

“Building a Better Community”

Through Strategic Communications

Appendix D

Title: Communications Strategic Direction- SBETA

Lead Agency: City Manager’s Office/Office of Communications

Team Members: Communications Office, various city departments, organizations and the public

Background:

The San Bernardino Employment and Training Agency (SBETA) has been assisting job seekers and businesses with their employment needs for approximately 30 years. The City of San Bernardino is designated as a Local Workforce Investment Area (LWIA) by the Governor. The Mayor of San Bernardino oversees the program in conjunction with the City's Workforce Investment Board (WIB).

The agency has helped place thousands of interested individuals in job placement and job training programs. The agency also works closely with businesses who are interested in recruiting members of staff for multiple levels of jobs.

A comprehensive marketing and public relations plan should be established to assist SBETA in continuing to develop its outreach to the community. The agency is doing so many positive things that reflect on the city’s overall branding image and should continue to be talked about.

Strategy:

SBETA must define two clear marketing and pr strategies that apply to the customers it serves:

1. The business community looking for opportunities to work with the agency
2. Community members interested in obtaining job training or being placed

Business Community

It is critical that the agency place a great deal of focus on attracting businesses who might be interested in utilizing the services SBETA has to offer.

- Develop a business kit with a simple layout that provides a snapshot to businesses on why and how SBETA’s services can be incorporated into their plan. A professional marketing firm could be hired to design the kit at a cost of approximately \$5- \$10,000, however this project could be an excellent opportunity to engage students from Cal State or the Art Institute through a contest or class assignment.
 1. Each kit should be appropriately branded using SBETA logo and City logo matching the colors and style of the website.
 2. Should contain meaningful, easy to read literature
 3. Should contain the appropriate applications or contact info to apply
 4. Part of the design should include a postcard that could be used as a mailer, bag stuffer, through other City departments such as EDA, Community Development, etc.

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- A series of key messages should be developed that are reflected throughout the business kit or any materials provided to the business community by the agency, as well as verbally spoken by consultants who work for the agency.
 1. Reimbursement and tax incentives
 2. No Income Requirements
 3. Most in need and most able to benefit
- Focus business topic on incentives
- Develop a series of business profiles both in print and in PSA which could be shared on IEMG Ch. 3 or via CD to be included in the business kit. The profiles will showcase success stories of existing businesses that have utilized SBETA’s services.
- Create a newsletter for distribution to SBETA’s board and business community
 1. If a newsletter currently exists, participation from other City Departments should be encouraged through the Manager of Communication.
- Conduct a SBETA Chamber of Commerce Tour- recommendation is that SBETA create a yearly “tour” of speaking engagements at area Chambers of Commerce. A presentation should be given at each one of these about what SBETA does for the community, and how their businesses can benefit.
- Open House- Recommendation is that SBETA hold a yearly open house for the business community to come out and see firsthand the types of activities they can play a role in.
 1. Invite the Chamber of Commerce
 2. Other important business members

Community Members:

- Develop a Community Kit similar to that of the business kit, but with literature specific to individuals interested in benefitting from the services SBETA has to offer.
 1. This kit could also be summed up in one easy to read tri-fold pamphlet that matches the color and design of the website.
- PSA’s- work with IEMG Ch.3 to create a series of PSA’s with SBETA success stories. These could be aired on Ch.3, pitched to the media or put on a CD to hand out in the kits.
- Create a SBETA “Alumni Association”- Bringing these successful people together will serve as a sense of pride and accomplishment for the City and those involved.
 1. Once a year hold an awards dinner, where successful users of the program get honored
 2. An exceptional business partner could be honored at this ceremony as well
 3. Could draw very positive media attention
- Manager of Communications to create letter to send to alumni network

Additional Recommendations:

- Creation of a quarterly performance report to be presented to the Council and SBETA Board, recapping the accomplishments of the Department throughout the year. This is an extremely important document which will help the department reflect both historical accomplishments as well as shape future perspective.
 1. A yearly report should also be created for presentation and use by the Mayor as background for State of the City address.

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- Develop a series of business profiles both in print and in PSA which could be shared on IEMG Ch. 3 or via CD to be included in the business kit. The profiles will showcase success stories of existing businesses that have utilized SBETA’s services.
- Newsletter- Recommendation would be to start a quarterly newsletter to be mailed, or preferably posted online to update constituents of the latest news in SBETA.
- Social Media- recommend a Facebook and Twitter account be established. These can be linked to from the SBETA website and will offer a variety of “latest news” to the community.
 1. SBETA will need to determine the appropriate person/people to monitor these forums, which often take a great deal of time.
- Manager of Communications to look for media opportunities- media remains one of the most strategic ways of “advertising” at no cost to the organization. Some ideas include:
 1. SBETA Business consulting Seminars
 2. General Seminars
 3. Kohl’s partnership
 4. Water- job training and placement
 5. University of New Mexico 12 day program
 6. United Way partnership
- Develop ideas for potential press conferences
 1. Creation of a new program
 2. Business that brings in large number of jobs

Marketing:

- Development of sponsorship opportunities- Manager of Communications will assist SBETA in looking for opportunities to sponsor events that fit the scope of the organization’s goals. Events like the Green Job Summit where SBETA’s name is attached to a cause that relates to the overall mission is a low cost, but extremely effective way of marketing. I would recommend setting a budget for the first year of approximately \$25,000 for these types of sponsorship opportunities. This would include:
 1. Paying for advertising costs for events (Magazine, TV, Radio ads)
 2. Booth space at trade shows
 3. Partnerships with EDA
- Billboards- Depending on the location, billboards can be very costly. From a communications perspective, it’s not necessary for a nonprofit organization to pay for such costly space unless there is a definitive message the organization hopes to get across, such as “don’t drink and drive” or “stay in school.”
 1. The City does however have access to the Arrowhead Credit Union Billboard located on I-10 at a very low cost of \$50 per advertisement. The City can use the space up to 6 times per year- split amongst other departments; this could be a useful way to advertising an event or class that SBETA is sponsoring.
- PSA’s- like advertisements that run on television, PSA’s are an effective way of delivering an organizations message, and could be extremely beneficial to SBETA.
 1. Nearly every radio station in the Inland Empire reserves a portion of its advertising space for PSA’s which run anywhere from 10 seconds to 1 minute and provide organizations opportunities to “advertise for free”.

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2. Many stations simply require an application be filled out- of course space is limited.
- Advertisements- Local focus. Prices vary and are contingent on the section and time of year the advertisement is placed, but range typically from \$250- \$500. It would be advantageous to place ads specific to programs SBETA offers. I would recommend placing ad’s regularly in the business section of the following:
 1. Business Press
 2. Sun (business section)
 3. Press Enterprise
 - Advertisements- Regional
 - Website- After closely reviewing SBETA’s website, it is not recommended that additional changes be made at this time- the flow is easy to follow, it is user friendly and information is reasonably easy to find.
 - Strengthen presence in EDA’s Office of Business development- I would recommend links from each department’s website to the other, and the creation of a series of key messages for EDA to share with businesses each time the center is approached.

A shared vision with EDA could greatly enhance SBETA’s saturation in the business community, and may actually increase businesses desire to locate in San Bernardino because of the added benefits SBETA offers.

Summary

Through strategic marketing, I believe that SBETA’s first year goals of increasing its business participation and overall awareness of the organization can be realized at a total cost well under \$40,000. Recommendation is to focus on public relations to tell SBETA’s story vs. traditional marketing tactics.