different departments to ensure the call center is started and staffed at a minimal cost.
- The call center will likely improve the use of the current CRM system.

Cost: Infrastructure costs as a part of IT's technology upgrade. Staff will be relocated from other departments.

Development of a Neighborhood Services Program

It is recommended that the City of San Bernardino consolidate its Council Administrative staff and its Neighborhood Outreach staff under one streamlined Neighborhood Division. Because a municipality's Councilmembers are the eyes and ears of the community, a sensible solution is to house both functions under a single division. This could potentially save the City hundreds of thousands of dollars, while more efficiently reaching out to the community.

The Neighborhood Services Program will increase the number and diversity of citizens participating in City of San Bernardino activities and governmental processes, and maintain productive relationships

between the City and its citizens through effective and innovative outreach programs such as a strong and dynamic Neighborhood Advisory Board program, citizen education programs, and the use of systematic public involvement practices that address community issues and problems with citizens and other potentially affected interests.
(PROCESS BEGUN)
Cost: Minimal/Use existing staff

Citizen Academy
As the City continues outreach to the community, a citizen academy that compliments the one developed by PD would be an effective tool. The academy will engage residents by offering classes once a week on a variety of City departments and services.
Cost: Minimal

Town Hall Meetings/Open Houses
Not all constituents are interested in attending a regular class such as the Citizens Academy, but are still quite interested in learning about the City's overall direction and the services it offers. It is recommended that under the direction of the City Manager and Manager of Communications, all City Departments participate in a series of town hall meetings throughout the community. It is recommended that the City aim for a minimum of 4 Town Hall meetings during the 2011 year.
Cost: Minimal

Website Redesign
The City's Website is outdated, difficult to navigate and complicated to search. Civica, the City's current website host has offered to do a complete redesign of the City's site for less than $10,000. Compared to other companies charging upward of $60,000 to $70,000, Civica's offer seems reasonable and logical, as an organizations website is most often the first impression a resident or business owner has of the City.

Accompanying this change will be changes to our list serves both by name and number of categories. What is currently called E-notify will be called SB Connect and will offer a variety of list serves that residents can sign up for to receive the latest news on any selected category.

As recommended by the consultant, it is advised that the City seriously consider the hire of a Web Administrator to oversee all content placed on the site as well as to conduct training for employees assigned to update department pages.
Cost: Marketing budget- Minimal

Written Communication
It is recommended that a regular schedule be made by the Communications Office on the following:
- Mayor and City Council Update
- Employee update
- Resident/business owner updates
Cost: Minimal/Staff time

IEMG/Ch.3
It is recommended that with the assistance of the Manager of Communications, the City perform a comprehensive outreach strategy with IEMG to proactively reach out to the community regarding events. Additionally the Manager of communications should continually provide the station director l ideas for original programming. It is recommended that the City:

- Use IEMG as a resource to communicate with residents
- Create a "City specific" show that speaks directly to issues happening in the City

- Communicate all news with Ch. 3 staff first, providing the station with ample time and opportunity to cover a story topic.
- Develop a City Manager or Mayor show fit for broadcast each week on Youtube.

Cost: Unknown

Citizen Survey

It is recommended that the City consider conducting a yearly survey of both its employees and its residents. Regular surveys will help the City understand which areas residents and business owners are satisfied with, and which areas need improvement. With online tools such as Survey Monkey available at extremely low charge, the benefits could be realized by all departments Citywide. ICMA Citizen's survey.

Cost: Minimal/Staff time

Emergency Communications Plan

It is recommended that a team be created quickly to compile necessary emergency communication information, and that a consultant be hired to ensure a comprehensive emergency communication plan is created.

- The City's Manager of Communications should work closely with Disaster Preparedness to identify weaknesses in the Emergency plan.
- Integrate IEMG into discussions. This tool could be an effective way for residents to receive the latest information during a disaster.

Cost: Undefined

Awards

Even during a time of financial distress, there are award and recognition opportunities available, particularly in areas identifying how an organization is "doing more with less."

- Begin by identifying (eligible) awards available to gain recognition of/for the City.
    - ICMA
    - National League of Cities
    - National Mayors Conference
    - Public Works projects
    - Communication awards
    - APA State/National

Cost: Minimal/Staff time

Social Media Campaign (Appendix C)

With tight budgets and a continued need for improved communications, the implementation of social media tools is not only cost effective, but will serve as an excellent way to communicate with constituents. A survey of other cities indicates that most are somehow engaging in social media concepts. The level varies, and is contingent most on size of staff to monitor the content placed on these sites. It is recommended that the City engage in some type of social media campaign.

- Begin by identifying social media outlets:
    - Twitter
    - Facebook
    - You Tube
    - Blogging sites
- Continue by identifying key players from each department that can monitor or update the pages.

Cost: No cost

Branding Initiative
Great ideas must be conceptualized and then put into motion. It is recommended that the City consider hiring a professional branding/marketing firm to help the City determine exactly what San Bernardino should be focusing on to attract, visitors, businesses, and potential residents. (Work with EDA of this initiative).

While branding exercises can be costly, cities often experience payback on a tenfold scale, as those communities are "discovered" or potential is "uncovered". Without a clear understanding of what the city should be focusing its efforts on, it is difficult to determine how best to create an effective marketing strategy. The strategy could include a redesign of the City's logo and tagline which sets the City apart from other communities.

The Economic Development Agency has hired a PR/Marketing firm called Westbound Communications to conduct a rebranding of the City's downtown corridor, so a complete "City" rebrand seems like a natural compliment. There are a handful of planning firms that specialize in community branding that have a remarkable track record:

Arnett Muldrow & Associates
Northstar
Great Destination Strategies

A branding exercise could also provide a great opportunity to engage the community, with a community logo contest, or a contest amongst students at the Art Institute which could be voted on by the community; this could also save substantially on cost.
Cost: Approximately $25,000

Major Marketing/PR Campaigns
There is definitely a need for some large scale PR efforts, but with a single staff member, it is nearly impossible to be successful without money to contract with outside PR agencies.

A campaign should encompass many different facets of a service that the City provides, and should tell multiple stories, all relating back to a single theme. During this assessment period, it has become apparent that all departments are working to address better customer service. It is recommended that a PR/Marketing campaign that focuses on better customer service would be a logical starting point.

Additionally, marketing campaigns that address the key goals of the Council, as defined at the Council Retreat would be excellent topics.
Cost: TBD

Technolgy Upgrade
Many of the customer service upgrades being offered to the community are through changes that IT is making. It is recommended that a heavy focus be placed on marketing the efforts attained by the department over the year.

Increase size of Communications Team
To have an effective communications outreach effort become successful, it is recommended that the city increase its staff to 3 people. The staff would ideally include one Director position and two public information officer positions. Additionally, it is recommended that a Web Administrator position be added to the communications staff in order to keep the City's website current and continually updated with pertinent information.

In lieu of staff, it is recommended that a budget be created to hire outside PR firms for specific marketing campaigns or the planning of city events. Contracts and direction would be overseen by the Manager of Communications.
Cost: Each FTE costs approximately $80,000 including benefits

Spokesperson/Media Contact
It is recommended that the City quickly establish a media policy, and appoint the Manager of Communications as the centralized spokesperson. Having a single voice speak on behalf of the City will assist in controlling and streamlining messages, as well as help with branding strategies.
Cost: No Cost

Media Outreach
It is recommended that the City increase the level of media outreach overall through various means such as:
- Increased press releases
- Increased coverage on television news/radio news program
- Development of media opportunities such as tours of city facilities, parks
- Increased press conferences on important issues
- Increased use of IEMG for City exposure

Cost: No Cost

SBETA Marketing Guidelines- (Appendix D)
SBETA is directly related to the services the City of San Bernardino offers. However as its own department, SBETA faces some unique marketing and public relations challenges. Therefore a separate Appendix follows outlining some of the challenges this department seeks to overcome.