



CITY OF MORGAN HILL

Communications Assessment Report

January 2017

Submitted by Ryder Todd Smith

Jon Barilone

Version 3



TRIPEPI SMITH
marketing • technology • public affairs

Table of Contents

Executive Summary	2
Summarized Observations.....	4
Summarized Recommendations.....	7
About Morgan Hill.....	9
The Importance of Communications	10
Engagement Approach Summary	11
A Changing Communications Landscape.....	11
Morgan Hill By the Numbers	12
Current Communication Methods.....	15
Department Communication Activities.....	30
City Manager’s Office.....	30
Administrative Services.....	31
Community Development and Housing	34
Community Services Department	35
Economic Development.....	39
Fire Department.....	40
Police Department.....	41
Public Works, Utilities	43
Partner Agencies and Outside Perspectives.....	44
Chamber of Commerce	44
Morgan Hill Downtown Association	44
Morgan Hill Unified School District	45
Communications Observations.....	46
Recommendations.....	48
Conclusion	56
Appendix A – Interview Participants.....	58
Appendix B – Communications Survey Summary	60
Appendix C – Constant Contact Lists	76
Appendix D – Internal Communications Guides and Templates	78

Executive Summary

Morgan Hill engaged Tripepi Smith to assess the City's current Communications strategy and processes, with the long-term goal of strengthening the City's communications with its

residents and businesses. To this end, Tripepi Smith conducted interviews with 48 individuals to analyze the City's existing communication platforms and determine how the City could improve and expand its current communication methods. Interviewees included: City Council Members, City staff (often referred to in this report as "teammates" to reflect City's preferred terminology), representatives of partner public agencies (Chamber of Commerce, School District, etc.), and involved citizens.

Additionally, Tripepi Smith assisted the City with a "Communications Survey" that sought to measure the community's current levels of satisfaction with the City's external communication efforts. Those findings have been included [in Appendix B](#) of this report.

City communications and citizen engagement are critical aspects of a City's day-to-day operations. Maintaining open lines of communication with residents can enhance the community's understanding and awareness of City services and policy making, avoid conflict, empower citizens to help improve their community, and deliver on the myriad benefits of transparency.

Morgan Hill City Council and staff show a sincere interest in public outreach, and there is a solid Communications foundation to build upon. For example, the City has one of the more active email marketing platforms (Constant Contact) Tripepi Smith has observed. Other notable Communications efforts include:

- Hiring the first-ever full-time Communications and Engagement Manager three years ago.
- Completely refreshing and updating the City website two years ago, making it mobile-friendly, providing a fresh new look, improving searchability, and making it translatable with Google Translate.
- Adopting the "Spectrum of Public Participation" guidelines for Communications.
- Establishing a main City Facebook Page three years ago, which has over 2,500 Page Likes/Fans now.
- Establishing a main City Twitter account two years ago.
- Implementing "Siteimprove" for better overall website management and analytics review.
- Implementing a strategic and comprehensive Communications & Engagement process as part of the Downtown projects and single-lane pilot project.
- Holding regular "Coffee with the Mayor" meetings to engage with community members in an informal environment.
- The first ever "Coffee with a Cop" was held in Fall 2016.
- Using a digital tool called "Flipping Book" to display its budget and master plans in an interactive format.

Prior to 2013, the City lacked a dedicated Communications position. Prior to 2011, the Assistant to the City Manager had "Communications" as one of many responsibilities. The focus on Communications waned during the economic downturn (2008 - 2011) when additional responsibilities were added to that position. After hiring Maureen Tobin as the new Communications and Engagement Manager in 2013, a decision was made to use the resource of this new role to focus on a strategic and comprehensive Communications & Engagement

process as part of the Downtown projects and single-lane pilot project. These responsibilities were the primary (and sometimes sole) focus for Maureen for approximately two years. Previously, Maureen had a part-time temporary employee who helped execute some day-to-day Communications responsibilities. The hours for this position currently are budgeted, but the position is unfilled at this time.

Currently, Maureen Tobin has shifted back to focusing on the City's overall Communications efforts and fulfills the role of Public Information Officer. She has received PIO training, Crisis Communications Training, and a Public Engagement Certification. Maureen oversees Communications for the City and certain Departments have empowered individuals to champion external communications. Tripepi Smith noted that a significant portion of Maureen's time is dedicated to executing communications and monitoring/responding to conversations on social media.

Per City Manager Steve Rymer, the goal is for all Departments to embrace their own proactive and strategic Communications efforts as a fundamental part of their work. This would enable Maureen to better manage the City's communication efforts and allow her to focus more on proactive, strategic campaigns. As of this writing, Maureen has already taken the first steps in establishing a "Communications Team."

Tripepi Smith's recommendations generally center on:

- addressing the federated nature of Communications and attempting to better coordinate and plan communication activities
- expanding the use of social media as a second digital front for the City's online communications
- documenting policies and procedures
- pursuing a more aggressive media engagement strategy, particularly with new media.

Additionally, Tripepi Smith has identified specific areas for improvement with Action Steps in each of those areas. Some of these Action Steps are immediately achievable with current resources, while others may require additional resources to implement. These details are present in the expansive Recommendations section at the end of this report. The general theme in these areas was either identifying how to improve upon existing processes or driving an evolution in strategy that could yield communications that better tell the City's story, reach a larger portion of the community, and encourage more positive sentiment about the City.

Summarized Observations

General

- The City is doing relatively well with its transparency efforts: it freely offers video recordings of important meetings via Granicus, and financial information such as employee compensation.
- There is a growing concern about misinformation and rumors spreading rapidly online and the current/potential resources needed to address misinformation.

- 30.3% of Morgan Hill, CA citizens are speakers of a non-English language and the most common non-English language is Spanish (Spanish or Spanish Creole - 19.3%).¹ All safety and health messages are sent out to the community in both English and Spanish. Otherwise, there does not seem to be a formal policy or decision tree on when communications should be sent/published in a language other than English.
- The City Manager and other Department leaders meet in a Weekly Leadership Huddle, with a set agenda. Maureen Tobin uses this time to extract information from teammates that could be used in City communications, but “Communications” is not a regular agenda item.

Strategy & Policy

- The City Manager has empowered a hybrid Communications model where each Department manages its own external communications (often with Maureen's guidance and input), supplemented by Maureen managing the City's overall strategic communications. As of this writing, Maureen has begun taking steps to establish a “Communications Team.”
- Currently, there are no formal policies or guidelines that define when it is appropriate to generate a “News Flash” post on the website, adjust the home page image ‘carousel,’ send a Constant Contact email, issue a Press Release or post to social media. Maureen manages all these tasks and uses her judgment.
- Some departments and teammates—such as the Economic Development team, the Community Services team, and the Police Department—act autonomously to execute communications on their own without waiting for approval from the City Manager's Office. While this has not resulted in any issues to date, Tripepi Smith observed a lack of strategy, policy, long-term planning, or messaging guidelines that tie all Department communications together.
- The City has developed multiple tools to help teammates understand the City's general approach to Communications, such as “Communication Tools for Teammates,” a “CMH Spectrum of Public Participation” graphic, and a “Community Engagement Model Guidebook and Tool Kit.” [See Appendix D](#) for the list of documents. Sometimes, though, communication responsibilities fall to teammates who do not have strong Communications backgrounds or much interest in Communications.

Website

- The City's website is modern-looking, displays well on mobile devices, is intuitive to navigate as a user, and is fairly easy to update as an admin.
- Certain teammates are members of the “Web Team”: staff who have been trained on how to upload content to the website and update webpages. Ultimately, Maureen Tobin is responsible for the website and its content.

¹ <https://datausa.io/profile/geo/morganhill-ca>

- The City does not currently have a formal “Website Governance Policy,” which typically outlines an organization's structure of staff and the technical systems, procedures and policies to maintain and manage its website.
- The City website has Google Translate enabled, making it accessible to non-English speakers, which Tripepi Smith considers a best practice.

Social Media

- Certain Departments have demonstrated a willingness to adopt new communication platforms, though the City mostly focuses on Facebook with multiple Facebook Pages.
- The City auto-posts the majority of its Constant Contact emails to the City Facebook Page and Twitter Profile, which is not an ideal practice. Facebook, in particular, will prioritize posts created on its own platform vs. third-party tools.
- City social media posts are reaching a fraction of their potential audience. This is especially evident on Facebook, where the potential audience of just Morgan Hill residents on Facebook is approximately 24,000 individuals but the City’s main page only has 2,650 Likes/Fans. The largest City-owned Facebook Page (the Morgan Hill Police Department) has approximately 8,700 Likes/Fans.
- There are multiple community Facebook Pages and Groups with large memberships. Maureen regularly reads the posts in these spaces and is the only one who officially responds as “the City of Morgan Hill.” Some City staff members and City Council members occasionally monitor these spaces, but there is no formal policy to determine who can post/respond in these spaces and when it would be appropriate to do so.

Media/Press

- The City has defined multiple “media lists” that receive all City Press Releases and ‘eBlasts’ (digital announcements of breaking/important news).
- There is some evidence (outside of the Economic Development Department’s relationship they have built with the *Silicon Valley Business Journal*) of a *proactive* media engagement strategy on larger City issues, including proactive planning to involve media in City projects.
- Morgan Hill has two local newspapers that cover City and community news. Both newspapers are open to receiving and printing content from the City, including local events. Periodically, Maureen meets with editors from each paper to touch base and look for ways to work more effectively together. Regional media outlets mostly focus on weather and crime within the City.
- Department heads have been empowered to answer media inquiries directly, but will often notify the City Manager/Communications & Engagement Manager that they have been contacted and/or ask for input.

Direct Communications (Email & Nixle)

- The City is making good use of a large Constant Contact email database. Email is a highly effective way to ensure Cities are directly reaching community members. There is room for improvement when it comes to actively collecting email information at City facilities, Council meetings and City events.

- Currently, the Police Department is the only City agency/Department using Nixle. There are only 1,059 total unique people/businesses in the Nixle contact database—roughly 2.5% of the City population.

Summarized Recommendations

Based on the observations above, Tripepi Smith formulated the following recommendations to help the City enhance its communications and create/optimize platforms to further engage its residents. These recommendations have been formed with both a general goal as well as specific Action Steps to take to achieve the goal. The recommendations have been geared around improving the execution, delivery and impact of the City's outreach and messaging efforts.

1. Continue to Optimize Website and Define Governance

While the City's communication efforts have advanced on social media platforms, these all generally drive traffic to or link back to the core repository of the City's website, which typically receives 40,000-60,000 Visits per month. The CivicPlus website organizes content into sensible categories and most webpage content is easy for City staff to update. Tripepi Smith identified several Action Steps to improve the website experience for users, as well as formalizing processes for website admins.

2. Develop a Social Media Strategy & Policy

Social media is an integral part of any Communications plan for cities today. Staff realizes residents have come to expect their government to engage via social media channels and has established a presence on a number of social media platforms. However, all platforms have relatively modest followings and some are being managed by multiple staff members, which can lead to confusion over who is responsible for posting content and when. Tripepi Smith has suggested that the City adopt a formal Social Media Policy, develop a long-term strategy that harmonizes with the City's goals, and establish regular "social media team" meetings to review future content.

3. Optimize Social Media Sites

The City has invested time, energy and resources into establishing an official Facebook Page, Twitter Profile, Instagram account and YouTube Channel. There is room for improvement on each of these assets in terms of fleshing out Bio/About sections and optimizing the way posts are displayed to make them more engaging to Fans/Followers.

4. Drive Social Media Audience Growth

The social media audience being reached—while growing—is not large. The fixed cost of producing these communications are not being sufficiently leveraged across a larger audience. To that end, the City should invest in audience growth tactics and long-term strategies that may cost more in the near future but yield higher outreach results and better leverage Maureen's time.

5. Integrate Cohesive Communications Strategy Throughout Departments

Morgan Hill's communication efforts currently happen on a somewhat "decentralized" basis where Department heads are largely responsible for their Department's external communication efforts. As a result, there has been some variation in Departments'

Communications approaches and visuals. In this type of structure, agreed-to strategies and policies alleviate some of the burden on a central management figure to ensure the City is being consistent with its branding and messaging. With longer-term plans and guidelines, the City can build out a more consistent experience when it comes to external communications with the community.

6. Develop Media Engagement Strategy, Policies and Procedures

The changing media landscape means that, more and more, organizations must rely on direct communication with the public. However, traditional media is still an important component of the current Communications landscape, and Morgan Hill has several local outlets that can be leveraged. Reporters provide different perspectives and viewpoints that engaged residents will consider separately from City materials. Providing staff with guidance on media relations will help ensure information is shared in the City and clarify the role(s) staff members and Council members should take in handling communications for the City.

7. Deepen Direct Electronic Communications with Residents

Direct electronic communication is a timely, cost-effective way to reach a large audience instantaneously. Examples include email campaigns, text alert systems, and broadcast media. More and more, the public is accustomed to receiving information electronically. While the City has done a great job in developing its email platform (Constant Contact), Tripepi Smith recommends the City deepen its use of direct electronic communications as a core part of resident outreach and suggests methods to achieve this.

8. Communications Metrics: Measure What Matters

Outside of the Recreation division, Morgan Hill staff does not regularly report on available metrics for a number of the City's Communications platforms. For example, City management and City Council rarely hear about data on website activity, social media successes, or the impact of physical collateral/mailers. Collecting and reviewing these metrics is important, but so too is converting the data into actionable steps for management.

9. Empower Staff and Council as Information Ambassadors

The City places a strong emphasis on customer service and individual attention. This requires effective one-on-one engagements by City staff with residents to answer their questions in a timely and professional manner. This is also an opportunity for the City to leverage a strength of customer service to turn each staff person, particularly those on the front lines of engaging with the public or who are in the field working, into ambassadors for the City's efforts and communication platforms.

10. Continue to Grow & Celebrate Transparency Efforts

Transparency is a concern for local governments as a tech-savvy and concerned public makes greater demands for "open data" regarding government business. Morgan Hill's transparency efforts help reaffirm trust while clearly communicating the status of the City's finances so that residents can fully understand the financial demands and challenges the City faces. While Morgan Hill employs several best practices, these practices could be more prominent on the website and celebrated within its communications.

11. Evaluate a Changed Model for Staff Support of City Communications

Maureen Tobin is the central figure responsible for overseeing the City's communication efforts across multiple Departments, a role similar to a Public Information Officer in other cities. Tripepi Smith noted that, given her role, Maureen spends a large amount of her day-to-day hours on tasks and efforts that could just as easily be completed by a more junior resource. Previously, Maureen had a part-time temporary employee assisting her; the hours for this position are currently budgeted, but the position is unfilled at this time. Filling this position would better leverage Maureen's experience and skills to bring a more uniform voice to the City's communications.

About Morgan Hill

Morgan Hill is a thirteen-square-mile residential community in Santa Clara County, California. Morgan Hill is a General Law city with a Council/Manager form of government. The City Council consists of a directly elected Mayor and four Council Members. The City offers its residents a high quality of life, access to the outdoors, regional recreation amenities, and jobs in a number of industries, with a strong focus on manufacturing of electronic components, food and sports recreation. The Downtown area is burgeoning with exciting redevelopment. The City recognizes its roots as an agricultural center while also touting its transformation into a progressive residential community in 'Silicon Valley.' Morgan Hill is especially known for its Centennial Recreation Center, its "small-town" charm, "El Toro"/"Murphy's Peak," wineries, Gavilan College, and a growing swath of Downtown restaurants.

The City was incorporated on November 10, 1906 as the Town of Morgan Hill. By the 1920s, the city was known for its agricultural products including prunes, apricots, peaches, pears, apples, walnuts, and almonds. In the 1950s, Morgan Hill experienced an economic transformation from an agricultural center to a suburban residential community. Growth began to accelerate rapidly in the 1970s as Silicon Valley developed and workers moved to Morgan Hill. By 1980, the population had increased to approximately 18,000 residents; by 2010, that number had more than doubled.² Morgan Hill residents have enjoyed numerous benefits from its voter approved Residential Development Control System (RDACS) since the 1970s. The community's growth management system was recently extended until 2035 with the passage of Measure S in November 2016.

Today, Morgan Hill is primarily a residential community for Silicon Valley, as well as the seat for several high-tech companies, such as Anritsu (telecommunications) and Flextronics (electronics manufacturing).³ All the while, the City's Downtown area continues to attract new eateries and shops, making it a prime destination for residents and Santa Clara County visitors alike.

Per the 2010 U.S. Census Bureau, Morgan Hill had a population of 37,882 and the projected 2015 population was 42,948.⁴ The current population is approximately 44,000. At the time of the 2010 Census, the ethnic makeup of Morgan Hill was:

² <http://www.morganhill.ca.gov/315/History>

³ https://en.wikipedia.org/wiki/Morgan_Hill,_California

⁴ <http://www.census.gov/quickfacts/table/PST045215/06085,0649278>

- 24,713 (65.2%) White
- 12,863 (34.0%) Hispanic or Latino of any race
- 5,779 (15.3%) from other races
- 3,852 (10.2%) Asian
- 2,332 (6.2%) from two or more races
- 746 (2.0%) African American
- 335 (0.9%) Native American
- 125 (0.3%) Pacific Islander

As of 2010, the median age in the City was 36.8 years, which is on par with the median age in Santa Clara County. The City population had:

- 10,838 people (28.6%) under the age of 18
- 2,909 people (7.7%) aged 18 to 24
- 10,000 people (26.4%) aged 25 to 44
- 10,537 people (27.8%) aged 45 to 64
- 3,598 people (9.5%) who were 65 years of age or older⁵

Per the same 2010 U.S. Census data, the median household income was over \$96,000, which is very close to the County's median household income. The median value of owner-occupied housing units was \$588,000 (lower than the County median of \$746,500), and the owner-occupied housing unit rate from 2010-2014 within the City was 71.4% (significantly higher than the County rate of 56.1%). On average, there are approximately 3.06 persons per household with approximately 12,900 households in the City.

Approximately 88% of the population age 25 or older is a high school graduate (County average is 87%), and 38% of the population age 25 or older has a Bachelor's degree or higher (below the County average of 47%). From 2010-2014, the mean travel time to work (for workers age 16 and older) was 31.7 minutes—higher than the County's average of 25.6 minutes.⁶

The most common language spoken in the City other than English is Spanish. 30.3% of City residents speak a non-English language at home: Spanish or Spanish Creole - 19.3%; other Indo-European languages - 5.7%; Asian and Pacific Island languages - 5.1%.⁷

The Importance of Communications

Local government is the institution of government closest to the people. It is often a citizen's only point of civic engagement in any given year. It is also the most trusted form of

⁵ Ibid.

⁶ Ibid.

⁷ http://factfinder.census.gov/bkrmk/table/1.o/en/ACS/14_5YR/S1601/1600000US0649278

government, due (in part) to the ability of residents to interact directly with elected leaders and City staff during everyday life.⁸

Building and consistently executing a Communications plan helps cities foster an engaged community. By leveraging established communications platforms and creating new ones, cities can inform residents of upcoming initiatives, alert citizens to community meetings, and organize the community in response to emergencies. To see the most benefit from their communication efforts, cities must build trust through regular communications and proactive efforts. Times of crisis are not the best time to begin a dialogue with the community. Reactionary communications on controversial community issues can appear artificial and desperate.

Morgan Hill is a relatively small, residential community with busy residents who are especially concerned with how transportation and residential growth are impacting Morgan Hill and its 'small-town feel.' The City places great emphasis on keeping its community up-to-date on City business, construction and other projects, namely through emails and website updates. This report documents the City's current processes, identifies successes, and suggests future goals for the City's communication efforts.

Engagement Approach Summary

To evaluate the City's current Communications strategy and processes, Tripepi Smith met with City Council Members, leadership from departments within the City, outside agencies who serve the community, and community influencers who either create or consume City communications. These interviews allowed Tripepi Smith to assess existing communications from both internal and external viewpoints. For a full list of assessment participants, [see Appendix A](#).

Having completed the interview process outlined above, Tripepi Smith set about documenting existing Communications processes and platforms, identifying opportunities for improvement, and surfacing best practices that the City could most effectively integrate into existing processes. Consideration was given to organizational culture and fiscal viability.

A Changing Communications Landscape

The decline of the local newspaper across America and concurrent rise of the Internet has diversified sources for local news. The situation is made more complex by the continued consolidation of newspapers across the state and the rise of a highly saturated market in remaining outlets. During the course of the interview process, City staff noted that regional media coverage from publications such as The Mercury News is lacking and tends to focus on negative news versus promoting positive City services and programs. The City's two local newspapers (Morgan Hill Life and Morgan Hill Times), by comparison, focus more on local news that relates to the City government and would be important to residents.

Residents have significantly evolved the tools they use to gather information. For large numbers of residents, this is through the Internet and delivered on traditional computers or mobile devices. The information may come from social media, online newspaper sites,

⁸ <http://www.gallup.com/poll/5392/trust-government.aspx>

bloggers or the City's own platforms. The possible channels of communication have only increased, so delivering messages to residents requires the dissemination of information across all available platforms to reach the widest possible audience.

Morgan Hill By the Numbers

The City utilizes multiple means and methods for communicating with its residents, and each channel allows for an opportunity to reach residents in a slightly different way. An effective Communications effort focuses on using platforms that its residents are most comfortable with, and may include: websites, street banners, social media, printed collateral and television spots.

Understanding the audience size and characteristics of the audience is important in setting goals and defining engagement success. The table and line graph below illustrate various market metrics to evaluate the total existing and total potential audience for communications via assets/channels the City manages. *Non-census counts are from November 2016, unless otherwise noted. All figures have been rounded to the nearest five, for clarity.*

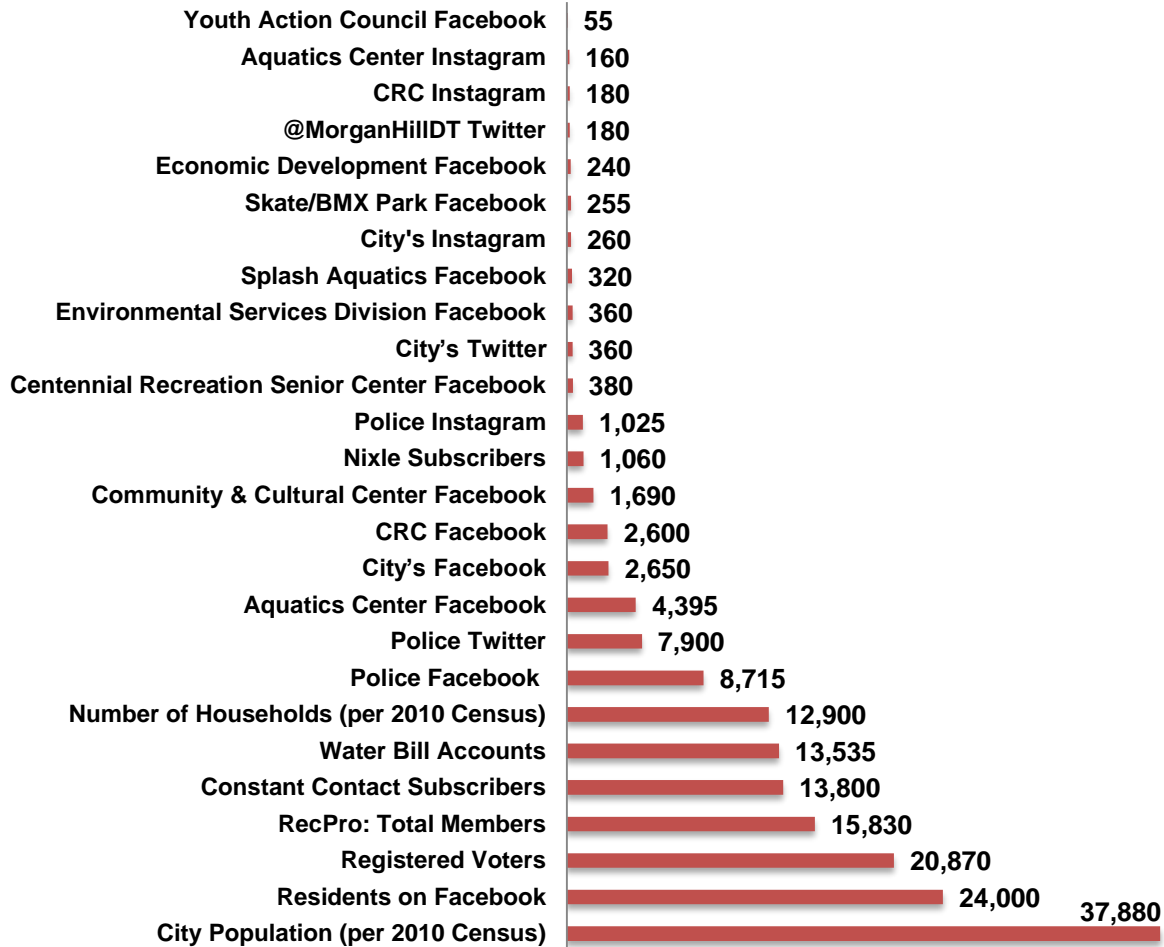
ASSET	COUNT	NOTES
City Population (per 2010 Census)	37,880	Per the 2010 U.S. Census Bureau, Morgan Hill had a population of 37,882 and the projected 2015 population was 42,948. The current population is approximately 44,000.
Residents on Facebook	24,000 (est.)	Determined by "Potential Reach" of Facebook Ad targeting just People 18+ who identify as living in Morgan Hill.
Registered Voters	20,870	As of September 2016, per City Clerk's Office.
Number of Households (per 2010 Census)	12,900	Owner-occupied housing unit rate from 2010-2014 within the City was 71.4%. On average, there are approx. 3.06 persons per household.
Constant Contact Subscribers	13,800	Individual people subscribed.
Nextdoor.com Members	5,600	4,170 of 15,224 (27%) households claimed. ⁹
Nixle Subscribers	1,060	901 mobile (text/SMS) subscriptions, 527 email subscriptions.
RecPro: Total Members	15,830	As of July 1, 2016.
Water Bill Accounts	13,535	2,873 accounts opt for online bill pay.
City's Twitter Followers	360	643 Tweets
City's Instagram Followers	260	
City's Facebook Page Like/Fans	2,650	1,379 are Residents (52%)
Police Facebook Page Likes/Fans	8,715	3,771 are Residents (43.3%)
Police Twitter Followers	4,790	1,438 Tweets
Police Instagram Followers	1,025	61 Posts

⁹ Defined as: at least 1 member of the household is a Nextdoor.com member. For example, if both a husband and wife are on Nextdoor.com, that would count as 2 members, but 1 household.

<u>ASSET</u>	<u>COUNT</u>	<u>NOTES</u>
Economic Development Facebook Page Likes/Fans	240	147 are Residents (61.5%)
@MorganHillDT Twitter Followers	180	334 Tweets
Environmental Services Division Facebook Page Likes/Fans	360	210 are Residents (58.5%)
Centennial Recreation Center (CRC) Facebook Page Likes/Fans	2,600	1,266 are Residents (48.7%)
CRC Instagram Followers	180	42 Posts
Community & Cultural Center Facebook Page Likes/Fans	1,690	880 are Residents (52%)
Aquatics Center Facebook Page Likes/Fans	4,395	587 are Residents (13.4%)
Aquatics Center Instagram Followers	160	32 Posts
Splash Aquatics Facebook Page Likes/Fans	320	154 are Residents (48.1%)
Centennial Recreation Senior Center Facebook Page Likes/Fans	380	168 are Residents (44.3%)
Skate/BMX Park Facebook Page Likes/Fans	255	91 are Residents (35.5%)
Youth Action Council Facebook Page Likes/Fans	55	

Morgan Hill By The Numbers

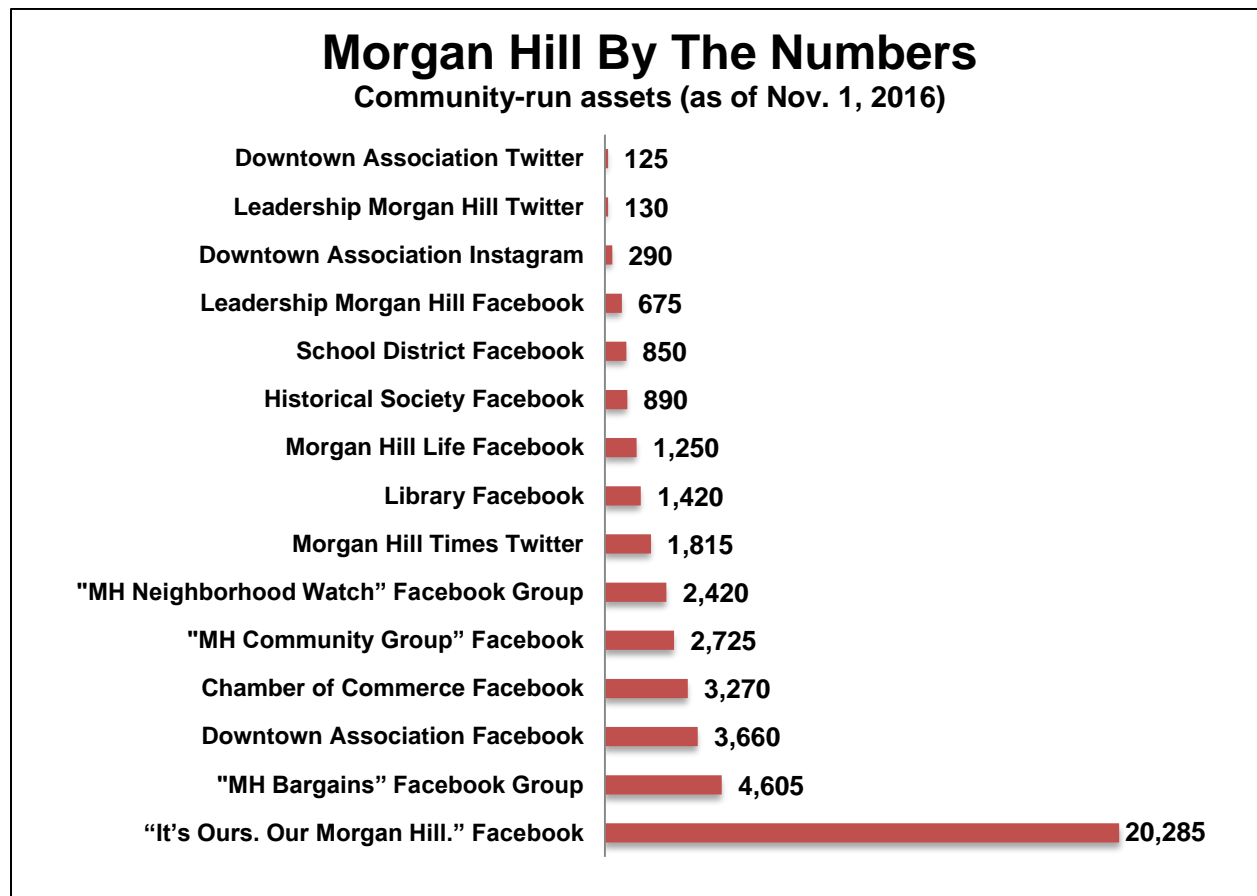
City-owned assets (as of Nov. 1, 2016)



The next table and line graph below illustrate various market metrics to evaluate the total existing and total potential audience for communications via assets/channels managed by community members/organizations. *All figures have been rounded to the nearest five, for clarity.*

ASSET	COUNT	NOTES
Morgan Hill Times Twitter Followers	1,815	8,829 Tweets
Morgan Hill Life Facebook Page Likes/Fans	1,250	
Downtown Association Facebook Page Likes/Fans	3,660	1,765 are Residents (48.2%)
Downtown Association Twitter Followers	125	988 Tweets
Downtown Association Instagram Followers	290	126 Posts
Historical Society Facebook Page Likes/Fans	890	435 are Residents (48.8%)
Library Facebook Page Likes/Fans	1,420	
Chamber of Commerce Facebook Page Likes/Fans	3,270	1,360 are Residents (41.6%)
School District Facebook Page Likes/Fans	850	

<u>ASSET</u>	<u>COUNT</u>	<u>NOTES</u>
Leadership Morgan Hill Facebook Page Likes/Fans	675	
Leadership Morgan Hill Twitter Followers	130	925 Tweets
"It's Ours. Our Morgan Hill." Facebook Page Likes/Fans	20,285	
"Morgan Hill Community Group" Facebook Page Likes/Fans	2,725	
"Morgan Hill Bargains" Facebook Group Members	4,600	
"Morgan Hill Neighborhood Watch" Facebook Group Members	2,420	



Current Communication Methods

Website

City websites can be one of the most powerful tools for communicating with the public. The website can serve as a platform for the latest news and developments in the City, a showcase for economic development, and a place to download forms and conduct City business.

The City's <http://www.morganhill.ca.gov> website runs on the CivicPlus platform, one of the most popular website content management systems used by local governments in North America (CivicPlus has partnered with more than 2,300 local governments across Canada and the United States). CivicPlus has its own built-in Analytics platform called Piwik. All website analytics statistics and graphics below came from Piwik.

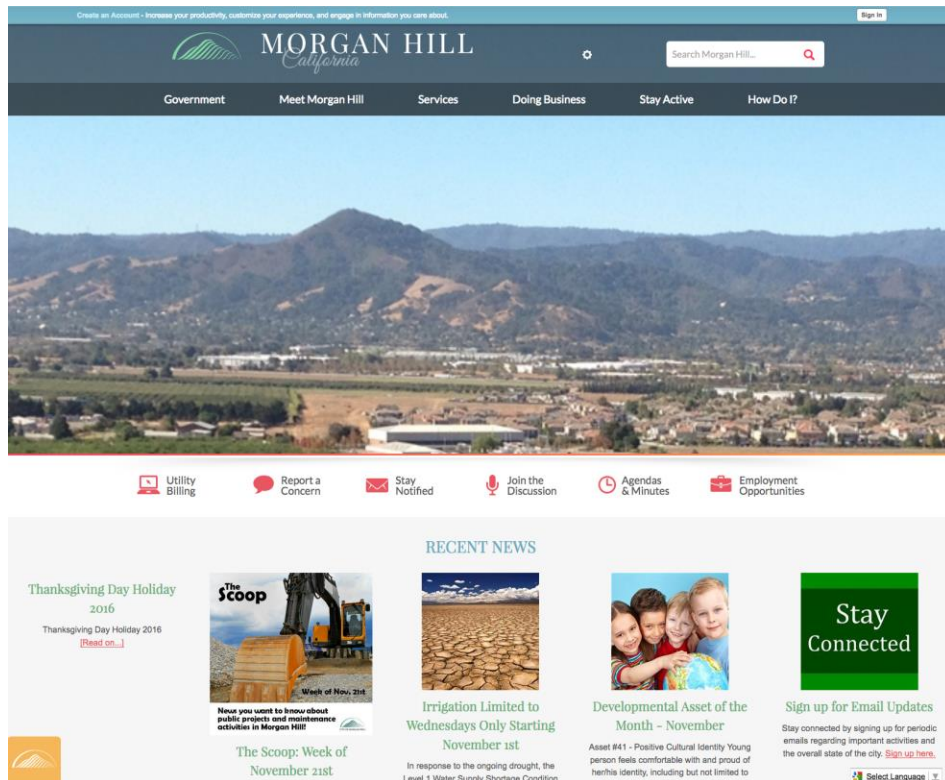


Figure 1 The Morgan Hill City website home page

General Traffic to the Website

In the past six months (May. 1, 2016 – November 1, 2016), the site's daily Visits have ranged from 882 to 2,675. Daily Pageviews during the same timeframe have ranged from 1,319 to 5,288. The average site Session lasted 3 minutes, 19 seconds, which is a very respectable length of time.

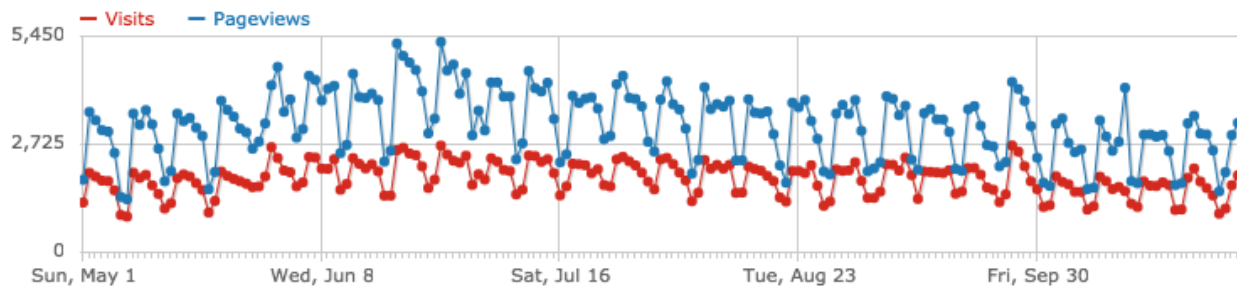


Figure 2 Daily Visits and Pageviews from 5/1/16 - 11/1/16

Top Ten Most-Visited Webpages

The ten most popular website pages (in terms of Pageviews) over the last six months are outlined in the graph below. Unsurprisingly, the Homepage is by far the most popular page since it is usually the main entry point for Visitors. There are multiple pages in the Top 10 about employment within the City, which is consistent with what Tripepi Smith has seen in many other cities. Pages with information about Recreation services and Public Safety also receive a large amount of Pageviews.

PAGE URL	▼ PAGEVIEWS
/index	99,544
/aquatics	35,879
/file-a-police-report	17,087
/job-opportunities	16,225
/ac-summer-season	14,267
/employment-center	12,659
/utility-billing	11,224
/centennial-recreation-center	10,229
/jobs.aspx	8,472
/police	7,928

Figure 3 Most-viewed Pages from 5/1/16 - 11/1/16




Website Traffic by Device

Visitors to the website are primarily using desktop computers (51.8%), but there is a respectable percentage of Visitors accessing the site via Smartphone (37.9%) and Tablet (7%). The figures below outline website visitors' devices of choice from May 1, 2016 – November 1, 2016.

Device model

MODEL	▼ VISITS
Unknown	54% 183,739
Apple - iPhone	25.9% 88,148
Apple - iPad	4.7% 15,969
Samsung - GALAXY S5	1.8% 6,155
Samsung - GALAXY Note 4	0.8% 2,598
Samsung - SM-G920V	0.7% 2,370
Samsung - SM-G930V	0.5% 1,730
Samsung - SM-N920V	0.4% 1,290
Samsung - GALAXY Note 3	0.4% 1,236
Samsung - SM-G920P	0.3% 1,190

Device type

TYPE	▼ VISITS
 Desktop	51.8% 176,164
 Smartphone	37.9% 128,999
 Tablet	7% 23,668

Website Traffic by Geographic Origin

Most website analytics systems make a best guess effort to determine the geographic location of a visitor to the website. This is accomplished by matching a database of source IP addresses with general geographic locations. Piwik notes: "If you are using GeoIP it is possible you will still see many of your visits as located in an "Unknown" region or city."¹⁰ Figure 4 shows that traffic (determined here by Visits count) over the past six months has largely come from "Morgan Hill" and nearby communities.





CITY	VISITS
 Morgan Hill, California, United States  	72,536
 Unknown	59,265
 San Jose, California, United States	40,169
 Gilroy, California, United States	14,272
 Oakland, California, United States	13,135

Figure 4 Top 5 City locations of website visitors from 5/1/16 - 11/1/16

Referrals and Site Search

The data below notes how much traffic search engines and social networks are generating to the City website, search terms that are bringing visitors to the website, and search terms being used on the website itself.

In the past six months (May 1, 2016 – Nov. 1, 2016), Google searches accounted for just over 35% (119,599 out of 340,111) of all Visits to the website, followed by Yahoo! (1.5%) and Bing (1.3%). This ratio somewhat mirrors the global market share of those three search engines: 76.0%, 6.56% and 8.28% respectively.¹¹

SEARCH ENGINE	VISITS
  Google	119,599
  Yahoo!	5,040
  Bing	4,577

Figure 5 Visits to the site from major search engines from 5/1/16 - 11/1/16

The top 10 search terms bringing visitors to the City website are: city of morgan hill, morgan hill ca, morgan hill aquatics center, morgan hill, morgan hill aquatic center, city of morgan hill jobs, morgan hill police department, morgan hill water park, morgan hill community center, morgan hill California, morgan hill aquatics.

¹⁰ <http://piwik.org/docs/geo-locate>

¹¹ <https://www.netmarketshare.com/search-engine-market-share.aspx?qprid=4&qpcustommd=0>

There were a couple conflicting reports on the search terms visitors are entering into the Site Search. On the left is what CivicPlus reports; on the right is what Piwik reports. Regardless, there are multiple similarities between the two reports: jobs/job postings, high speed rail, water, swim lessons, and passport.

Search Terms

Term	▼ Number of Searches
Prices	267
jobs	244
High Speed Rail	206
WATER	176
Crc	175
Job Postings	158
general plan	137
passport	129
Swim Lessons	125

Site Search Keywords

KEYWORD	▼ SEARCHES
jobs	152
job postings	99
high speed rail	92
prices	92
water	90
passport	77
budget	65
permits	62
swim lessons	62

Observations

- Overall, the City website does a great job of helping users find popular content, especially with its robust homepage and prominent Search function. The website's top navigation menu structure may require a user to make a few clicks/taps to find a specific page, but is relatively sensible in terms of its categorization.
- Currently, there are multiple domain names that all point to the City's website: ca-morganhill.civicplus.com & ca-morganhill2.civicplus.com and morgan-hill.ca.gov. However, upon landing on the site, a user is not redirected to any particular URL. Ideally, all of these domains should resolve to the preferred domain of <http://www.morganhill.ca.gov>. (This has been referred to CivicPlus for resolution.)
 - Many cities have opted to register a more conventional domain name that ends in .org or .com. The City has not.
- The website offers a comprehensive Staff Directory, which Tripepi Smith generally recommends as a best practice for City websites.
- There are no meta Descriptions or Keywords for site pages yet, but the City is beginning to address this with the implementation of Siteimprove and its toolset. Meta Descriptions are used in search engine results to let potential visitors know what content is on the webpage. Well-written meta descriptions can also increase click-through rates to the City website from search engine results.

- The City does not utilize a formal policy for website governance, which would typically outline the structure of staff and the technical systems, policies and procedures needed to maintain and manage a website.
- Multiple staff members have been empowered to add Department-specific content to the website. As of this writing, there was no regular audit process or timetable in place to ensure website content is up-to-date and accurate, but the City has begun to address this with the implementation of Siteimprove and its toolset. Some teammates do make use of the 'Expiring Content' feature of CivicPlus, though.
- The site is "mobile responsive," which is a best practice due to the rapid growth of website traffic from mobile devices. Google has confirmed that responsive design is their preferred mobile configuration and will give some preference in search results to websites that display well on mobile devices.

Email (Constant Contact)

Email is one of the most effective direct communication tools in a City's toolset, as an email message is almost certain to end up in the inbox to which it is sent, though sometimes Spam filters can intervene. Email remains the original "killer app" for the internet and most people continue to use email as their workflow tool for managing information. As such, injecting City information into a resident's inbox is a Communications win. Morgan Hill uses Constant Contact for its email marketing solution, mainly to communicate about official City meetings, agendas, and notices about projects that could impact the community's day-to-day routines.

The City's email contact database is, by far, its largest asset in terms of the number of individuals it is possible to immediately reach. As of November 2016, there are 13,800 individual Constant Contact Subscribers. While there are likely some subscribers from outside the city, the amount of Subscriber Profiles is *equivalent* to 36% of the City's 2010 total population. [Please see Appendix C](#) for a full table of the Constant Contact Lists and their Subscriber counts.

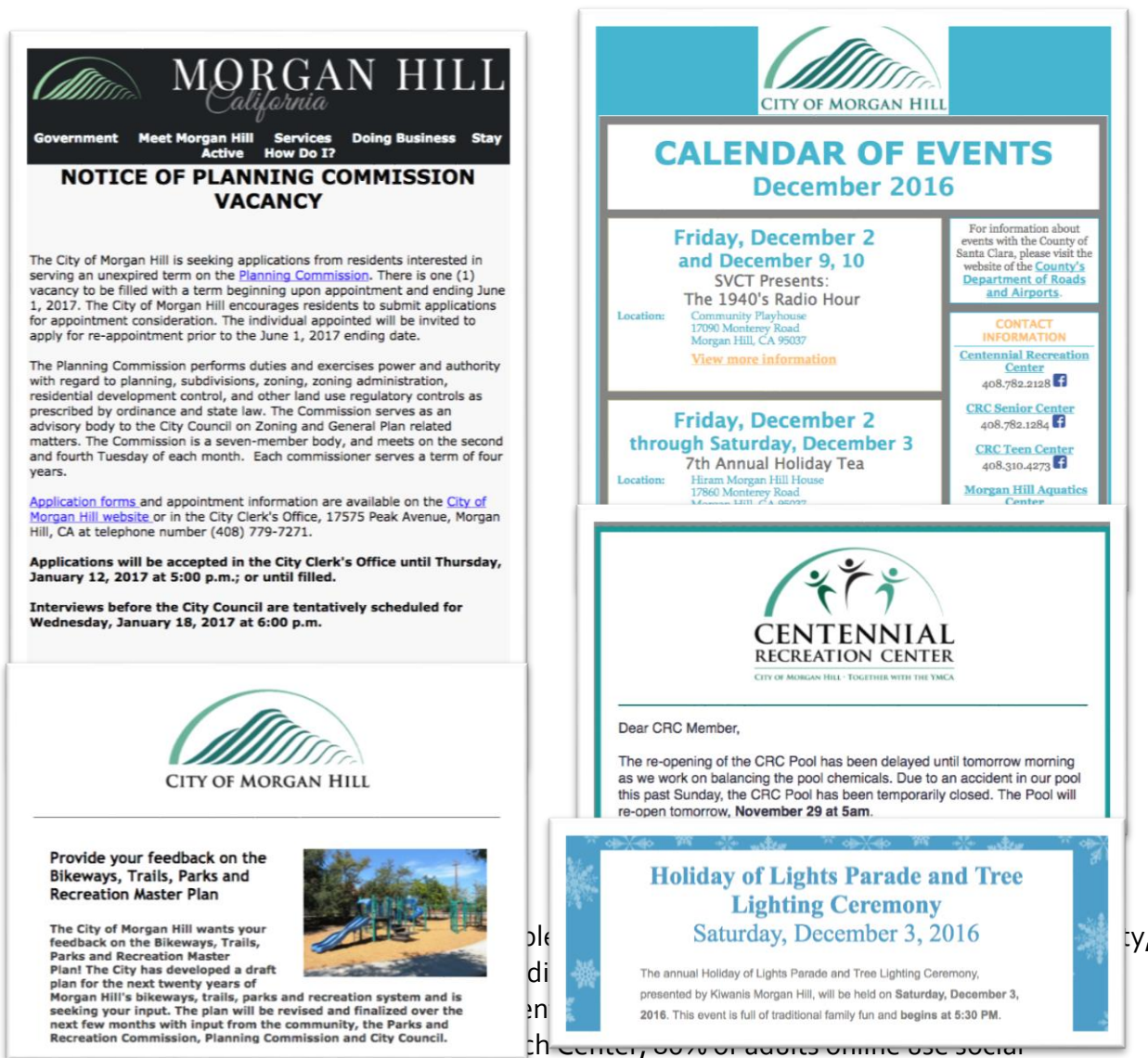
The City encourages website visitors to sign up for Constant Contact via a "Subscribe: Morgan Hill Newsletters" link in the website footer. That links to a Constant Contact sign-up page that gives the visitor five possible email lists to sign up for: Downtown Updates, Environmental Programs, General Interest, MHPD Newsletter, and Senior Center Contacts.

From May 1, 2016 to November 1, 2016, the City sent 124 emails—an average of about 21 emails per month. One of the most common (and widely read) emails is the monthly Public Calendar of Events; the latest was sent to over 8,500 Subscribers. As of this writing, the last six Calendar of Events emails have averaged a 22% Open Rate and a 10.9% Clickthrough Rate.

According to Constant Contact, the industry average for "Government Agency or Services" (as of October 2016) is a 23.34% Open Rate and a 9.16% Clickthrough Rate.¹² Using that industry benchmark and using the Calendar of Events emails as a proxy, the City's email efforts are just slightly underperforming in terms of average of Open Rate and slightly outperforming in terms of average Clickthrough Rate.

¹² <https://support2.constantcontact.com/articles/FAQ/2499>

Email designs and templates seem to vary drastically depending on which Department creates/sends an email. The fonts and colors of an email from the CRC about a Pool Closure are very different from an email announcing a Planning Commission vacancy. Some emails even lack a prominent Morgan Hill logo at the top of the message. See below for a visual representation of design variations in just a handful of the most recent emails from the City:



networking sites. Although social media is still used at higher rates by young adults, Facebook use by online adults age 65 and over is at 56% as of September 2014.¹³

The City has active official “City of Morgan Hill” accounts on Facebook, Instagram, YouTube and Twitter. Multiple City departments/facilities also have their own social media accounts: the **Police Department** (Facebook, Twitter and Instagram), **Environmental Services** (Facebook), the **Centennial Recreation Center** (Facebook and Instagram), the **Community & Cultural Center** (Facebook), the **Aquatics Center** (Facebook and Instagram), **Splash Aquatics**

¹³ Maeve Duggan, Nicole B. Ellison, Cliff Lampe, Amanda Lenhart and Mary Madden. *Social Media Update 2014*. Pew Research Center’s Internet Project, 9 Jan. 2015. <http://www.pewinternet.org/2015/01/09/social-media-update-2014>.

(Facebook), the **Centennial Recreation Senior Center** (Facebook), **Skate/BMX Park** (Facebook), **Sister Cities** (Facebook), **Economic Development** (Facebook), and **Youth Action Council** (Facebook). The City links to its main Facebook, Twitter and YouTube accounts in the header of www.morganhill.ca.gov, and links to its Facebook and Twitter accounts in the footer.

The City employs a federated model when it comes to social media marketing: each Department or Facility with a social media asset is responsible for keeping it updated and responding to posts/comments/mentions. Maureen Tobin is the primary teammate responding to comments on the City's Nextdoor.com posts and its main Facebook Page (City of Morgan Hill - Engage), and she frequently shares Posts from other City-related Facebook Pages, such as the Economic Development Department and the Police Department. Maureen has at least Editor-level (if not Admin-level) permissions on all official City Facebook Pages, except the Police Department's Facebook Page.

Currently, there is no formal written policy that outlines how social media managers and other staff should utilize social media, nor that outlines processes for providing and removing staff access to social media accounts. Multiple people have the ability to post on the City's main accounts, which can occasionally result in short periods of inactivity followed by a flurry of posts in a single day.

From June 1, 2016 to November 1, 2016, the City "Boosted"¹⁴ Facebook Page Posts three times (spending an average of \$27.72 each time) with noticeable positive results in terms of increased Reach and Engagement. The City uses funds from its Communications and Engagement budget and its Community Services Marketing budget for Facebook advertising. As of this writing, there is no set monthly or annual amount dedicated to social media advertising, though.

While there is no "master" content calendar that lays out all the posts to be made across the City's various social media assets, the City's multiple social media managers appear to have a strong grasp on what content to post and when. Tripepi Smith noted that the large majority of the City's Constant Contact emails are 'auto-posted' to the City's main Facebook Page and Twitter Profile. This eases the burden on social media managers, but is generally advised against for a couple reasons:

1. The formatting of an auto-post is usually either too short to provide context or too long and gets cut off.
2. Facebook's algorithm places higher value on Posts created from the Facebook desktop platform or mobile app. These "native" Posts will have an advantage in terms of Reach.

Facebook

The City's main Facebook Page has the fourth-largest audience of any City-owned social media site with 2,650+ Page Likes. Posting activity on this Page is relatively high, sometimes multiple times per day, due in part to its multiple Page Admins. The Page could take better advantage

¹⁴ "Boosting" a Facebook Page post means paying a relatively small amount for Facebook to show the post to an expanded and/or targeted audience, similar to an ad. "Boosted" posts appear higher in users' Facebook News Feeds, improving the Reach of the post and, often, the Engagement Rate as well.

of certain customization features, such as the “Preferred Page Audience”¹⁵ or the Verification checkmark.

From June 1, 2016 to November 1, 2016:

- Reach for a single (non-Boosted) Page Post has ranged from under 10 unique users to nearly 3,300, depending on various factors such as time of day, content, and Post Type.
- The average Reach for a non-Boosted post was 416 unique users—15.6% of the Page’s total number of Likes/Fans and just 30.1% of the number of Page Fans who self-identify as living in Morgan Hill.
- The Page published 252 non-Boosted Posts: 181 Link Posts, 58 Photo Posts, 7 Status (plain text) Posts, and 6 Video Posts.
- Photo Posts, on average, Reached 559 unique users. Link Posts, on average, Reached 393 unique users. Video Posts, on average, Reached 320 unique users. Status Posts, on average, Reached 167 unique users.

Photo Posts have received, on average, 42% more Reach than Link Posts. Link Posts are the most prevalent type of Post on the Page right now, especially due to the City’s use of Constant Contact auto-posting. This pattern of Photos performing better than Links, which perform better than Statuses is similar to what Tripepi Smith has observed in other cities. It is notable that the Reach for Video Posts on the Page is relatively low and should have as high a Reach (or higher) as Photo Posts.

Of the Page’s 2,650 Page Likes (“Fans”), approximately 72% are women and approximately 27% are men, with the 35-44 age range being the most populous for each gender. In comparison, the City’s population is approximately 50.5% female, so the City’s Facebook Page audience skews heavily female.

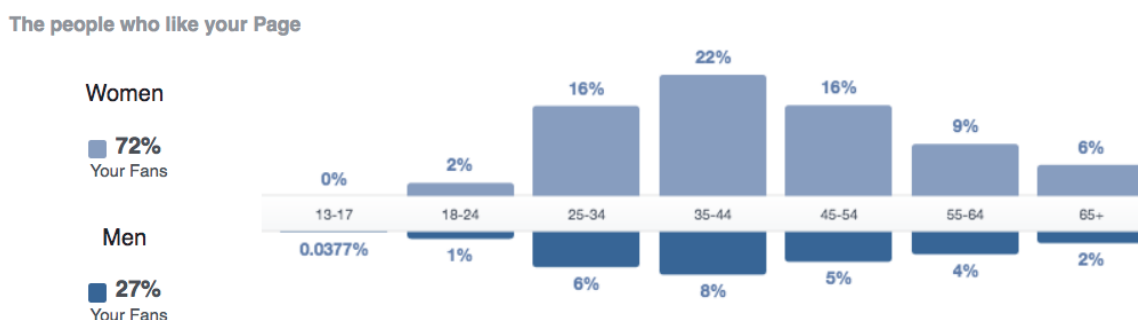


Figure 6 Gender and age demographics of City's main Facebook Page Fans

Approximately 1,380 of the Page Fans self-identify as living within Morgan Hill; another approximately 600 Page Fans live in either San Jose, Gilroy, or San Martin. Per Facebook’s advertising tools, approximately 24,000 Facebook users self-identify as living in the City, which can serve as an estimate for the City’s potential audience size.

¹⁵ “Preferred Audience uses interest tags to help prioritize Page posts in News Feed for each unique reader based on the topics that are most likely to engage them.” Learn more at <https://www.facebook.com/facebookmedia/get-started/audience-optimization>

More than 119,000 U.S. communities rely on Nextdoor, the private social network for neighborhoods. To date, there are 22 Morgan Hill “neighborhoods” on Nextdoor.com. Some of these neighborhoods overlap just slightly with City boundaries while others are wholly contained within City boundaries. There are over 5,600 total Nextdoor Subscribers (users) in the City of Morgan Hill. Per Nextdoor’s database, it recognizes 15,185 households in the City and 27.45% (4,169) of these households have been “claimed.”¹⁶

The “El Toro” neighborhood has the most Subscribers (808), followed closely by “Paradise” (764). “Jackson Oaks” has the highest penetration rate with 398 Claimed Households out of a total 505 Households (78%). The “San Martin” neighborhood has the lowest penetration rate with 0 Members and 0 Claimed Households out of 50 Total Households.

Neighborhood	Total Subscribers	Total Households	Claimed Households	Claimed Households %
El Toro	808	2,367	633	26%
Paradise	764	2,439	597	24%
Jackson Oaks	603	505	398	78%
Jackson Meadows	482	867	352	40%
Coyote Creek	436	746	313	41%
Downtown Morgan Hill	425	2,057	350	17%
Nordstrom	399	1,083	306	28%
Holiday Lake	342	477	233	48%
Barrett	325	1,844	253	13%
Spring	217	1,105	172	15%
Capriano	201	225	134	59%
Llagas Valley	112	179	80	44%
Llagas	101	124	75	60%
Mirasol	83	81	51	62%
Sherimar Ranch	76	95	52	54%
Stonegate	72	569	53	9%
Woodland Acres	53	85	42	49%
Carriage Dr	47	219	41	18%
Butterfield Station	41	40	26	65%
South Coyote Valley	13	22	7	31%
Paradise Valley	2	6	1	16%
San Martin	0	50	0	0%
TOTAL	5,602	15,185	4,169	27.45%

The City maintains a ‘Public Agency’ page at <https://nextdoor.com/agency-detail/ca/morgan-hill/city-of-morgan-hill> and has published 315+ updates. Nextdoor.com users can choose to

¹⁶ “Claimed Household” means a household in a neighborhood with at least one Nextdoor member. Multiple members, such as a husband and wife, can sign up at the same household address when using unique email addresses.

'Subscribe' to this Page to receive notifications about updates. Multiple teammates have the ability to post "as the City of Morgan Hill" on Nextdoor, including Maureen Tobin, Detective Greg Dini, Cynthia Iwanaga, Nichole Martin and Andi Borowski. Frequent posts include the City's Constant Contact email, public safety alerts and tips, and the Maintenance Division's weekly "The Scoop." The City also communicates directly with specific neighborhoods when there are issues or notices pertaining to their area. If desired, the City could further customize Nextdoor¹⁷ so that staff members can post by police beat or fire zone. This would allow staff to post to specific service areas so that the message only reaches residents who live within those specific service/response areas.

Twitter

The City's Twitter Profile mostly consists of auto-posts from Constant Contact emails and Retweets of other Twitter accounts. In the past six months (May 1, 2016 to November 1, 2016), the farthest-Reaching Tweets with the most Engagement had to do with the September "Loma Fire."





Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate
	City of Morgan Hill @CityofMorganHil · Sep 27 Loma Fire has now spread to 400 acres. CALFIRE has established and information line 408.335.8897. #LomaFire conta.cc/2dxO9IG View Tweet activity			2,802	147	5.2%
	City of Morgan Hill @CityofMorganHil · Sep 28 CAL FIRE Update on #LomaFire as of 9/27 @ 6:30PM conta.cc/2dBy3h4 pic.twitter.com/6KA0EFNZ9D View Tweet activity			1,606	90	5.6%
	City of Morgan Hill @CityofMorganHil · Sep 28 CAL FIRE Update on #LomaFire 9/28/16 @ 6:30AM conta.cc/2dlb7hY pic.twitter.com/xOmZcnYDIt View Tweet activity			910	50	5.5%
	City of Morgan Hill @CityofMorganHil · Sep 26 This is not threatening Morgan Hill. #LomaFire twitter.com/CAL_FIRE/status... View Tweet activity			910	19	2.1%

Figure 7 Top 4 Tweets from the past six months in terms of Reach and Engagement

From May 1, 2016 – November 1, 2016, Tweets from @CityofMorganHil averaged 280.5 Impressions (number of times a user saw a Tweet on Twitter) and 4.6 Engagements (number of times a user interacted with a Tweet). By comparison, the average Reach for a non-Boosted Facebook Page Post was 416 unique users. Even though the Twitter Account only has 360 Followers compared to the Facebook Page's 2,650 Fans (only 13.6% as large of an audience), the average post's Reach is 67.4% of that of the Facebook Page. This statistic demonstrates the potential power of Twitter as a communication tool.

¹⁷ See <https://agency.support.nextdoor.com/customer/en/portal/articles/1668112> for details.

The City's Twitter Follower base is nearly gender-balanced: 53% female compared to 47% male. The City has not engaged with members of the media via Twitter or run Twitter ads to build a larger following, nor does it actively seek out new Twitter accounts to Follow. The audience for this account does seem relatively well-targeted, though: 62% of the Followers are in the 25-44 age range and 86% of Followers self-identify as California residents.

YouTube

The City has uploaded 74 videos (68 of them are Public) to its YouTube Channel, 44 of those within the past two years. Nine of the last 11 videos have been related to public Habitat Agency Public Advisory Meetings. The lone playlist for the Channel, "Santa Clara Valley Habitat Agency," includes 31 videos. The Channel does not currently make use of the variety of customization features on its 'Home' page or have an 'About' page.

From May 1, 2016 – November 1, 2016, the City's YouTube videos have been Viewed 647 times for a total of 4,924 minutes (an average view duration of 7 minutes, 36 seconds). The two most-watched videos in terms of Watch Time and Views have been the September 20 and September 27 High Speed Rail business meetings. In terms of viewer demographics, viewers aged 55-64 watched the YouTube videos most (31% of Watch Time), followed by viewers aged 25-34 (24% of Watch Time). Overall, females accounted for 56% of all Watch Time. In individual age brackets, though, the gender balance seemed to vary drastically:

<input type="checkbox"/> Viewer age ↑	Watch time (minutes) 📊	Male	Female
<input type="checkbox"/> 13–17 years	0.5%	0.0%	100%
<input type="checkbox"/> 18–24 years	4.8%	4.8%	95%
<input type="checkbox"/> 25–34 years	24%	38%	62%
<input type="checkbox"/> 35–44 years	19%	84%	16%
<input type="checkbox"/> 45–54 years	18%	63%	37%
<input type="checkbox"/> 55–64 years	31%	17%	83%
<input type="checkbox"/> 65+ years	2.7%	72%	28%

Figure 8 YouTube video viewer gender and age statistics

Instagram



The City launched its Instagram account at @cityofmorganhill over two years ago. As of this writing, the account has posted nearly 70 images and has approximately 260 Followers. Post subjects range from featuring new Downtown business openings to celebrating holidays to promoting City events. Most of the posts in the past year are colorful, visually interesting, and high definition.

City staff noted that posting to Instagram has been infrequent in the past, but the City is making an effort to be more consistent now. For example: a January 4, 2017 post stated that @cityofmorganhill would begin “featuring” community members’ photos of the City every Friday.

The Profile’s Bio section encourages users to ‘tag’ their own photos with #cityofmorganhill. Tripepi Smith noted that this hashtag is not currently being used on the City’s main Twitter Profile or Facebook Page. #downtownmorganhill also seems to have caught on among local businesses, with the hashtag still being used today.

Influential Community Facebook Pages and Groups

In addition to social media sites run by City-related organizations such as the Downtown Association, Morgan Hill has its fair share of community-related Facebook Pages and Groups with large audiences in relation to the City’s own official social media sites. Some of these Pages and Groups are non-partisan and informational in an effort to spread awareness of City news, events, programs and services. Others are more akin to digital “watering holes” where no topic or opinion is off-limits.

- **"It's Ours. Our Morgan Hill." Facebook Page – 20,270+ Likes/Fans**

- “Post your best photos (new and old) of sunsets, sunrises, parks, wildlife, places, people and pets of Morgan Hill, and of events and updates. Post and/or get information about upcoming events and 'what to do' in Our Morgan Hill.”
- The Page posts photos on an almost-daily basis. Comments from Page Fans are almost all positive.
- The Page is owned by Rene Spring, who recently won his campaign for City Council. Rene leveraged this Page community (sparingly) to spread word about his campaign.
- **"Morgan Hill Community" (Public) Facebook Group – 2,710+ Members**
 - Highly active Group full of photos of the City, event announcements and requests for service provider recommendations.
 - Administrated (with firm guidelines) by Steve Papi Chappell, a Morgan Hill business owner and resident.
- **"Morgan Hill Bargains" (Public) Facebook Group – 4,610+ Members**
 - “This group is to help your local economy. Please share what you have to sell, list the items your looking to buy, trade or give away. Any classified type item can be listed here free of charge.”
 - Highly active Group with multiple posts per day.
- **"Morgan Hill Neighborhood Watch" (Public) Facebook Group – 2,410+ Members**
 - “The new open group to help us watch what is going on in Morgan Hill. Be nice and focus on watching our neighborhood.”
 - Active Group (created independently from the Police Department) with multiple posts per week. Most comments and posts appear to be positive, though some individuals occasionally lament a perceived rise of crime in the City.

Video/Photo

Rather than relying on a single City resource, individual Departments source their own photographers and videographers as needed or take photos themselves. There is a library of multimedia content on the employee intranet, though it may not be common practice for staff to immediately upload and organize photos in a central location.

The Community Services department includes a photo release clause in their Release of Liability Form, and also empowers their Facility staff to use City-owned or YMCA-owned devices to capture multimedia for marketing purposes. The Economic Development Department has used a videography resource to produce multiple short pieces highlighting Downtown businesses and physical improvements.

Print & Digital Publications

The City government used to produce a hard-copy bimonthly newsletter, which was discontinued during the economic downturn. The City does not currently produce a monthly or quarterly comprehensive newspaper, magazine or collateral piece to communicate general City news to residents. Multiple Departments produce their own collateral pieces, with some of

the most visually sophisticated print collateral coming from the Economic Development Department.

Parks & Rec brochure

Three times a year, the City mails a Parks & Recreation “Activity Guide” to every address in Morgan Hill (approximately 16,000 addresses) and makes it available at City facilities and events. The City also hosts the Guide as a digital “flipbook” on the City website at <http://www.morganhill.ca.gov/285/Recreation-Activity-Guide> using an interactive navigation software called Insider. Nichole Martin, the Community Services Marketing Coordinator, is responsible for the content and layout of the Activity Guide.

Economic Development Collateral



Edith Ramirez (Economic Development Director) and John Lang (Economic Coordinator) are responsible for developing the Department’s physical collateral that promotes the City’s standard of living and economic health. The Department uses Schipper Design and Articulate Solutions to produce these pieces: Schipper as the primary resource and Articulate occasionally for one-off pieces. These collateral pieces are visually sophisticated and range from tri-fold brochures to one-sheets to multiple-page magazine to a 16-page newspaper. All Economic Development collateral bears the Department brand and slogan “Meet Morgan Hill: It’s all right here.” The City has posted PDFs of these brochures on its Economic Development page at <http://www.morganhill.ca.gov/628/Economic-Development>.

Local TV/Media/Newspapers

Morgan Hill has two local newspapers: one biweekly (every other week) newspaper, the Morgan Hill Life, and one weekly newspaper, the Morgan Hill Times.

Morgan Hill Life

Morgan Hill Life launched in 2013 and delivers to every home and business in Morgan Hill an every-two-weeks basis (16,880) and delivers another 1,920 to coffee shops, hotels, restaurants and dozens of other businesses in Morgan Hill, San Martin and Gilroy. Morgan Hill Life has a website at <http://morganhilllife.com>, a YouTube Channel (with 99 videos uploaded) at <https://www.youtube.com/user/MorganHillLife>, and a Facebook Page at <https://www.facebook.com/Morganhill-Life-475485502532880> with 1,250+ Likes/Fans. Robert Airoldi, Board Chair of the Chamber of Commerce, serves as Editor for Morgan Hill Life. Marty Cheek is the Publisher.

Morgan Hill Times

Morgan Hill Times is “a multi-media community news organization owned by New SV Media and is the oldest continuous business in Morgan Hill, tracing its history back to 1894.”¹⁸ The

¹⁸ <http://www.morganhilltimes.com/site/about.html>

newspaper comes out each Friday and has a weekly circulation of approximately 12,800. Morgan Hill Times has a website at <http://www.morganhilltimes.com> (with a dedicated mobile view at http://m.morganhilltimes.com/mobile_adv), a Twitter Profile with 1,820+ Followers at <https://twitter.com/morganhilltimes>, and mobile apps for both Android and iOS. Michael Moore is the City Editor.

Public Access Channel

The City of Morgan Hill's cable services are provided by Charter Communications, which is the only cable service provider in Morgan Hill. The City's public access station is on Channel 17. The channel offers live streaming and replays of important meetings ranging from the County Board of Supervisors to City Council sessions. From midnight to 8:00am, the Channel also loops a Bulletin Board: a series of slides containing information about upcoming news and events. Larry Talbot is the City's "Government Access Technician," manages the channel, and reports to Maureen Tobin.

Department Communication Activities

City Manager's Office

The City Manager's Office is responsible for "implementing Council policy, providing leadership for the City's day-to-day operations, preparing and administering the annual budget, and managing the personnel system."¹⁹ Steve Rymer has been Morgan Hill's City Manager since January 2013 and has served the community since 2006, most recently as Community Services Director.

Maureen Tobin is the City's Communications and Engagement Manager and reports directly to Steve. The Communications and Engagement Manager position was created in January 2014 to advance the City's communication efforts and community engagement. Maureen has held that position since its inception. Prior to that, Maureen served as the Community Services Manager. She has served the community since 2007. Most staff members ("teammates") and many community members recognize Maureen as the person who most closely fills the role of a traditional Public Information Officer (PIO) for the City. Since 2010, Maureen has also served as the City's Emergency Operations Center's (EOC) PIO. Nichole Martin, Community Services Coordinator, serves as the backup PIO for the EOC.

Maureen oversees the large majority of the City's external communications, especially the City's website, social media sites and Constant Contact emails. Maureen is the primary teammate responding to comments on the city's Nextdoor.com posts and its main Facebook Page (City of Morgan Hill - Engage), and she frequently shares Posts from other City-related Facebook Pages, such as the Economic Development Department and the Police Department. Maureen has at least Editor-level (if not Admin-level) permissions on all official City Facebook Pages, except the Police Department's Facebook Page. She also heads up a "Web Team"—a group of approximately 20 teammates who have been tasked with updating their Departments' section(s) of the www.morganhill.ca.gov website.

¹⁹ <http://www.morganhill.ca.gov/61/City-Manager>

Steve and Maureen frequently work together to discuss information that should be shared with the community. Rather than utilizing a traditional City Manager newsletter, information is communicated through email blasts, city council agenda previews, and social media. Steve does convene weekly internal “Leadership Huddles” with Department Heads to review ongoing and upcoming City projects, events and policy issues. Maureen attends these meetings to surface information that could or should be shared with the Morgan Hill community, but Communications is not a specific agenda item with a dedicated amount of time to discuss.

Both Steve and Maureen are working on further empowering individual Departments to manage their own communication efforts, whether through digital platforms, printed collateral or verbal interactions with the community. In times when Maureen is out of the office, Nichole Martin often fills in to execute some of Maureen’s Communications responsibilities. Previously, Maureen had a part-time temporary employee who helped execute some day-to-day Communications responsibilities. The hours for this position currently are budgeted, but the position is unfilled at this time.

Administrative Services

Cities’ Administrative Services Departments generally have few highly visible touchpoints with the community but still serve vital Communications functions. Christina Turner is the Assistant City Manager in charge of Administrative Services, which includes: Finance/Budget, Utility Billing, Human Resources, Information Services, and Council Services/Records Management.

Finance/Budget

Dat Nguyen and Harjot Sangha are Morgan Hill’s Finance Director and Accounting Manager, respectively. The Finance team produces the City’s annual “Budget in Brief” document: Dat and Harjot supply the content while Hilary Holeman—an Administrative Analyst in the City Manager’s Office—helps with the layout. Budget documents are posted to the “Budget” page on the City website (first page under the ‘Government’ dropdown/Finance) as a digital “flipbook” (new this past year) and PDF files. The City has posted one year of budget-related documents so far using FlippingBook, a tool that allows users to interactively ‘flip’ through and search for specific content within pages of digital files: Adopted Operating and CIP Budget for FY 2016-17 & 2017-18. Currently, the City is not tracking metrics associated with these FlippingBook files.

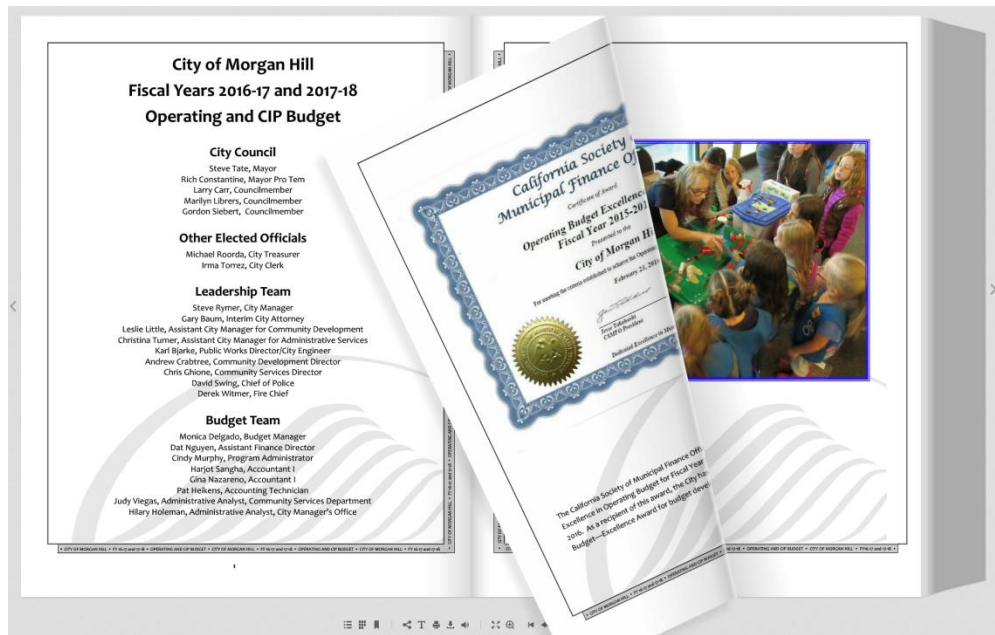


Figure 9 Example of the FlippingBook page-turning feature

The Finance Team sometimes receives inquiries from the local press/media and residents regarding the City's budget or recently published budget documents. A Finance teammate will generally draft an email response and send it to Christina and the City Manager for review prior to sending the email. Harjot is part of the City's 'web team' and is tasked with directly updating Finance-related sections of the website.

Finance teammates noted that there are currently 3,350 business licenses issued in the City, and 485 of those were issued in the past 12 months. The City started asking license applicants for their email addresses four years ago and now has access to approximately 670 email addresses from these licenses, but has not yet uploaded these to the City's Constant Contact database to create a separate List. The City plans to do this in the near future.

Utility Billing

Morgan Hill utility users receive a single, consolidated bill for both water and wastewater services. Any City Department has the option to include City-related information via "bill stuffer" brochures/sheets, which a third-party provider (InfoSend) will create, print, and mail. These bill stuffers are mostly used to distribute messaging and information about the drought and water conservation efforts. Tripepi Smith noted that this is a fairly typical practice, given the purpose and content of the recipient's bill.



Figure 10 Bill stuffer for April 2016, focusing on water conservation

To date, 3,995 utility accounts have opted for paperless communications, and there have been 2,873 registrations to pay the water and wastewater bill online.

Human Resources

The City uses NeoGov to manage its personnel recruitments. Advertising of the City's open positions has been done through venues such as CalOpps, Western Cities, JobsAvailable, CSMFO, or through other professional organizations in the past. The City's website is a primary place to advertise its job openings. Human Resources teammates recently tried using LinkedIn Job Ads to increase awareness of its job openings and reach more qualified applicants, and found it to be expensive and a lower return on investment than other options. The City also sends out "all-staff" email announcements when there are new job listings so that teammates can leverage their personal networks.

As with many City websites, webpages related to jobs in the City (especially Employment Center, Human Resources, Job Opportunities) are all highly popular. Documents and other information that the public may desire to view are posted on the City's website. This includes items such as job descriptions, salary schedules, and memoranda of understanding. The City also uses a short, memorable URL redirect of <http://www.morganhill.ca.gov/jobs> that redirects to the Employment Center webpage and offers an "Employment Opportunities" button in its footer that links to the same webpage.

Information Services (IS)

The City has empowered teammates to create and edit their own webpages and each Department should have at least an informal review process, as well as a designated teammate in charge of website updates. CivicPlus provided the City with a "Website Content Best Practices Guide" to help teammates create and present website content in a cohesive format. There is no formal Website Governance Policy for the City, but IS will remove user access to email, the website, etc. when Departments notify them of personnel changes. Tripepi Smith noted that this does introduce a human error risk, wherein a Department could forget/fail to notify IT, allowing former personnel to still have access to the City's business and communication systems. However, this risk will be mitigated by the upcoming implementation of a form that will be used for teammates on-boarding and exiting the city. This risk is also a

potential with City social media assets, and a review of a method to ensure former employees lose access to City social media should be considered.

The City has a “Technology Policy” (last revised in February 2010) that does outline appropriate use of City-owned ‘information technology’: “any equipment, software, and systems which are used in work tasks and are capable of storing information.” Christina mentioned that this Technology Policy was likely due for an update in order to better reflect the City’s expanded, more digital toolset.

Council Services/Records Management

Michelle Wilson, the Council Services & Records Manager, handles Public Records Requests and manages the City’s Granicus platform. Morgan Hill uses Granicus to create Agendas, host documents such as Minutes, and stream video recordings of a variety of important meetings. The City is already in contract with Accela to move to its “Legislative Management” platform due to some dissatisfaction with Granicus. Accela also offers a couple additional features, such as streaming video in hi-definition (HD) and enabling electronic document signing.

Between March 1, 2016 and September 1, 2016, there were 58 Public Record Requests and 122 Public Comments on Agenda Items. Local newspapers ask for employee compensation figures on an annual basis as well. Most Public Record Requests come through the City’s form on its website, though community members will also sometimes call to make a request and/or come in to City Hall and fill out a form or verbally request information. Michelle’s team collects email addresses as part of the request, but have not yet input these emails into Constant Contact.

Community Development and Housing

Leslie Little is one of two Assistant City Managers and heads up the Community Development Department, which includes the Building Division, Planning Division and Housing. (As of this writing, the City is recruiting for a full-time Community Development Director). Rebecca Garcia is the Housing Manager and mostly focuses on the City’s affordable housing efforts. The Building Division interacts with both residents and developers, mainly to answer questions about construction, inspection, permits, and compliance with various local and state regulations. The Planning Division addresses inquiries about property development and land use, and leads the execution of the City’s General Plan.

The Community Development Department uses a range of communication tools (physical mail, phone calls, emails, etc.), especially to connect with developers about construction. Leslie mostly emails with developers directly. The Department and its Divisions rarely use the City’s Constant Contact account to push out information and there are a few, small Community Development-specific Lists

Given the City’s constant stream of Community Development projects, there are many public meetings and each of these meetings requires community notification. Attendance can range widely depending on the topic: two education workshops about the recent Downtown development drew in hundreds of participants while a meeting with developers about affordable housing may have just one or two attendees. Maureen Tobin will routinely notify Leslie if there are Community Development-related comments/questions that appear on the City’s social media sites. When necessary, Leslie and/or her team will craft language for Maureen to use as responses.

Since May 2016, the City has been using software called TRAKiT to track permit requests, inspection requests, and code compliance complaints. If used to its fullest extent, TRAKiT can

be a powerful communication tool as well. At the time of this report, the City is actively working to ensure this new resource is an asset for residents and developers. Community members can submit requests and conduct searches online at <https://permits.morganhill.ca.gov>. Each month, Leslie's team produces the Monthly Permit Issuance Report and posts it on the City's website at <http://www.morganhill.ca.gov/161/Monthly-Permit-Issuance-Report>.

Housing

Per Rebecca, the City's website is the primary way to communicate about housing (particularly affordable housing). The Housing team also fields inquiries via phone on a regular basis. The City contracts with a service called HouseKeys (<http://www.housekeys.org>) to provide an up-to-date database on Below Market Rate (BMR) housing. Residents can sign up for a HouseKeys website account and HouseKeys independently manages communication with account holders, mostly via email. There are currently 642 total email addresses in that database: 499 from BMR Program participants, 112 from general inquiries, and 31 from Housing professionals.

The School District invited Rebecca to new teacher orientation at the beginning of the school year to talk about opportunities for housing in the City. Rebecca will also occasionally share information about the BMR program at local businesses, the Public Library, and has been asked to educate the School Board on this topic as well.

The Housing and Planning teams are collaboratively working on a color-coded map for different properties (RV parks, rental properties, affordable homes, converted motels, etc). The team will coordinate with Maureen Tobin and John Lang (Economic Development) on messaging to ensure the tool helps the City maintain a consistent story about affordable housing and economic development efforts.

Community Services Department

A city's Community Services Department often has the most touchpoints within a community, and Morgan Hill is no exception with its multiple areas of service. The Community Services Department consists of three divisions responsible for public service delivery. The department's Recreation and Community Services Division operates the Centennial Recreation Center, Dennis Kennedy Aquatics Center, Outdoor Sports Center, Community & Cultural Center, Downtown Amphitheater, Community Playhouse, Friendly Inn Non-Profit Service Center, Skate Board/BMX Park, and associated services. The Maintenance Division maintains 125 street miles; 125 sidewalk miles; 8 trail miles; 3,700 street lights; 470 open space/park acres; urban forestry; and a landscaping assessment district. The Environmental Services Division manages the Environmental Agenda, water conservation, stormwater pollution prevention, solid waste management and recycling, and telecommunications regulation. The three divisions were consolidated in to one department in FY 11-12 as a part of the organization's effort to streamline service delivery so that the Morgan Hill Community continues to receive the highest level of service possible.

During our on-site interviews, Tripepi Smith spoke with multiple teammates from multiple Divisions within the Community Services Department. Department Director Chris Ghione oversees all Divisions and team members. The Department's Community Services Coordinator, Nichole Martin, is largely responsible for coordinating the Department's external communications as well as supporting permit requests and special events.

Relative to other City Departments, Community Services produces the most amount of content for the community, ranging from information about Centennial Recreation Center (CRC) programs to weekly "The Scoop" updates. Community Services teammates have been empowered to create and publish their own content for social media, flyers & posters, as well as email campaigns through the City's Constant Contact account, while Nichole Martin provides support and training to teammates in this effort. The Department has a strong grasp on its communication metrics and reviews this data on a quarterly basis to improve its own practices.

Chris is aware that the Department/City lacked a formal social media policy and raised a team-wide concern that such a policy could potentially curb the Department's content production efforts. The current practice is to empower a few trusted full and part-time teammates (in addition to Nichole) to post on the Department's multiple social media sites and on appropriate sections of the City's website. There is no official Department 'content calendar' for social media, website updates or email campaigns, so communications (aside from known events) are relatively spontaneous on a week-to-week basis. Per the Department's Child Safety Policy, teammates at Recreation facilities must use City-owned devices (e.g. iPod Touches) in order to take photos of program participants; these photos live on the City's shared drive.

Over the past couple years, the Department has focused on making its communications more engaging while leveraging direct electronic communication methods as much as possible. To that end, the Department utilizes the City's Constant Contact account frequently and will liaise with Maureen Tobin to ensure the City's email communications are being spaced out from one another. There are three regular emails regarding Department events and programs:

- 1) Monthly Event Calendar (to community and Media). This email goes to approximately 6,792 recipients via a List named "Calendar, which includes general interest, MH City Council, City commissions, Chamber of Commerce, Leadership MH Board, Splash Aquatics, CRC&AC Members, Morgan Hill Businesses, MHUSD, City Employees and Youth Action Council.
 - a. The Department also sends an email to Media Only via Constant Contact that provides a calendar two months out. This List is comprised of approximately 20 local media representatives, reporters, media event calendar submission, etc.
- 2) Upcoming Major Events (internal to City teammates). Nichole creates and sends this email to share upcoming major events on City property with City teammates, namely in order to avoid scheduling conflicts. This email (sent via Outlook) lists the event date, name, location, anticipated participation and any road closures associated with the event.
- 3) Monthly Newsletter to Centennial Recreation Center members. This newsletter goes to the "CRC & AC Members" Constant Contact List (currently has 4,780 emails) as well as the CRC Management, Executive Team, and Morgan Hill City Council Lists. Nichole will update the "CRC & AC Members" List every other month with up-to-date information from the CRC's database.

The Department primarily uses Facebook for its social media communications, but also leverages the City's Twitter account and manages two Instagram accounts as well. All Community Services Constant Contact emails are auto-posted to Facebook, and Instagram posts will be auto-posted to their related Facebook Pages as well.

- [Facebook Page - City of Morgan Hill Environmental Services Division](#)
- [Facebook Page - Centennial Recreation Center](#)
- [Instagram - Centennial Recreation Center](#)
- [Facebook Page - Community & Cultural Center](#)
- [Facebook Page - Aquatics Center](#)
- [Instagram - Aquatics Center](#)
- [Facebook Page - Morgan Hill Splash Aquatics](#)
- [Facebook Page - Centennial Recreation Senior Center](#)
- [Facebook Page – Morgan Hill Skate/BMX Park](#)

“Boosting” Posts on Facebook is a relatively new venture (less than \$500 spent in FY 2015-16), but a successful one, especially for spreading the word about Recreation events. For FY 2016-17, the Department has increased its social media advertising/Boosting budget to \$3,000. Nichole and other social media managers are making an effort to produce and share more multimedia content on the Department’s social media sites, and are also encouraging CRC members to post content themselves on their personal social media accounts to drive awareness and positivity about the City’s programs and services. Anecdotally, Photo Posts on the CRC Facebook Page receive (on average) over three times the amount of Reach and Engagement as Link Posts.

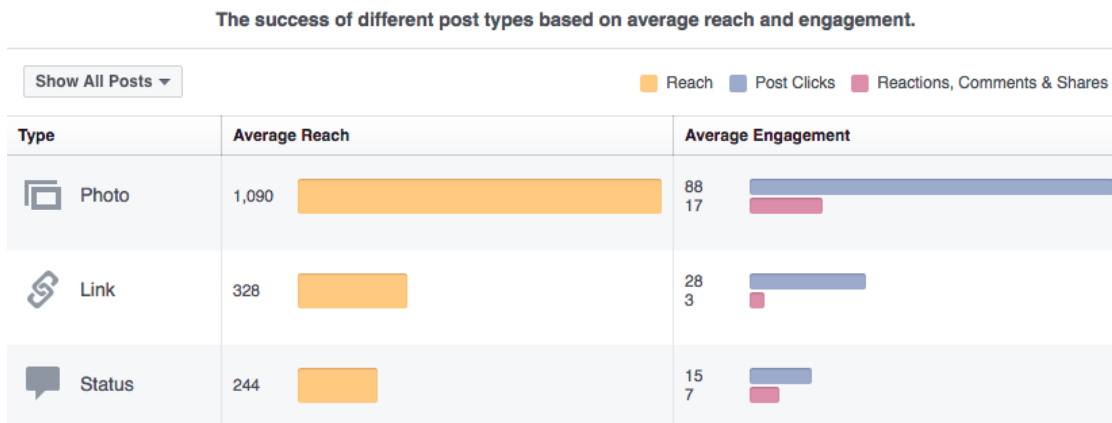


Figure 11 Average Reach and Engagement of different Post Types on CRC Facebook Page

Recreation Services

Recreation Manager Nick Calubaquib reports to Chris Ghione, and is responsible for the CRC and Aquatics Center facilities, programs and special events. Jennie Tucker, the Department Supervisor, reports to Nick and specifically oversees the Community & Cultural Center, the facilities rental program, and supports the Youth & Teen program. The CRC has a unique ‘joint branding’ partnership with the YMCA wherein all branding is CRC-specific, not the City’s brand nor the YMCA brand. Andrea Nicolette of the YMCA oversees YMCA staff who work at the CRC. Nick is responsible to lead all teammates from the YMCA and City as a single, high-performing team.

In addition to its social media sites, the CRC has its own informational mobile app that launched in February 2014. To date, the app has been downloaded 1,240 times for iOS and 283 times for Android devices.

When the CRC team needs to create flyers or posters, it will either utilize Nichole or a contractor resource to develop these assets via Adobe Creative Suite. Three times a year, the Recreation Division—with significant support from Nichole—publishes its Activity Guide and mails it to every address in Morgan Hill.

Morgan Hill uses RecPro for its recreation program database and its own Registration website at <http://mhreconline.com>. In FY 2015-16, monthly membership at the CRC ranged from 4,575 members to 4,924 members with the resident-to-non-resident ratio averaging approximately 4:1 each month. Given the size of the "CRC & AC Members" Constant Contact List, the City is very effective at collecting email addresses from CRC members. Tripepi Smith noted that there are additional opportunities to leverage that specific email list for both direct electronic communications and targeted social media advertising.

Senior Support Services (50+ Adults)

Morgan Hill has demonstrated a strong commitment to serving the 50-and-older members of its community. According to 2015 estimates, approximately 25.6% of the City's population is 55 years or older²⁰, so Senior Services is relevant to a significant portion of the City's residents. The City has a dedicated Senior Center space at the CRC, employs a teammate (Debbie Vasquez) whose sole focus is Senior Services. The City recently received the distinction as an "Age-Friendly City" per the World Health Organization's standards.

The Senior Center has its own Monthly Newsletter (published as PDF on the City website), a Monthly Event Calendar, a Senior Café Menu, and its own section within the CRC Activity Guide. The "Members 50+ Adults" List in Constant Contact is the City's fourth-largest List as of this writing. Debbie will contribute Senior-specific content to the CRC's monthly email newsletter as well.

Recently, a new 'social club' has sprung up to unite the City's 50-and-older population called the "[El Toro Social Club](#)." There are approximately 120 members so far and the Club has its own website and Facebook Page; Debbie helps manage and audit content for both the website and Facebook Page. There is no cost to join the Club, which focuses on organizing/promoting social events ranging from outdoor hikes to music concerts.

In FY 2015-16, monthly program attendance for "Senior Programs" ranged from 1,982 to 2,974—an average of 2,358 (note: many seniors participate in multiple programs). The Senior Center served an average of 71 meals to seniors per day during the same fiscal year.

Environmental Services

During our on-site interviews, Tripepi Smith met with Program Administrator Tony Eulo, Municipal Services Assistant Andi Borowski, and Management Analyst Cynthia Iwanaga. The Environmental Services team is responsible for a variety of City services, such as waste management, water conservation, climate action, stormwater pollution, and recycling. As

²⁰ <http://www.morganhill.ca.gov/DocumentCenter/Home/View/2207>

such, they are another heavy content producer, utilizing the City's website, Constant Contact platform and social media sites.

Twice a year, Environmental Services sends out an email newsletter via Constant Contact to 14 different Lists (totaling 7,108 recipients) and to 11 different social media sites (two Twitter Profiles, one Facebook Profile and eight Facebook Pages). On a weekly basis, Cynthia publishes "The Scoop"—a blog post for the City's "News Flash" section detailing City public project progress, especially construction and maintenance notifications for the community. Cynthia also shares out "The Scoop" to the City's Agency account on Nextdoor.com, the City's main Facebook Page, the Environmental Services Facebook Page, and the City's @cityofmorganhil Twitter account.

The Environmental Services team leverages these same communication platforms to drive awareness of, and encourage participation in, its free informational workshops on topics such as Home Composting and Home Energy Upgrades. Cynthia noted that Constant Contact has been particularly effective due to its ability to immediately reach community members, and that a turnout of 25 people is considered a success. The team will also funnel Press Releases through Maureen to submit to the local newspapers, include notices in the Community Services Activity Guide, and send out information as a 'stuffer' in monthly water bills.

Recology is the City's waste hauler service provider and handles billing as well. To date, 3,375 customers have signed up to pay their bills online and there are 2,698 email addresses in the database. Similarly, community members can pay their water bill online through the WaterSmart system.

Other Communications Tools

The Community Services Department also interacts with the community via a Customer Comment Form on the City's website. As of this writing, the Department had fielded 231 submissions in the past six months. The majority of these comments came from CRC members whose email addresses were already in Constant Contact. The Department team responds to these submissions via email whenever possible.

Economic Development

The Economic Development team is comprised of Leslie Little, Assistant City Manager for Community Development; Edith Ramirez, Economic Development Director; and John Lang, Economic Development Coordinator. The City's Economic Development Department promotes the City's brand and economic features in an effort to attract investment and sustain and grow the economic health of the City.

The team has developed a brand that embraces the agricultural heritage, access to wine country and the outdoors as key assets of the community, while also directly aligning itself to Silicon Valley as a progressive, innovative and smart community. The City as well as local non-profit organizations use "Meet Morgan Hill" as a slogan to re-introduce the new image that not only promotes Economic Development but a City identity. This slogan is used on the City's website with links to various third-party City entities and organizations that support the City.

Economic Development's communication efforts target brokers, developers and investors. The Department has made significant investments in physical collateral pieces²¹ and videos²² to promote the City's lifestyle opportunities, its development incentives, and its growth as a manufacturing/industrial hotspot. The Department uses third-party graphic designers and printers to create its own high-quality marketing brochures and flyers. It also manages its own Facebook Page (with approximately 240 Page Likes) at <https://www.facebook.com/MorganHillEconomicDevelopment>. Maureen Tobin frequently cross-promotes this Page's content on the City's main Facebook Page. Edith and John craft and distribute their own Press Releases, and use their personal social media networks to promote Morgan Hill Economic Development messaging as well.

The team has developed a strong working relationship with the *Silicon Valley Business Journal* to promote messaging. This includes an ad campaign that has been running in the *Journal*. The team is strategic with efforts that include attending and marketing the city at retail conferences as well as industrial broker events. Very limited money is being spent on advertisement or sponsorships.

The team is in the process of developing an Editorial Calendar in an effort to be more proactive with stories and communications, and is also looking to develop a quarterly newsletter to communicate more regularly. Many Economic Development communications are sent to all of the City's Constant Contact Lists.

Fire Department

The Morgan Hill Fire Department was established in 1907 and disbanded in 1995. Fire Protection Services were provided by the Santa Clara County Fire Department from 1995 to 2013. In 2013, the city of Morgan Hill reestablished its fire department through a contract with CAL FIRE to provide Emergency Medical Services, Fire Prevention, and Fire Suppression. There are three total fire stations in the City: the Morgan Hill Fire Department has 2 fire stations in Morgan Hill (<http://www.morganhill.ca.gov/1087/El-Toro-Fire-Station> and <http://www.morganhill.ca.gov/1088/DunneHill-Fire-Station>), and CAL FIRE operates a fire station within the Morgan Hill city limits.

CAL FIRE operates as the Morgan Hill Fire Department and CAL FIRE's Public Information Duty Officer drives much of the external communication for the Department. Fire Chief Derek Witmer, Battalion Chief Pete Gallegos and Fire Marshal Dwight Good jointly oversee all Fire information on the Morgan Hill city website. It is notable that the domain www.morganhillfire.org redirects to the Morgan Hill Fire Department landing page at <http://www.morganhill.ca.gov/445/Fire-Department>. The Department's business cards and all city-owned Fire vehicles display the [morganhillfire.org](http://www.morganhillfire.org) URL. Dwight performs the majority of website content updates.

Dwight typically has the most interaction with City teammates, including Maureen Tobin, regarding communications. CAL FIRE does not currently post on behalf of its individual City

²¹ Examples available at <http://www.morganhill.ca.gov/DocumentCenter/View/16914>.

²² <https://vimeo.com/user1867054/videos>

clients on social media, though there may be plans underway soon to establish social media sites for individual cities.

CAL FIRE creates its own Press Releases and distributes them via group email to a Media List of approximately 35 individuals. The City will also post Fire-related Press Releases at <http://www.morganhill.ca.gov/1140/News>. Between Dwight and CAL FIRE's PIO, there is a loose content calendar, but no single 'Communications Plan' document.

The Morgan Hill Fire Department has a good working relationship with the Unified School District and will perform Fire Safety presentations and miniature tours at City schools. The Department also has reliable contacts with community groups and individuals who use the Nextdoor platform. The Department has the ability to broadcast messages on Nextdoor through Maureen Tobin, and can also leverage large HOA admins to help send out information. Whenever Maureen sees a relevant inquiry or comment in response to a Nextdoor post from the Agency, she lets the Department know so they can plan out a reply.

Police Department

Most City Police Departments naturally have a high number of touch points within a community as officers interact with residents (and vice-versa) on a daily basis to promote public safety and improve the quality of life within the City. This also means using a wide range of communication tools to engage with the public. During our on-site interviews, Tripepi Smith met with: Chief David Swing, Admin Sergeant Ray Ramos, Captain Shane Palsgrove, Captain Jerry Neumayer, and Sergeant Carson Thomas.

Notably, Captain Neumayer oversees Special Operations and the Department's Public Information Officers (PIOs), Sergeant Thomas is the acting PIO for the Department, and Admin Sergeant Ray Ramos is the backup PIO. All Sergeants have received PIO training; Captain Palsgrove and Captain Neumayer can also step in as PIO when needed. The PIO position has multiple responsibilities, such as creating and distributing Press Releases, addressing the media on-camera, distributing information directly to the public, and advising the City teammates on how to communicate about crimes that have occurred.

The Department does not have a formal, long-term Communications plan or a defined content calendar for its social media sites, so content planning typically happens on an ad hoc/week-to-week basis. There are certain recurring events and holidays, such as the 4th of July, where the Department does know in advance what its messaging will be. Sergeant Thomas and Admin Sergeant Ramos handle media relations for the Department and currently have a list of approximately 25 local and regional media contacts. The Department sent 35 Press Releases to this media list from August 2015 to August 2016. Topics ranged from crime reports to successful apprehension of suspects to general safety Public Service Announcements.

As part of a 2012 "Outcome-Based Strategic Plan for Public Safety," the Department emphasizes collecting feedback from the Morgan Hill community, offering a "Citizen's Police Employee Commendation Form" on the City website as well as information on how to submit complaints about Police service. Social media, a quarterly email newsletter, and Nixle alerts also play large roles in maintaining a dialogue with the community.

The Department's social media sites have, by far, the largest combined number of Fans/Followers among official City social media sites. As of November 2016:

- [Facebook Page](#) – 8,620 Likes/Fans; 3,721 of those Fans self-identify as Morgan Hill residents on Facebook; 1,101 Gilroy residents; 991 San Jose residents

- [Instagram Profile](#) – 1,002 Followers; 58 posts to date; most-liked photo has 168 Likes
- [Twitter Profile](#) – 4,740 Followers; top-performing Tweets have 7,000+ Impressions and double-digit Engagement Rates

Detective Greg Dini, Officer Kathleen Price and Officer Chris Woodrow co-manage the Department's social media sites on a 24/7 basis thanks to different shifts. All three have received formal social media training for law enforcement. Each has Admin access to the Department's social media sites and can manage/monitor social media activity from their mobile devices. The Department has autonomy with the tone and content of its updates, often working humor and personality into their posts. There is currently no formal Social Media Policy or Social Media Strategy that outlines details such as internal management logistics, comment moderation guidelines, or which metrics to measure.

The social media team makes an effort to post as many images and videos as possible, which is an industry best practice. The Department's Facebook Posts, in particular, tend to generate a large amount of Reach and Engagement, thanks to high Reaction, Comment and Share counts on Posts. To date, the highest-performing Post—a March 20, 2016 Post about a successful felony car stop—received 78,200 Impressions and 18,600 Post Clicks, Reactions, Comments and Shares. At the time, the 78,200 Impressions was nearly 12 times the number of total Page Fans. All Reach and Engagement across the Department's social media sites has been Organic; the Department has not experimented yet with Boosting Facebook Posts, Promoting Tweets or running any other social media ads.

Detective Dini is the main liaison for the City's Neighborhood Watch program. The program has a Public Facebook Group with 2,350 members, which Detective Dini actively monitors. There is also a publicly viewable, comprehensive Crime Map at <https://www.spotcrime.com/ca/morgan+hill>, which pulls data from a Socrata.com database at <https://moto.data.socrata.com/dataset/Morganhill-Police-Department/sqji-4jh6>.

The Police Department publishes its own Quarterly Newsletter via a separate Constant Contact account from the one the City uses. As of this writing, there are approximately 1,900 subscribers for that Newsletter. There have not been any significant conversations about combining Constant Contact accounts and contact databases with the City.

Last, but not least, the Department manages a Nixle account, which allows Police to issue alerts directly to subscribers via text and email. The Police Department is currently the only Morgan Hill agency using Nixle. There are 1,059 total unique people/businesses in the Nixle contact database: 901 mobile (text/SMS) subscriptions and 527 email subscriptions. The database was originally seeded with 100 contacts; there have been 959 new sign-ups since. In the past 12 months (November 2015 – November 16), the Department issued 34 Nixle alerts. The Police Department did not seed the database with landlines of residents.

Special Operations Sergeants Thomas and Ramos oversee the Nixle account and the alert creation/publishing process:

1. A Special Ops Sgt. will advise when a Nixle alert is needed. There is no formal policy that dictates what qualifies as a Nixle alert—the use of Nixle is more based on the needs of the community.
2. A Special Ops Sgt. and Social Media Officer (Detective Dini) will collaborate on the messaging for the alert.

3. A Special Ops Sgt. will ultimately approve the messaging and determine whether the Nixle alert gets sent via SMS (text) and/or email.

Public Works, Utilities

The Public Works Department has multiple responsibilities, ranging from managing its water service and wastewater collection to addressing traffic issues to overseeing the City's Capital Improvements Program (CIP). Morgan Hill also has its own Enterprise Fund for water and wastewater, which is run through the Public Works Department. Tripepi Smith spoke with three members of the Public Works Department: Public Works Director Karl Bjarke, Senior Engineer Scott Creer and Utility Services Deputy Director Dan Repp.

The Department receives the majority of customer/resident complaints through phone calls to the Public Works front desk. Sometimes, other City teammates will route complaints to the Department via internal email as well. One of the more common requests is to repair roads—these requests can come through phone calls to the Department, the Mayor (based on inquiries/questions he receives), the City's social media sites, and emails.

There is no single 'Communications' role within the Department: multiple teammates have the ability to update content on the City website. Interviewees pointed out a reasonable concern: transparency efforts can lead to constantly having to update project dates and statuses on the City website. There can be multiple variables that negatively affect project timelines. If project information on the website is inaccurate, it could invite unnecessary commentary or inquiries about project statuses. Addressing these inquiries requires time, energy and resources from Department staff.

On a related note, the Department's Project Engineers do provide information on a weekly basis to Cynthia Iwanaga (Management Analyst) for "The Scoop." This weekly blog post and email highlights project progress (namely, construction) that might affect the day-to-day routines of City residents and commuters.

Recently, Public Works (working with Maureen) tested out the "Community Engagement Strategy" document for use on the East Dunne Hillside Tank Project that includes: team members and contact info, time frames, background information on the project, communication objectives, a list of stakeholders, related projects, and a Communications action plan. Currently, there is no Emergency Communications Plan for Public Works emergencies, such as a broken water main or power outage.

Operations/Utilities

The Operations Division handles the day-to-day maintenance and administration of the city's water and wastewater infrastructure, as well as street and park maintenance. Within the Operations Division, Utility Services has three divisions of its own: Water Division, Program Maintenance Division, and Sewer Division.

The City supplies water to approximately 12,900 residential, commercial, and industrial customers.²³ Dan Repp is specifically in charge of the City's Urban Water Master Plan (UWMP), its Water & Wastewater Systems Master Plans (WSMP), and its Recycled Water Master Plan

²³ <http://www.morganhill.ca.gov/587/Water-Division>

(RWMP). All of these documents required public meetings and public hearings. The RWMP was a joint effort with Santa Clara Valley Water District, which led on most of the external communication process.

At the public meetings, the public had the opportunity to review plans and submit comments. The Public Works Department worked with Maureen to coordinate announcements in the local newspaper about public meetings, announce meetings on the City's social media channels, and add events to the City Calendar. The Department also updated appropriate sections of the website with occasional updates.

The Water Division also manages the annual Water Quality Reports. The City mails the entire Water Quality Report (a four-page brochure) to all its customers and also includes it as a bill stuffer in Utility Bills. Historically, the Public Works Department has not issued any Press Releases or let the community know when a new Water Quality Report is available.

Partner Agencies and Outside Perspectives

Chamber of Commerce

The Economic Development Department works with the Chamber on communications and sometimes asks the Chamber to email its member base (530 members) on the City's behalf. A couple of the largest events the Chamber manages are the Friday Night Music Series and the Taste of Morgan Hill. The Taste of Morgan Hill festival each September usually draws 40,000 to 50,000 visitors over a single weekend. The City will cross-promote communications about these events through its own official channels and lets the Chamber submit event information for the City's official Event Calendar as well.

Similar to the MHDA, the Chamber uses a website (<http://www.morganhill.org>), social media—a Facebook Page (<https://www.facebook.com/MorganHillChamber>) and LinkedIn Company Page (<https://www.linkedin.com/company/morganhill-chamber-of-commerce>)—and email to promote its messaging. Chamber Board Chair Robert Airoidi is also the owner of Morgan Hill Life—the Life typically includes one piece of content promoting the Chamber on a monthly basis. The Chamber produces a Quarterly Newsletter and uses its ChamberMaster website management platform to send this to approximately 1,100 email subscribers. By comparison, the Chamber's Facebook Page has over 3,200 Page Likes/Fans, its LinkedIn Company Page has approximately 130 Followers, and its website receives approximately 10,000 hits per month.

Morgan Hill Downtown Association

The Morgan Hill Downtown Association (MHDA) is a 501(c)(6) tax exempt corporation "with the mission to make Downtown Morgan Hill the 'Heart of the Community'."²⁴ Given the City's priority of developing its Downtown area, their relationship with the MHDA is strong. The City's Economic Development Department has produced multiple short videos that feature Downtown businesses and business owners. The parking garage and its unique features have generated press for the City as well. Maureen Tobin will frequently cross-promote the MHDA's social media posts (especially Events) on the City's official social media sites. The City also

²⁴ <http://www.morganhilldowntown.org/about-us>

allows the MHDA to submit event information for the City's Event Calendar and, in the past, has given the MHDA free advertising space in the Recreation Activity Guide.

Anecdotally, the MHDA Board Chair and MHDA Office Manager feel "word of mouth" is their most powerful communication tactic, followed by its Constant Contact newsletter, its Facebook Page and subsequent sharing of Posts, its website and search engine queries, then print publications. The Morgan Hill Life and Morgan Hill Times publications are reliable allies when it comes to sharing MHDA messaging; Board member Kathleen Sullivan has the ability to post one article per month in the Life. The MHDA also submits event information to the Life and Times for inclusion in their respective Event Calendars.

The MHDA utilizes a combination of a website, social media, and Constant Contact emails to communicate with its 70 members (businesses) and its community that extends beyond the City and County. One part-time employee manages Communications for the MHDA with oversight from the MHDA Board Chair and MHDA Office Manager. The organization aims to send approximately one email per week to its Constant Contact database, which has over 4,275 unique subscribers; their Open Rate typically ranges from 29-35%. Their Facebook Page also has an impressive penetration rate among Morgan Hill residents. Out of its 3,607 total Facebook Page Fans, 1,757 identify as living in Morgan Hill: in other words, 48.7% of its Page Fans are residents. That ratio is very similar to the City's own Facebook Page demographics where nearly 1,300 of its 2,550 fans identify as living in Morgan Hill (50.6%). The Downtown Association has been going through a number of Staff and Board member changes, which has stalled their Communications and social media presence.

Morgan Hill Unified School District

"The Morgan Hill Unified School District encompasses 296 square miles and serves the ethnically diverse population of Morgan Hill, San Martin, a small portion of south San Jose, and areas of Santa Clara County from Bernal Road in San Jose south to Church Street in San Martin. The Morgan Hill Unified School District serves approximately 8,700 students across 14 schools: 6 Elementary Schools (K-5), 2 Elementary/Middle School (K-8), 2 Middle Schools (6-8), 2 Comprehensive High Schools (9-12), 1 Continuation High School (10-12), and 1 Community Adult School."²⁵ On average, approximately 40% of the District's students are part of the reduced/free lunch program.

During our on-site visit, Tripepi Smith met with Morgan Hill Unified School District's Communications Coordinator, Kimberly Beare. Kimberly oversees all communications that come from the District, including Press Releases, media inquiries, social media sites, and the District's Blackboard Connect direct messaging system.

The District's website's monthly visitor count ranges from 22,000 to 100,000, depending on factors such as seasonality and the end of grading periods. The website is also the portal to the District's Aeries grading system, which can account for a large portion of traffic. Google Translate has been enabled on the site, with easy options to translate the website into Spanish, Chinese, French and Arabic.

²⁵ <http://mhusd.org/about-mhusd>

The Morgan Hill USD Facebook Page has approximately 850 Likes/Fans and frequently posts Photos from school sites, announcements about school-related events, and congratulatory messages to high-performing staff members. The District has not experimented yet with advertising or Boosting Posts.

Kimberly has Super User access to the District's Blackboard Connect direct messaging system, which can send messages throughout the entire District. Individual schools can message just their own school database—the District does not actively monitor schools' usage. To date, the District has approximately 5,300 subscribers who opt to receive updates via email in English and 575 who opt to receive email notifications in Spanish. The database also has approximately 10,000 unique phone numbers, though some households have multiple phone numbers listed. Anecdotally, Kimberly says that parents prefer to receive phone calls (robodial).

Communications Observations

General

- The City is doing relatively well with its transparency efforts: it freely offers video recordings of important meetings via Granicus, and financial information such as employee compensation.
- There is a growing concern about misinformation and rumors spreading rapidly online and the current/potential resources needed to address misinformation.
- 30.3% of Morgan Hill, CA citizens are speakers of a non-English language and the most common non-English language is Spanish (Spanish or Spanish Creole - 19.3%).²⁶ Many safety and health messages are sent out to the community in both English and Spanish. Currently, there does not seem to be a formal policy or decision tree on when communications should be sent/published in a language other than English.
- The City Manager and other Department leaders meet in a Weekly Leadership Huddle, with a set agenda. Maureen Tobin uses this time to extract information from teammates that could be used in City communications, but "Communications" is not a regular agenda item.

Strategy & Policy

- The City Manager has empowered a hybrid Communications model where each Department manages its own external communications (often with Maureen's guidance and input), supplemented by Maureen managing the City's overall strategic communications. As of this writing, Maureen has begun taking steps to establish a "Communications Team."
- Currently, there are no formal policies or guidelines that define when it is appropriate to generate a "News Flash" post on the website, adjust the home page image 'carousel,' send a Constant Contact email, issue a Press Release or post to social media. Maureen manages all these tasks and uses her judgment.

²⁶ <https://datausa.io/profile/geo/morganhill-ca>

- Some departments and teammates—such as the Economic Development team, the Community Services team, and the Police Department—act autonomously to execute Communications on their own without waiting for approval from the City Manager’s Office. While this has not resulted in any issues to date, Tripepi Smith observed a lack of strategy, policy, long-term planning, or messaging guidelines that tie all Department communications together.
- The City has developed multiple tools to help teammates understand the City’s general approach to Communications, such as “Communication Tools for Teammates,” a “CMH Spectrum of Public Participation” graphic, and a “Community Engagement Model Guidebook and Tool Kit.” [See Appendix D](#) for the list of documents. Sometimes, though, communication responsibilities fall to teammates who do not have strong Communications backgrounds or much interest in Communications.

Website

- The City’s website is modern-looking, displays well on mobile devices, is intuitive to navigate as a user, and is fairly easy to update as an admin.
- Certain teammates are members of the “Web Team”: staff who have been trained on how to upload content to the website and update webpages. Ultimately, Maureen Tobin is responsible for the website and its content.
- The City does not currently have a formal “Website Governance Policy,” which typically outlines an organization’s structure of staff and the technical systems, procedures and policies to maintain and manage its website.
- The City website has Google Translate enabled, making it accessible to non-English speakers, which Tripepi Smith considers a best practice.

Social Media

- Certain Departments have demonstrated a willingness to adopt new communication platforms, though the City mostly focuses on Facebook with multiple Facebook Pages.
- The City auto-posts the majority of its Constant Contact emails to the City Facebook Page and Twitter Profile, which is not an ideal practice. Facebook, in particular, will prioritize posts created on its own platform vs. third-party tools.
- City social media posts are reaching a fraction of their potential audience. This is especially evident on Facebook, where the potential audience of just Morgan Hill residents on Facebook is approximately 24,000 individuals but the City’s main page only has 2,650 Likes/Fans. The largest City-owned Facebook Page (the Morgan Hill Police Department) has approximately 8,700 Likes/Fans.
- There are multiple community Facebook Pages and Groups with large memberships. Maureen regularly reads the posts in these spaces and is the only one who officially responds as “the City of Morgan Hill.” Some City staff members and City Council members occasionally read these spaces’ posts, but there is no formal policy to determine whether they can post/respond in these spaces and when it would be appropriate to do so.

Media/Press

- The City has defined multiple “media lists” that receive all City Press Releases and ‘eBlasts’ (digital announcements of breaking/important news).
- There is some evidence (outside of the Economic Development Department’s relationship they have built with the *Silicon Valley Business Journal*) of a *proactive* media engagement strategy on larger City issues, or significant proactive planning to involve media in City projects.
- Morgan Hill has two local newspapers that cover City and community news. Both newspapers are open to receiving and printing content from the City, including local events. Periodically, Maureen meets with editors from each paper to touch base and look for ways to work more effectively together. Regional media outlets mostly focus on weather and crime within the City.
- Department heads have been empowered to answer media inquiries directly, but will often notify the City Manager/Communications and Engagement Manager that they have been contacted and/or ask for input.

Direct Communications (Email & Nixle)

- The City is making good use of a large Constant Contact email database. Email is a highly effective way to ensure Cities are directly reaching community members. There is room for improvement when it comes to actively collecting email information at City facilities, Council meetings and City events.
- Currently, the Police Department is the only City agency/Department using Nixle. There are only 1,059 total unique people/businesses in the Nixle contact database—roughly 2.5% of the City population.

Recommendations

Based on the observations above, Tripepi Smith formulated the following recommendations to help the City enhance its communications and create/optimize platforms to further engage its residents. These recommendations have been formed with both a general goal as well as specific Action Steps to take to achieve the goal. The recommendations have been geared around improving the execution, delivery and impact of the City’s outreach and messaging efforts.

1. Continue to Optimize Website and Define Governance

While the City’s communication efforts have advanced on social media platforms, these all generally drive traffic to or link back to the core repository of the City’s website, which typically receives 40,000-60,000 Visits per month. The CivicPlus website organizes content into sensible categories and most webpage content is easy for City staff to update. Below are several Action Steps to improve the website experience for users, as well as formalizing processes for website admins.

Action Steps

- *Develop a Privacy Policy and Terms of Use for the website. View <https://www.civicplus.com/privacy-policy> and <https://www.civicplus.com/website-terms-of-use> for examples.*

- *Create a Website Governance Policy that outlines who controls website content, the process by which to elevate or prioritize content messaging, a structure for reviewing content on the site, and a plan for adding content and with what frequency.*
 - *Include a schedule of when content should be updated by staff and which content needs to be approved by the Communications & Engagement Manager.*
- *Review the Privacy Policy associated with the website to ensure compliance requirements for privacy disclosures.*
- *Utilize the home page image 'carousel' to highlight important City news, event, projects and services.*
 - *Develop a Content Calendar for the carousel to determine when content should be switched out and what should replace current images.*
 - *Limit carousel content to no more than four items at a time.*
 - *Add text layers to imagery to deliver on key messages.*
- *Enable Event Tracking (through Siteimprove) for non-HTML links on the website to track user behavior, such as how many times an embedded video was played or how many times a PDF link was clicked.*
- *Ensure that all domains resolve properly to <http://www.morganhill.ca.gov/>.*
 - *Consider registering a friendly domain like cityofmorganhill.org (available as of 12/15/16) and using that as the preferred domain in the future.*
- *Regularly review website usage data to identify the most popular pages and features on the website. Use that information to shape website content strategy.*
- *Continue to create meta descriptions the website's most-popular pages.*
- *Add a full set of social media icons & links to the City's main social media sites in the header and/or footer of the website.*
- *Add a dedicated social media page to the site that links to every City-controlled social media asset and any related City policies.*
- *Add a link to the most current agenda for the City Council to homepage and update for each council meeting to meet a future legal requirement*

2. Develop a Social Media Strategy & Policy

Social media is an integral part of any Communications plan for cities today. Staff realizes residents have come to expect their government to engage via social media channels and has established a presence on a number of social media platforms. However, all platforms have relatively modest followings and some are being managed by multiple staff members, which can lead to confusion over who is responsible for posting content and when. Tripepi Smith has suggested that the City adopt a formal Social Media Policy, develop a long-term strategy that harmonizes with the City's goals, and establish regular "social media team" meetings to review future content.

Action Steps

- *Establish a Social Media Policy to formalize usage policies and procedures. For example: defining administrative responsibilities such as providing access to login information, or*

solidifying which staff members can respond to public comments on social media, and when it is appropriate to do so.

- *Consider assigning social media responsibilities to a resource in each Department, even if that just means liaising with a City social media manager so the manager knows what and when to post.*
- *Create a long-term social media strategy that harmonizes with the City's vision and business goals. Address each of the various social media platforms individually, given their unique strengths and Fan/Follower demographics.*
 - *Suspend the creation of new social media sites until a strategy is developed.*
- *Collaboratively develop a social media content calendar across all departments to better space out posts on the City's social media sites and avoid overwhelming Fans/Followers. Ensure social media content gets planned out in advance for City events and projects.*
 - *Meet monthly or quarterly with social media platform managers to review upcoming communication needs and opportunities and document that in a shared content planning calendar.*
- *Establish regular internal "social media team" meetings to discuss content, metrics, customer service, growth/outreach efforts, etc.*
- *Consider having social media managers complete training, such as the "Facebook Blueprint" certification program or Hootsuite's Social Media Marketing certification program, to learn about best practices and build platform knowledge. Ongoing training can help staff stay up-to-date with the quickly changing world of social media.*
- *Develop a strategy for creating and sharing video content, both old and new.*
- *Consider when it would be necessary to post to social media in non-English language. Facebook has made this easier to do, but it may require separate posts on other platforms.*

3. Optimize Social Media Sites

The City has invested time, energy and resources into establishing an official Facebook Page, Twitter Profile, Instagram account and YouTube Channel. There is room for improvement on each of these assets in terms of fleshing out Bio/About sections and optimizing the way posts are displayed to make them more engaging to Fans/Followers.

Action Steps

- *Take full advantage of branding/customization features on each of the platforms to provide visitors and Fans/Followers with as much useful information as possible. Below are some items that can be executed immediately on the City's main official accounts.*
 - **Facebook** – *apply for a Verification checkmark; complete the Page's "About" sections; enable "Preferred Audience" feature; add Featured Likes.*
 - **Twitter** – *update Bio to describe the City vision and/or community; apply for a Verification checkmark; create "Lists" of Users, such as Downtown businesses or local artists; link to the City's social media policy once it is adopted.*
 - **YouTube** – *[set a custom username/URL](#); continue to add video content to the Channel; fill out the About section to include messaging on the City's vision and*

links to other digital assets; add longer Descriptions and multiple Tags to all videos to enhance their Search visibility on both YouTube and Google.

- *Post multimedia, especially videos and photos, whenever possible. These types of posts are much more engaging and allow the City to tell longer, more compelling stories about the City and/or community.*
- *Make an effort to minimize "auto-posts" to Facebook and Twitter from Constant Contact, as these posts do not display as well as posts created via a social media management tool or natively from Facebook.com, Twitter.com, or their respective apps.*
- *Consider adding "Service Areas" to Nextdoor.com as a layer in addition to the City's 22 defined Neighborhoods.*
- *Ensure all City-related social media sites somehow link to the City's official Social Media Policy. This is usually done through "Bio" or "About" sections.*

4. Drive Social Media Audience Growth

The social media audience being reached—while growing—is not large. The fixed cost of producing these communications are not being sufficiently leveraged across a larger audience. To that end, the City should invest in audience growth tactics and long-term strategies that may cost more in the near future but yield higher outreach results and better leverage Maureen's time.

Action Steps

- *Increase paid engagement strategies across social media, but with an emphasis on Facebook ("Boosting" Posts and Promoted Content). The majority of spending should be geographically targeted at those living in Morgan Hill.*
- *Monitor the outcome and engagement results of the advertising to identify what works and what does not work, and how it plays with the online audience.*
 - *Experiment with advertising geared at driving users to take an action like registering for Nixle or signing up for Constant Contact.*
- *Integrate common non-controversial popular culture elements into City videos and posts to generalize the content to a broader audience.*
- *Identify a specific hashtag lexicon for use within the City that can be adopted by both the City and residents alike to engage in an online dialogue and aid the City in listening to the online community. Example: the popular Facebook Page "It's Ours. Our Morgan Hill." uses both #morganhill and #ourmorganhill.*
- *Promote the City's social media platforms and campaigns at community meetings, such as PTA meetings, Chamber meetings, Neighborhood Watch meetings, and non-profit organization meetings to gain awareness and participation by prominent community influencers.*
- *Develop campaign strategies that promote resident engagement and feedback. Examples include resident-submitted photos of the City, identifying resident's "favorites" about the City, or inviting the creative community to submit concept videos or time-lapse videos.*

- *Encourage the Fire Department to establish social media sites, possibly leveraging the Police Department's and City's resources and expertise to form a joint "Emergency Operations" social media presence.*

5. Integrate Cohesive Communications Strategy Throughout Departments

Morgan Hill's communication efforts currently happen on a somewhat "decentralized" basis where Department heads are largely responsible for their Department's external communication efforts. As a result, there has been some variation in Departments' Communications approaches and visuals. In this type of structure, agreed-to strategies and policies alleviate some of the burden on a central management figure to ensure the City is being consistent with its branding and messaging. With longer-term plans and guidelines, the City can build out a more consistent experience when it comes to external communications with the community.

Action Steps

- *Officially designate Department 'Communications Champions' and assemble regular meetings with this core Communications group to discuss upcoming content, best practices, and lessons learned.*
- *Create a master Content Calendar that identifies stories, platforms, and timing to deliver the City's stories. Involve all Department heads in this planning and focus first on identifying the biggest stories of the year.*
- *Update the City's current "Style Guide" so it can be used as the requirements document for communications in the City. Provide this to new or existing staff who are embarking on marketing-related activities for their Departments. Provide templates to all departments that adhere to the Style Guide requirements and make it easier for departments to generate their own communication collateral as permitted or endorsed by the PIO.*
 - *The Style Guide can incorporate an array of items, including: treatment of the City logo in various formats, preferred, preferred colors in various identification formats (hexadecimal, PMYK, Pantone), spacing ratios, identified permitted and pre-selected photographic elements, and official sub-brand or program brand elements.*
 - *Execute a stock photography shoot and make an iconic image library of high-resolution images available to all departments to use in their communications.*
- *Identify the current top five projects for the City and task relevant leadership to draft a Communications Plan related to those projects, including a timeline.*
- *Include external communications as a focal point in the Weekly Leadership Huddle meetings to ensure Department heads know who is responsible for communicating what in regards to City events, projects and other newsworthy goings-on.*
- *When major initiatives are being launched in the City, they should include a Communications component to the plan, even if the Communications plan is to not broadcast information. (That should be a choice, not an oversight.)*
- *Have Department heads review communication efforts and public outreach for effectiveness and lessons learned on specific projects in order to share results with leadership staff on a quarterly basis.*

6. Develop Media Engagement Strategy, Policies and Procedures

The changing media landscape means that, more and more, organizations must rely on direct communication with the public. However, traditional media is still an important component of the current Communications landscape, and Morgan Hill has several local outlets that can be leveraged. Reporters provide different perspectives and viewpoints that engaged residents will consider separately from City materials. Providing staff with guidance on media relations will help ensure information is shared in the City and clarify the role(s) staff members and Council members should take in handling Communications for the City.

Action Steps

- *Develop formal policies and guidelines for press relations and inquiries, and share policies with staff so that roles and functions are clear and understood.*
- *Work with teammates to harmonize (and regularly update) formal press distribution lists across Departments that create and/or distribute Press Releases.*
 - *Establish an internal/stakeholder Communications list to distribute Press Releases to partner agencies.*
 - *Focus on lists from the Fire Department, Police Department, City Manager's Office, Economic Development and the School District.*
- *Identify whom on staff will proactively build relationships with media contacts who commonly cover City news (Morgan Hill Times and Morgan Hill Life, in particular).*
 - *Identify whom on staff will be responsible for building relationships with sister agencies in the City to seek out communication partnership opportunities that yield a stronger community message.*
- *Supplement Press Releases by proactively "pitching" stories to local/regional media. This could include assigning a human interest angle to a City program or regularly including pictures in Releases to add interest to the story.*
- *Develop "holding" Press Releases for routine or anticipated items that can quickly be customized, depending on the situation. Examples include: hiring and retirement of senior staff, anticipated project completions, or breaking news items (such as road closures).*
- *Expand outreach to ethnic media to capture reach Spanish-speaking members of the community.*
- *Add a "Press Page" to the website with a focus on key leadership, high-resolution headshots, bios, mission statement, City facts, City history, royalty-free imagery of the City, and stock video imagery of the City (in high resolution) for easy use by media.*

7. Deepen Direct Electronic Communications with Residents

Direct electronic communication is a timely, cost-effective way to reach a large audience instantaneously. Examples include email campaigns, text alert systems, and broadcast media. More and more, the public is accustomed to receiving information electronically. Therefore, Tripepi Smith recommends the City deepens its use of direct electronic communications as a core part of resident outreach and suggests methods to achieve this.

Action Steps

- *Be mindful of opportunities to enroll people in Constant Contact when they provide the City with their email information.*
 - *Also consider opportunities to mine all sources of emails in the City to add emails to the Constant Contact database. Such action should be reviewed by the City Attorney for permission. Potential examples: speaker registration cards at council meetings, people registered for online water bill payment, people registered with the trash hauler, and emails in the business license database.*
- *Leverage the City phone system's on-hold recording as an opportunity to communicate important City messages. Keep messages short (less than 15 seconds) and digestible.*
- *Establish an Email Governance Policy that outlines the principles of, and responsibilities for, the use of Constant Contact. The Policy may include requirements for email record-keeping, disclosure, security, etiquette and utilizing Lists.*
- *Consider the benefits of City Departments utilizing Nixle more often for quick notifications to residents, as opposed to only the Police Department using the platform.*
 - *Regardless of whether the City decides to use Nixle more, there should be an ongoing campaign to get residents to register for notifications.*
- *Upload the Constant Contact email address database to Facebook to create a "Custom Audience" to better target that audience with Facebook Ads.*
- *When City Hall visitors connect to wi-fi, the screen that shows a confirmation message could include an option to sign up for the City's emails.*

8. Communications Metrics: Measure What Matters

Outside of the Recreation division, Morgan Hill staff does not regularly report on available metrics for a number of the City's Communications platforms. For example, City management and City Council rarely hear about data on website activity, social media successes, or the impact of physical collateral/mailers. Collecting and reviewing these metrics is important, but so too is converting the data into actionable steps for management.

Action Steps

- *Annotate the Piwik data on a consistent basis to provide greater context to observed spikes and 'valleys' in website traffic. This will create institutional knowledge and enable a team to look back and understand spikes and trends in the content.*
- *Provide a quarterly metrics report and narrative along with that report that looks at the major trends and points of interest in City Communications based upon the available data.*
 - *Comments should identify surprises, spikes and timing around other media activity or paid advertising.*
 - *Possible metrics include: visits, unique visitors, traffic/referral source, geographic origin, platform used, frequently accessed content, and clickthroughs to other content.*
- *Identify metrics that will be useful to each department and explain to those departments why they are relevant. Consider isolated reports on web traffic that focus on specific department's webpages.*

- *Track sign-ups for Nixle and Constant Contact and compare against online pushes for sign-ups (i.e. Facebook Page posts) to determine effectiveness of messaging.*
- *When creating communication plans for certain projects/initiatives, define metrics on each City platform to determine the reach of messaging and the success on each platform.*
- *Produce a quarterly Constant Contact report for City management that highlights Open Rates, Click Rates and Subscriptions. Benchmark against past quarters to track progress and leverage insights to adjust messaging and/or design approaches to increase engagement.*
 - *Consider A/B testing different layouts, content priorities or information on newsletters to see if one method achieves better metrics than another.*
- *Produce a quarterly social media report for City management that highlights audience metrics (number of Fans/Followers) as well as Engagement metrics. Leverage these insights to identify what content resonates best with social media audiences.*

9. Empower Staff and Council as Information Ambassadors

The City places a strong emphasis on customer service and individual attention. This requires effective one-on-one engagements by City staff with residents to answer their questions in a timely and professional manner. This is also an opportunity for the City to leverage a strength of customer service to turn each staff person, particularly those on the front lines of engaging with the public or who are in the field working, into ambassadors for the City's efforts and communication platforms.

Action Steps

- *Train 'front line' customer service staff on the role of City communications platforms to keep residents informed so customer service can help sign people up or redirect them to the platforms the City is investing in.*
 - *Develop a 'branding' elevator pitch so that staff can easily explain the City's vision/goals to community members*
- *Standardize all staff email signatures to include links to the City's digital assets, especially the City website and its main social media sites.*
- *As part of Social Media Policy creation discussions, consider the pros and cons of empowering staff members and City Council members to address misinformation online via personal social media accounts.*
- *Conduct annual training on the Emergency Communications Plan, especially responding during crisis communications.*

10. Continue to Grow & Celebrate Transparency Efforts

Transparency is a concern for local governments as a tech-savvy and concerned public makes greater demands for "open data" regarding government business. Morgan Hill's transparency efforts help reaffirm trust while clearly communicating the status of the City's finances so that residents can fully understand the financial demands and challenges the City faces. While Morgan Hill employs several best practices, these practices could be more prominent on the website and celebrated within its communications.

Action Steps

- *Develop a "Transparency Center" on the website that consolidates data such as Form 700s, employee compensation information, City Manager contract information, annual budgets, financial reports, etc.*
- *Add a Transparency Center link or button to the website home page and a menu item to the top navigation menu.*
- *Look into software solutions such as OpenGov for enhanced budgeting, reporting and open data, and easier replies to information act requests.*
- *Publish Press Releases and otherwise ensure local media is aware whenever the City publishes financial reports and similar data.*

11. Evaluate a Changed Model for Staff Support of City Communications

Maureen Tobin is the central figure responsible for overseeing the City's communication efforts across multiple Departments, a role very similar to a Public Information Officer in other cities. Tripepi Smith noted that, given her role, Maureen spends a large amount of her day-to-day hours on tasks and efforts that could just as easily be completed by a more junior resource. Previously, Maureen had a part-time temporary employee assisting her; the hours for this position are currently budgeted, but the position is unfilled at this time. Filling this position would better leverage Maureen's experience and skills to bring a more uniform voice to the City's communications.

Action Steps

- *Fill the position for a part-time employee who could help Maureen execute day-to-day Communications responsibilities. (Note: it may take time to find a candidate with technical skills who is willing to work in a part-time, temporary position at the hourly rate currently budgeted.)*
 - *These responsibilities may include: engaging on social media, researching answers to resident questions, developing analytics reports, developing content for emails, etc.*
- *Once position is filled, have Maureen focus on more strategic efforts, such as internal Communications policy and strategy development, staff training/mentoring, media relations, metrics monitoring, content calendar development, etc.*
- *Continue to empower individual Departments to plan and produce their own communications. For example, Water Quality Reports are a great opportunity to celebrate the Public Works Department's diligent efforts via press releases, News articles on the website, social media posts, etc.*
- *Continue to provide opportunities for Departments to internally discuss Communications (lessons learned, best practices, upcoming content, etc.) in an environment facilitated by Maureen.*

Conclusion

There is a lot of great progress happening in Morgan Hill. This 'South Silicon Valley' City offers residents and visitors a vibrant Downtown, year-round outdoor recreational activities, popular recreation facilities, wineries, parks and more. The Downtown core continues to receive

significant real estate investment and hosts some of the most popular seasonal and annual festivals in Santa Clara County.

The City has many great stories to tell and public information that needs to be conveyed to a public that is becoming better-educated and more affluent. The City has taken many steps to connect with residents across traditional platforms and newer social media channels. The City's Constant Contact email efforts are excellent and excel beyond many other cities that Tripepi Smith is aware of. Yet, with so much going on in the City, there is much more to convey and significant opportunities to celebrate the City's wins. Tripepi Smith's recommendations have focused on hitting tactical execution more effectively with direct digital communications, and advanced the idea of a more structured strategy to ensure the City is proactively telling the stories that showcase the improvements happening in the city.

The City's assets for communicating are generally strong. A solid website platform with CivicPlus, an active Constant Contact platform, a growing social media presence, and a meeting video streaming solution all combine to create public engagement and transparency opportunities. These significant building blocks have provided a foundation upon which the City can continue to build its communication and outreach efforts.

Appendix A – Interview Participants

Name	Title	Department/Organization
Steve Rymer	City Manager	City Manager's Office
Maureen Tobin	Communications & Engagement Manager	City Manager's Office
Christina Turner	Assistant City Manager	Admin Services
Leslie Little	Assistant City Manager	Community Development
Steve Tate	Mayor	City Council
Rich Constantine	Mayor Pro Tem	City Council
Larry Carr	Council Member	City Council
Marilyn Librers	Council Member	City Council
Gordon Siebert	Council Member	City Council
Debbie Vasquez	Senior Services Supervisor	Community Services – Recreation & Community Services
Tony Eulo	Program Administrator	Community Services – Environmental Services Division
Andi Borowski	Municipal Services Assistant	Community Services – Environmental Services Division
Cynthia Iwanaga	Management Analyst	Community Services – Environmental Services Division
Andrea Nicolette	YMCA Executive Director	Mt. Madonna YMCA
Nick Calubaquib	Recreation Manager	Community Services – Recreation & Community Services
Lisa Rick	Aquatics Coordinator	Community Services – Recreation & Community Services – Aquatics
Chris Ghione	Community Services Director	Community Services
Nichole Martin	Community Services Coordinator	Community Services
Edith Ramirez	Economic Development Director	Economic Development
John Lang	Economic Development Coordinator	Economic Development
Dat Nguyen	Finance Director	Finance
Harjot Sangha	Accounting Manager	Finance
Derek Witmer	Fire Chief	Fire Department/CALFIRE
Pete Gallegos	Fire Division Chief	Fire Department/CALFIRE
Dwight Good	Fire Marshal	Fire Department/CALFIRE
Rebecca Garcia	Housing Manager	Housing
Michelle Wilson	Deputy City Clerk	Office of the City Clerk
Gina Paolini	Senior Planner	Planning Division
Terry Linder	Senior Planner	Planning Division
John Baty	Senior Planner	Planning Division

Name	Title	Department/Organization
David Swing	Police Chief	Police Department
Shane Palsgrove	Police Captain	Police Department
Ray Ramos	Admin Sergeant	Police Department
Jerry Neumayer	Captain	Police Department
Carson Thomas	Sergeant	Police Department
Karl Bjarke	Public Works Director	Public Works
Scott Creer	Senior Engineer	Public Works
Dan Repp	Deputy Director – Utility Services	Public Works
John McKay	Board Chair	Morgan Hill Downtown Association
Raquel Crowell	Office Manager	Morgan Hill Downtown Association
Kimberly Beare	Communications Coordinator	Morgan Hill Unified School District
John Horner	President/CEO	Morgan Hill Chamber of Commerce
Robert Aioldi	Board Chair	Morgan Hill Chamber of Commerce (also Editor of Morgan Hill Life newspaper)
Saralyn Otter	Acting Community Librarian	Santa Clara County Libraries – Morgan Hill Branch
Nancy Reynolds	Community Member	Downtown business owner, Board member of Downtown Association, Board member for Morgan Hill Historical Society
Theresa Kiernan	Community Member	Rotary Club member, 'Leadership Morgan Hill' Facilitator, Previous Executive Director of Downtown Association
Chris Monack	Community Member	
Doug Muirhead	Community Member	

Appendix B – Communications Survey Summary

As part of this Communications Assessment, Tripepi Smith collaborated with Maureen Tobin to create and send out a “Communications Satisfaction Survey” in the City’s Constant Contact account. The purpose of the survey was to gauge the community’s current satisfaction with the City’s communication methods and frequency.

The City published this survey in both English and Spanish, promoted it via mass email to Constant Contact subscribers, posted links to the survey on the City’s main Facebook Page and ‘Boosted’ the Post (Reaching 11,700 people), mailed a bilingual postcard to all residents that included links to both versions of the survey, and made hard copies available at City facilities. The English version of the survey received 609 partial and completed responses and the Spanish version received 8 partial and completed responses.

The City and Tripepi Smith collectively decided not to limit computing devices to a single response to make it possible for community members to utilize public resources, such as computers at the Library, to submit survey answers. As such, the survey is not truly scientific; it is our hope that the relatively large response pool helped mitigate any repeated submissions. These survey results help us better understand the viability of certain communication platforms and activities, as well as unique traits of the Morgan Hill community when it comes to communication practices. The survey was purely supplemental to this report: its results often reaffirmed statements from interviewees and hypotheses from City staff, and sometimes helped affirm strategic recommendations.

Full copies of the Survey results and responses are available on the City website.



CITY OF MORGAN HILL

Constant Contact Survey Results

Survey Name: 2016 Communications Satisfaction Survey

Response Status: Partial & Completed

Filter: None

12/2/2016 7:50 PM PST

TextBlock:

The City of Morgan Hill values the voices of its residents and businesses. The City is engaged in a review of its communication and engagement efforts to better listen to and communicate with its residents. As part of the review, the City has created this short Communications Evaluation Survey. We would greatly appreciate your input, which will be part of our overall review process. If you have any questions about this Communications Satisfaction Survey, please contact Nichole Martin at pio@morganhill.ca.gov or 408-310-4694. If you would like to speak with City Staff regarding the City's communication efforts, please include your Contact information below. Thank you again for your participation and your honest feedback about the City's communication efforts.

Please provide your contact information if you would like to discuss Morgan Hill's communication efforts with a member of the City's team (OPTIONAL).








Answers	Number of Response(s)
First Name	224
Last Name	222
Home Phone	186
Email Address	213
City	221

*Please tell us how much you Agree or Disagree with the following statement: "The City of Morgan Hill does a good job communicating important City information to me."

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			105	17.2 %
Agree			266	43.6 %
I'm Not Sure			96	15.7 %
Disagree			95	15.5 %
Strongly Disagree			26	4.2 %
No Response(s)			21	3.4 %
Totals			609	100%








*How do you typically find out about City news and events? (Please select an option for each item)

1 = I can always find news here, 2 = I sometimes find news here, 3 = I never use this to find news










Answer	1	2	3	Number of Response(s)	Rating Score*
The City's website				567	2.2
Inserts in my Water Bill				567	2.5
Local newspaper				567	1.9
Social media, like Facebook or Twitter				567	2.1
Local cable TV channel				567	2.8
Friends and family				567	2.0
Emails from the City of Morgan Hill				567	1.8

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

*What are your most preferred methods to receive communications from the City? (Please pick a maximum of 3 options)

Answer	0%	100%	Number of Response(s)	Response Ratio
The City's website			169	28.6 %
Email			476	80.8 %
Text message			75	12.7 %
Social media			234	39.7 %
Mailer/postcard			190	32.2 %
Local cable TV			20	3.3 %
Other			51	8.6 %
Totals			589	100%








*Do you 'Like' or 'Follow' the City on social media, or receive emails from the City? (Please select all that apply.)

Answer	0%	100%	Number of Response(s)	Response Ratio
I am a Fan of "City of Morgan Hill - Engage" on Facebook			185	31.4 %
I Follow @CityofMorganHil on Twitter			25	4.2 %
I have signed up to receive emails from the City			324	55.0 %
I have watched City meetings on Channel 17			49	8.3 %
I have watched the City's videos on YouTube			23	3.9 %
I have viewed live streaming videos on the City's website			37	6.2 %
I have seen posts from the City on Nextdoor.com			179	30.3 %
I have received text messages from the City			31	5.2 %
None of the above			122	20.7 %
Totals			589	100%

TextBlock:

The following survey questions are OPTIONAL. The City of Morgan Hill would love to have your feedback on these questions as well. If you wish to skip to the end, please hit the 'Continue' buttons, then the 'Finish' button.






How easy is it for you to find information on the City's website?

Answer	0%	100%	Number of Response(s)	Response Ratio
Very Easy - I know right where to go			25	4.1 %
Easy - I can find it pretty quickly			131	21.5 %
Between Easy and Hard - Sometimes it's quick			178	29.2 %
Hard - I usually have to click/tap on multiple pages or use the Search			72	11.8 %
Very Hard - I don't know where to go to find information			19	3.1 %
N/A - I don't visit the City's website			122	20.0 %
No Response(s)			62	10.1 %
Totals			609	100%

Are there any other ways you would like to be informed of City programming, activities, news and events?

124 Response(s)




Please tell us how much you Agree or Disagree with the following statement: "The City of Morgan Hill does a good job involving the public in decision-making."

Answer	0%	100%	Number of Response(s)	Response Ratio
Strongly Agree			57	9.3 %
Agree			257	42.2 %
Disagree			168	27.5 %
Strongly Disagree			62	10.1 %
No Response(s)			65	10.6 %
Totals			609	100%












What opportunities would you like the City to make available to Morgan Hill residents to provide input and feedback on important issues?

113 Response(s)







In the past 2 years, have you provided your input on any major City projects or initiatives?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			324	53.2 %
No			223	36.6 %
No Response(s)			62	10.1 %
Totals			609	100%

How did you provide your input on the City project(s) or initiative(s)? (Please select all that apply)

Answer	0%	100%	Number of Response(s)	Response Ratio
By email to City Council			76	23.9 %
By email to City Staff			88	27.7 %
By phone call to City Staff			38	11.9 %
In-person to City Council			70	22.0 %
In-person to City Staff			50	15.7 %
By commenting on the City's Facebook Page			57	17.9 %
By 'reply' or 'mention' on Twitter			4	1.2 %
By commenting on the City's Nextdoor post			52	16.4 %
At a Coffee With the Mayor event			42	13.2 %
By responding to a City survey			216	68.1 %
Other			37	11.6 %
Totals			317	100%

How long have you lived in Morgan Hill?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 2 years			33	5.4 %
2-5 years			92	15.1 %
6-10 years			77	12.6 %
Over 10 years			320	52.5 %
I do not live in the City			20	3.2 %
No Response(s)			67	11.0 %
Totals			609	100%

What is your age?

Answer	0%	100%	Number of Response(s)	Response Ratio
Under 18 years old			1	<1 %
18-30 years old			14	2.2 %
31-40 years old			77	12.6 %
41-50 years old			123	20.1 %
51-60 years old			149	24.4 %
61-70 years old			124	20.3 %
Over 70 years old			48	7.8 %
No Response(s)			73	11.9 %
Totals			609	100%

Are you a member of the Centennial Recreation Center (CRC)?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			203	33.3 %
No			335	55.0 %
No Response(s)			71	11.6 %
Totals			609	100%

Do you own a smartphone?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			508	83.4 %
No			32	5.2 %
No Response(s)			69	11.3 %
Totals			609	100%

Spanish Survey results summary



CITY OF MORGAN HILL

Constant Contact Survey Results

Survey Name: 2016 Communications Satisfaction Survey - Spanish

Response Status: Partial & Completed

Filter: None

12/2/2016 8:53 PM PST

TextBlock:

La

Municipalidad de Morgan Hill aprecia la opinión de sus residentes y establecimientos comerciales. La Municipalidad se está ocupando de estudiar sus labores de comunicación y participación a fin de escuchar mejor a sus residentes y comunicarse mejor con ellos. Como parte del estudio, la Municipalidad ha creado la siguiente breve Encuesta de Evaluación de Comunicaciones. Le agradeceríamos sobremanera su opinión, lo cual será parte de nuestro proceso general de estudio.

Si tiene alguna

pregunta respecto a la Encuesta de Satisfacción con las Comunicaciones, por favor comuníquese con Maureen Tobin: pio@morganhill.ca.gov o llame al 408-310-4706. Si desea hablar con el personal de la Municipalidad sobre las labores de comunicación de la Municipalidad, por favor incluya a continuación su información de contacto: Nombre de pila, apellido, teléfono, correo electrónico, y su ciudad.

Le agradecemos

nuevamente su participación y su opinión franca sobre las labores de comunicación de la Municipalidad.

Por favor

proporcione su información de contacto si desea hablar con un miembro del equipo de la Municipalidad sobre las labores de comunicación de la Municipalidad de Morgan Hill (OPCIONAL).

Al ingresar mis

datos personales, doy mi consentimiento de recibir de la organización del autor de la encuesta comunicaciones por correo electrónico basadas en los datos recaudados.

Answers	Number of Response(s)
First Name	4
Last Name	2
Home Phone	2
Email Address	2
City	3

Por favor

* díganos en qué medida usted está De Acuerdo o En Desacuerdo con la siguiente declaración: "La Municipalidad de Morgan Hill hace una buena labor de comunicarme información importante sobre la Municipalidad".

Answer	0%	100%	Number of Response(s)	Response Ratio
Enfáticamente de acuerdo			0	0.0 %
De acuerdo			6	75.0 %
No estoy seguro(a)			0	0.0 %
En desacuerdo			2	25.0 %
Enfáticamente en desacuerdo			0	0.0 %
No Response(s)			0	0.0 %
Totals			8	100%

¿Cómo

*suele enterarse de noticias y acontecimientos de la Municipalidad? (Por favor seleccione una opción por cada elemento)

1 = Siempre puedo encontrar noticias aquí, 2 = A veces encuentro noticias aquí, 3 = Nunca utilizo este medio para encontrar noticias

Answer	1	2	3	Number of Response(s)	Rating Score*
El apartado electrónico de la Municipalidad				6	2.3
Encartes en el cobro del agua				6	2.7
Periódico de la comunidad				6	2.0
Medios sociales como Facebook o Twitter				6	2.2
Canal local de televisión por cable				6	2.7
Amigos y familiares				6	1.8
Mensajes electrónicos de la Municipalidad de Morgan Hill				6	2.0

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

¿Qué

*método prefiere más para recibir comunicaciones de la Municipalidad? (Por favor escoja un máximo de tres opciones).

Answer	0%	100%	Number of Response(s)	Response Ratio
El apartado electrónico de la Municipalidad			2	25.0 %
Correo electrónico			2	25.0 %
Mensaje de texto			1	12.5 %
Medios sociales			3	37.5 %
Folleto o tarjeta postal			4	50.0 %
Televisión por cable local			0	0.0 %
Other			0	0.0 %
Totals			8	100%

¿"Le gustan" o "Sigue" en los medios sociales los acontecimientos de la *Municipalidad, o recibe mensajes electrónicos de la Municipalidad? (Por favor seleccione todas las opciones aplicables).

Answer	0%	100%	Number of Response(s)	Response Ratio
Soy partidario de "City of Morgan Hill - Engage" en Facebook	<div></div>		5	62.5 %
Sigo @CityofMorganHil en Twitter			0	0.0 %
Me he apuntado para recibir mensajes electrónicos de la Municipalidad			0	0.0 %
He visto reuniones de la Municipalidad en el Canal 17			0	0.0 %
He visto videos de la Municipalidad en YouTube			0	0.0 %
He visto anuncios de la Municipalidad en Nextdoor.com	<div></div>		2	25.0 %
He recibido mensajes de texto de la Municipalidad	<div></div>		1	12.5 %
Nada de lo anterior	<div></div>		2	25.0 %
Totals			8	100%

TextBlock:

Las siguientes preguntas de la encuesta son OPCIONALES. A la Municipalidad de Morgan Hill le encantaría saber lo que usted opina respecto a las siguientes preguntas también. Si desea saltarse hasta el final, por favor apriete los botones "Continue", y luego el botón "Finish".

¿Qué tan fácil

le resulta averiguar información en el apartado electrónico de la
Municipalidad?

Answer	0%	100%	Number of Response(s)	Response Ratio
Muy fácil - Sé exactamente a dónde ir			0	0.0 %
Fácil - La puedo encontrar con bastante rapidez			0	0.0 %
Entre fácil y difícil - A veces es rápido			0	0.0 %
Difícil - Normalmente tengo que consultar varias páginas o utilizar la función Buscar			2	25.0 %
Muy difícil - No sé a dónde dirigirme para buscar la información			0	0.0 %
N/A - No consulto el apartado electrónico de la Municipalidad			1	12.5 %
No Response(s)			5	62.5 %
Totals			8	100%

¿Existe alguna

otra forma en la que le gustaría informarse de programas, actividades, noticias
y acontecimientos de la Municipalidad?

0 Response(s)

Por favor

díganos en qué medida está usted De Acuerdo o En Desacuerdo con la siguiente declaración:

"La Municipalidad de Morgan Hill hace una buena labor de pedirle al público que
participe en el proceso decisorio".

Answer	0%	100%	Number of Response(s)	Response Ratio
Enfáticamente de acuerdo			0	0.0 %
De acuerdo			2	25.0 %
En desacuerdo			1	12.5 %
Enfáticamente en desacuerdo			0	0.0 %
No Response(s)			5	62.5 %
Totals			8	100%

¿Qué

oportunidades le gustaría que la Municipalidad de Morgan Hill ofrezca a los residentes para que ellos comuniquen su opinión sobre asuntos importantes?

0 Response(s)

En los últimos

dos años, ¿ha ofrecido su opinión sobre algún proyecto o iniciativa importante de la Municipalidad?

Answer	0%	100%	Number of Response(s)	Response Ratio
Sí			0	0.0 %
No			3	37.5 %
No Response(s)			5	62.5 %
Totals			8	100%

¿Cómo ofreció su opinión en el o

los proyectos o iniciativas de la Municipalidad? (Por favor seleccione todas las opciones aplicables)

Answer	0%	100%	Number of Response(s)	Response Ratio
Por correo electrónico al Concejo Municipal			0	0.0 %
Por correo electrónico al personal de la Municipalidad			0	0.0 %
Por llamada telefónica al personal de la Municipalidad			0	0.0 %
En persona al Concejo Municipal			0	0.0 %
En persona al personal de la Municipalidad			0	0.0 %
Mediante comentarios en la página de Facebook de la Municipalidad			0	0.0 %
Mediante "reply" (contestar) o "mention" (mencionar) en Twitter			0	0.0 %
Mediante comentarios en la página de Nextdoor de la Municipalidad			0	0.0 %
Mediante comentarios en un evento llamado Café con el Alcalde			0	0.0 %
Other			0	0.0 %
Totals			0	0%

¿Durante cuánto
tiempo ha vivido en Morgan Hill?

Answer	0%	100%	Number of Response(s)	Response Ratio
Menos de dos años			0	0.0 %
De 2 a 5 años			0	0.0 %
De 6 a 10 años	<div></div>		1	12.5 %
Más de 10 años	<div></div>		2	25.0 %
No vivo en la ciudad			0	0.0 %
No Response(s)	<div></div>		5	62.5 %
Totals			8	100%



¿Qué edad
tiene?

Answer	0%	100%	Number of Response(s)	Response Ratio
Menos de 18 años			0	0.0 %
De 18 a 30 años			0	0.0 %
De 31 a 40 años	<div></div>		1	12.5 %
De 41 a 50 años			0	0.0 %
De 51 a 60 años	<div></div>		1	12.5 %
De 61 a 70 años			0	0.0 %
Mayor de 70 años			0	0.0 %
No Response(s)	<div></div>		6	75.0 %
Totals			8	100%

¿Es usted
miembro del Centennial Recreation Center?

Answer	0%	100%	Number of Response(s)	Response Ratio
Sí	<div></div>		1	12.5 %
No	<div></div>		2	25.0 %
No Response(s)	<div></div>		5	62.5 %
Totals			8	100%

¿Tiene un
teléfono inteligente?

Answer	0%	100%	Number of Response(s)	Response Ratio
Si			3	37.5 %
No			0	0.0 %
No Response(s)			5	62.5 %
Totals			8	100%

Analysis

Based on the 609 partial and completed survey responses:

- Nearly 61% of survey respondents Strongly Agree or Agree that "The City of Morgan Hill does a good job communicating important City information to me."
- Emails from the City, the local newspapers, and social media sites (including Nextdoor.com) appear to be the most preferred sources for City information and news. The local cable TV channel does not seem useful as a news source.
- Some recurring suggestions for "other ways you would like to be informed of City programming, activities, news and events" included: a regular City newsletter highlighting events and construction; mailers notifying residents of nearby development and road closures; more information posted in the local newspapers; and marquees/bulletin boards at City facilities.
- When it comes to residents providing feedback on important issues, there seems to be a desire for more surveys (whether digital or physical), as well as public meetings whose start times better fit the schedules of full-time workers.
- There seems to be a common concern that the City Council and City staff "ignore" the comments of the public in lieu of preconceived decisions on issues such as housing development and high speed rail.

Based on the 8 partial and completed Spanish survey responses (with so few responses, none of these observations are particularly scientific or material):

- 75% of survey respondents Agree that "The City of Morgan Hill does a good job communicating important City information to me."
- Respondents most frequently learn about City news and events from: friends & family, the local newspaper, and emails from the City.
- Half of the respondents selected postcards/mailers as their preferred method for receiving communications from the City.

The City leveraged the bit.ly URL shortener to track survey visits from different mediums:

- Visits to the English survey from the URL on the postcard: 1
- Visits to the English survey from the link in the email and on social media: 143
- Visits to the Spanish survey from the URL on the postcard: 1
- Visits to the Spanish survey from the link in the email and on social media: 81

Appendix C – Constant Contact Lists

As of December 16, 2016, there are 69 different Lists in the City's Constant Contact database. Of those Lists, 21 have 10 or fewer Subscribers.

List Name	Contacts	Date Created
Monthly Event Calendar Only	6470	9/22/15
CRC & AC Members	4982	9/9/15
CRC & AC Members 2016	3509	10/28/16
General Interest	2531	12/19/06
CRC Members Draft on 15th	1665	11/22/16
Members 50+ Adults	1650	3/22/16
2015 School Dayz Program	1451	1/27/15
CRC Members Draft on the 1st	1373	9/9/16
MHPD Newsletter	1372	5/13/14
Downtown Updates	1142	11/6/13
Economic Development Highrise	574	6/17/16
Senior Center Contacts	421	6/2/09
Parents with Children 12 & Under	343	11/7/08
9-16 Year Old CRC Member Parent Emails	310	5/18/10
Senior Center Supplement	241	8/12/09
Environmental Programs	206	6/21/12
Morgan Hill Splash Aquatics	204	3/22/10
El Toro Social Club Final	174	6/3/16
Skatepark	166	5/18/12
Work on Wellness	142	10/6/14
Rec Staff Newsletter	138	5/16/11
Morgan Hill Businesses	137	2/18/14
Development Services Review 12.2015	136	12/16/15
Clty Employees	127	1/26/10
Past School Dayz	85	1/17/11
Downtown Businesses	49	10/22/14
2015 Summer Fun in the Park	47	9/15/15
Fire	46	1/3/13
MHVY Attendees 1/2016	45	1/25/16
Developers	42	2/18/14
El Toro Social Club	42	6/3/16
KLS	41	11/30/16
AC Volunteers	38	7/21/11
Multi-Unit Housing	33	7/22/14
GPAC	27	5/27/14
Morgan Hill Unified Principals	18	2/1/10
Skyhawks	18	11/11/16

List Name	Contacts	Date Created
Media Only	17	10/26/10
CRC Management	17	9/17/15
Downtown Association	16	2/1/10
AC Renaming Ceremony	16	11/20/15
MHUSD Office	16	11/14/07
Chamber of Commerce	15	1/3/08
Futsal	15	11/11/16
Morgan Hill Community Foundation	12	1/29/16
CRC Bday 2016	12	8/31/16
Oversite Board	12	5/27/14
Executive Team	11	2/21/10
Mike Myers Tennis	10	11/11/16
Mt. Madonna YMCA Board	9	2/8/10
YAC	9	8/31/07
Friendly Inn Tenants	9	2/4/10
Planning Commission	8	2/8/10
Leadership MH Board	8	2/1/10
RCSD Staff only	8	10/26/10
LCAC	7	6/10/10
PRC	6	8/31/07
Morgan Hill City Council	6	2/1/10
Economic Development Network	6	6/8/16
MHUSD Board	4	2/1/10
Senior Test	3	4/1/16
Senior Advisory Committee	3	4/5/16
Older Adult Volunteers	3	4/27/16
Nichole Only	1	6/30/15
For Spanish Emails	1	12/9/15
PIO	1	12/12/14
Hilary Only	1	12/18/15
County Officials	1	2/4/10
sking@ymcasv.org	0	12/10/15

Appendix D – Internal Communications Guides and Templates

The City has developed multiple documents to help teammates learn some Communications basics, and to also ensure teammates recognize and understand the City’s approach to community engagement. Below are some excerpts from these documents:

“Spectrum of Public Participation”



SPECTRUM OF PUBLIC PARTICIPATION

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influences the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	<ul style="list-style-type: none"> • Fact sheets • Web sites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Citizen advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decision

© 2007 International Association for Public Participation

“Communications Tools for Teammates”

City of Morgan Hill Primary Communication Channels/Tools

The following communication channels have become the standard for how the City of Morgan Hill shares information with the community. At a minimum, these primary communication channels should be considered in all situations where we need to communicate information with our community.

Questions to Ask:

- Who will be directly impacted?
- Who will be indirectly impacted?
- Who will want to be aware?
- Who should be aware?
- What is opportunity for misunderstanding/conflict?
- Who in community can help communicate and share information?

Information necessary for all communication:

- Overview of information to share
- Links to website or documents on website
- Dates/times/locations if applicable
- Contact person - phone number/email address

1. Website

Should be handled by individual departments

- Update to an existing website page
- Creation of a new website page
- Add to website calendar
- Create a NewsFlash

2. Constant Contact Eblasts - 13,000+ contacts

Managed by Maureen Tobin & Nichole Martin

Those who have access: Several CSD teammates, John Lang, PD

3. Monthly Email Calendar of Events

Managed by Nichole Martin

- Information must be provided by the 15th of the month that is two months ahead of event. Example: August information must be provided by June 15th



4. Social Media

Managed by Maureen Tobin

- Facebook - City of Morgan Hill Engage
- Twitter - @CityofMorganHil
- Nextdoor: Several have access (PD, CSD, John Lang)

5. Other Social Media

Managed by various departments

6. Channel 17

Managed by Larry Talbot

7. Lobby Monitors (slides & videos)

Managed by several

- City Hall/Council Chamber/Police Department (Hilary Holeman)
- Community & Cultural Center/Centennial Recreation Center/Aquatics Center (Jennie Tucker & Nichole Parker)

8. Outdoor Digital Displays

Managed by Debbie Lee-Lazzarino, Lisa Rick (AC) and Jennie Tucker

- Community & Cultural Center (Text, slides, videos)
- Aquatics Center (text only)

“Community Engagement Strategy” template

City of Morgan Hill

Community Engagement Strategy

Project Name: -

CONTACT INFORMATION (Please include full name, email address and phone number)

Project Manager:

Contractor:

Community

Contact: _____

Project Team

Members: _____

TIME FRAMES

Project Start Date: _____

Project Finish Date: _____

PROJECT INFORMATION

1.) Background Information:

2.) Purpose of Project:

ENGAGEMENT STRATEGY

1.) Communication/ Engagement Objectives:

2.) Level of Engagement:

Inform	Consult	Involve	Collaborate	Empower

3.) Stakeholders:

Name	Organization (if any)	Email Address	Phone Number	Mailing Address

4.) Related Projects

Project Name	Project Manager	Project Timeframes	Outreach	Outreach Time Frames

5) Action Plan

Activity	Timing	Responsibility	Level of Engagement/Purpose	Target Group/Stakeholders

6.) Evaluation: