



2018 COMMUNICATIONS SUMMARY REPORT

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INTRODUCTION

This report was assembled by the Town of Belleair Communications Team and presented to the Town Manager and the Commission in order to comply with Belleair's Communications Policy. This report allows for transparency and discussion between staff and the Commission, and facilitates active monitoring and benchmarking of our collective efforts.

While 2017 was a year of learning and development for the Communications Team, 2018 was a year where the group was able to hit its stride. Building off of the goals set in the past year, the 2018 Team tackled a wide set of objectives within its three aspirational goals: (1) refining communications processes, (2) maximizing communications quality, and (3) improving how employees are engaged and informed.

2018 COMMUNICATIONS HIGHLIGHTS

Before diving into analytics and future year goal setting, it is important to note the successes of the Communications Team in 2018. Below is a list that highlights some of the programs, initiatives, and projects that the Team developed and/or launched in the previous calendar year.

MONTH	EVENT
February	Launched the "Get More Out of Your Government" campaign to advertise underused Town services
March	Created internal "Action Plans" for all Town of Belleair communications tools
April	Co-hosted "Sheltering in Place: A Hurricane Awareness Symposium" with the City of Belleair Bluffs
April	Created a 2018 Crisis Communications Plan to guide emergency response communications
May	Placed an employee computer work station in the John J. Osborne Public Works Building
May	Launched Belleair University - a web portal for internal videos, policies, documents, and links
July	Filmed, published, and promoted 11 videos for the Town's Historic Survey Project
September	Launched a website cross-review program to occur every six months
September	Published the 2018-2019 Resident Information Guide, delivered to every doorstep in Belleair
September	Worked with the Belleair Teen Council to enter (and win) a Florida League of Cities video contest
October - December	Worked with the Florida Institute of Government to advertise strategic planning events and surveys
October	Received Commission approval for the Town's new logo, allowing re-branding efforts to begin
November	Announced the Town's new logo to the public and worked internally to set a re-branding schedule
December	Mailed "2019 Solid Waste Holiday Schedule" magnets to all single-family homes in town

BACKGROUND ANALYSIS

In preparation for generating this report, the Communications Team used two models (a Business Model Canvas and a SWOT Analysis) to visualize the current positioning and roles of the team within the greater scope of the Town of Belleair.

TOWN OF BELLEAIR BUSINESS MODEL CANVAS

With few tweaks from the 2017 version, the 2018 Business Model Canvas for the Communications Team is a visual representation of the moving parts that influence, direct, and necessitate the team.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
WE WORK WITH...	WE PROVIDE...	WE PROMISE...	WE TREAT OTHERS WITH...	WE PROVIDE SERVICES TO...
- Belleair residents (and those of neighboring communities) - Businesses - Elected officials - Employees - External agencies and overlay districts (i.e. City of Clearwater, Pinellas County, SWFWMD) - Local civic organizations (i.e. the Belleair Community Foundation, the Belleair Rotary) - Member organizations (i.e. APWA, NRP, ICMA) - The press	- Enhancement of quality of life - Legal and regulatory compliance - Law enforcement - Public health and safety - Public services and utilities	TO DELIVER HIGH-QUALITY COMMUNICATIONS, SERVICES, AND EXPERIENCES THROUGHOUT AND WITHIN BELLEAIR THAT HAVE A SMALL-TOWN, PERSONAL FEEL	- A prioritization on positive relationships - An emphasis on our core values (neighborly, empathetic, and diligent)	- Belleair residents (and those of neighboring communities) - Businesses - Employees - External agencies and overlay districts (i.e. City of Clearwater, Pinellas County, SWFWMD)
	KEY RESOURCES		CHANNELS	
	WE NEED...		WE REACH OUR CUSTOMERS VIA...	
	- Employees - Equipment - Facilities - Residents and resulting revenue streams		- Customer service (i.e. face-to-face discussions, phone calls, emails) - Letters and mailers - Press coverage - Public meetings - Social media and web presences	
COST STRUCTURE		REVENUE STREAMS		
WE SPEND MONEY ON...		WE MAKE MONEY FROM...		
- Capital expenses - Community programs and events - Personnel costs - Professional services - Public services and utilities - Operating expenses		- Community programming and event fees - Donations, grant, and sponsorship funding - Franchise fees for electric and gas utilities - Permitting fees and fines - Utility billing - Various tax revenues		

SWOT ANALYSIS OF BELLEAIR COMMUNICATIONS

Following the completion of the Business Model Canvas, the Communications Team adjusted last year's SWOT Analysis to reflect current strengths, weaknesses, opportunities, and threats to the Town's communications processes and activities.

		POSITIVE	NEGATIVE
INTERNAL		STRENGTHS	WEAKNESSES
		• Support from management and elected officials to focus on and improve communications • A high level of interdepartmental commitment and cooperation to complete communications projects and improve processes • The formation and dedication of the Communications Team • A sense of momentum within the Communications Team from the projects and initiatives completed in 2018 (i.e. the 2018-2019 Resident Information Guide, Belleair University) • Quality services/workmanship produced within the Town that creates citizen trust and allows for positive publicity	• Employees wear many hats, limiting the time able to be spent on communications projects • Generational and technological gaps exist among Town employees and residents, making it difficult to reach all of the demographics • Moving forward with new practices and tools can cause some resistance to move on from the "way it's always been" • Employees have limited knowledge of other job functions outside of their own department • Internal understanding of Town information, policies, and processes needs improvement
EXTERNAL		OPPORTUNITIES	THREATS
		• Many inexpensive or free communications tools could be leveraged for more use (i.e. social media, e-blasts, utility inserts) • As we fully transition to the Town's new logo, new and creative ways to share our brand could be explored • We have strong external partnerships with local businesses, organizations, and municipalities that we can use to help us communicate/market • There is relatively low competition in our market (due to high switching barriers) • Our customer base is in a single geographical location, which allows us to be more connected to and knowledgeable about them	• There is rapid growth in the volume of communications tools being used by our various demographics, making it difficult to reach consumers through digital means • Due to the growth of social media and recent backlash over web privacy, technology is in place on Facebook and other sites that limits the reach of corporate/governmental posts • The Town splits some roles and responsibilities with other authorities (i.e. Pinellas County, other cities), which can create confusion/frustration for residents when they have an issue or concern • Federal and State laws concerning ADA accessibility and public records are difficult (and costly) to manage and mitigate

2018 COMMUNICATIONS DATA

In order to analyze and understand the successes and pitfalls of our 2018 communications (and to use these points to set goals for the coming year), the Communications Team has pulled analytic data from 2018 for our major communications platforms. These measurable statistics are compared to last year's data whenever possible in order to track our progress.

BELLEAIR NEWS NETWORK (BNN)

The BNN weekly staff newsletter launched in May of 2017 as a result of a Transforming Local Government (TLG) Alliance for Innovation project. This tool collects data from all departments that fall within five categories: (1) schedules and events, (2) human resources, (3) alerts, (4) policies and procedures, and (5) employee engagement, and distributes that information to all staff via a weekly PDF newsletter.

The success of BNN is tracked on an annual basis via a satisfaction survey distributed in May of each year. The below data reflects the survey results from the May, 2018 evaluation.

Internal communication satisfaction increased from 3.11/5.00 in May of 2017 to 4.18 in May of 2018 - a 34.51% increase

BNN has an average satisfaction of 4.49/5.00

91% of responding employees read BNN weekly

91% of responding employees state that BNN meets their internal communications needs

TOWN OF BELLEAIR FACEBOOK (@tobmain)

The Town of Belleair's Facebook page had a 14.53% increase in followers in 2018. Specifically, the page had 1,211 followers on January 1, 2018 and 1,387 at the year's end (176 additional followers). This account hosted five Facebook events last year (all of which were boosted), plus eight events co-hosted with the @BelleairRec page. The account also boosted four posts in 2018.

Staff has noticed that Facebook posts from this account perform best when they are "feel-good" stories about residents, staff, or events occurring in Town, which is a primary reason for a focus on those types of posts on this platform. Staff also began using the #WeLoveBelleair hashtag on Facebook in 2018 in order to leverage this idea and be able to track corresponding analytics in the future.

This past year, Facebook's new algorithm did present some challenges, as the platform's update has made it more difficult for brands and marketers to reach individuals. To counter this, staff increased the amount of video being produced, included more captivating images, and limited shared content if possible. Studies have found that links and shares of other brands can greatly reduce a post's reach and engagement on Facebook, which has also been the case for the Town. Original, visually-appealing content with little text in images/videos will be a focus in the coming year.

164 posts in 2018

Average 2.23 posts/week

Average reach of 957 views/post

Average 75 engagements (likes/comments/shares) per post

RECREATION FACEBOOK (@BelleairRec)

The Parks and Recreation Facebook page saw a 22.58% increase in Facebook followers in 2018, with 1,196 followers on January 1, 2018 and 1,466 at end of the year (270 additional followers). Additionally, this page hosted 10 Facebook events over the year, four of which were boosted.

The challenges regarding Facebook's new algorithm that are mentioned in the previous section also applied to this account in 2018, creating some difficulties regarding reach and engagement.

<i>93 posts in 2018</i>	<i>Average 1.79 posts/week</i>	<i>Average 357 views/post</i>	<i>Average 27 engagements (likes/comments/shares) per post</i>
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TOWN OF BELLEAIR TWITTER (@TownofBelleair)

The Town of Belleair's Twitter handle boasted 680 followers in January of 2018 and 782 followers in January of 2019 - a 15.00% increase.

Over the past year, staff has been able to identify a better niche for this Twitter handle than in previous years. Namely, tweets from this account receive the most attention when they are direct and informative. This strategy is distinctly different from how Facebook is approached, and staff plans to leverage this insight more in 2019.

<i>147 tweets in 2018</i>	<i>Average 2.82 tweets/week</i>	<i>Average 575 impressions/tweet</i>	<i>Average 133 profile visits/week</i>
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RECREATION TWITTER (@BelleairRec)

The Parks and Recreation Department's Twitter account showed an increase of 22 followers in 2018, bringing the county to a total of 132 followers. This shows a 20.00% increase from 2017.

With only 35 tweets in 2018, this account has not been used to its fullest potential. Due to the relatively smaller target market of recreation users on Twitter, the Parks and Recreation Department may seek to deactivate this account in the coming year in order to focus more efforts on Facebook and Instagram.

<i>35 tweets in 2018</i>	<i>Average 0.70 tweets/week</i>	<i>Average 206 impressions/tweet</i>	<i>Average 111 profile visits/month</i>
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RECREATION INSTAGRAM (@belleair_rec)

The Parks and Recreation Department's Instagram account had 356 followers as of January 1, 2018 and 539 followers as of December 31, 2018. This documents an increase of 183 followers over the year - a 51.04% spike. Each post averaged 48 likes, which translates to roughly a 9% engagement rate.

The nine Instagram posts with the most engagement for 2018 were all photos of staff or residents. As the majority of the account's followers are Belleair residents, this strategy of showcasing familiar faces seems to encourage engagement on Instagram. After seeing a tremendous growth in followers and engagement over 2018, the Parks and Recreation Department plans to continue with a similar pattern of posting pictures of staff and residents regularly throughout 2019.

<i>171 posts in 2018</i>	<i>Average 3.3 posts/week</i>	<i>Average 48 likes/post</i>	<i>Pictures of residents and staff receive highest engagement</i>
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TOWN OF BELLEAIR E-BLASTS (MAILCHIMP)

The Administration Department began utilizing MailChimp as a free e-blast tool in the summer of 2017 and used it to send two e-blasts in 2017 and ten in 2018. Four of the 2018 e-blasts were Quarterly Updates and five advertised special events for various departments (i.e. Haz-to-Go for Solid Waste, Sundays in Belleair for Parks and Recreation, Community Forums for Administration).

The Town of Belleair's MailChimp account had a 23.81% increase in subscribers over the course of the 2018 calendar year. Specifically, the page had 294 subscribers in January of 2018 and 364 at the year's end (70 additional subscribers). Open and click rates remained relatively stable between 2017 and 2018.

<i>364 subscribed contacts</i>	<i>10 e-blasts sent in 2018</i>	<i>Average 52.86% open rate</i>	<i>Average 7.45% click rate</i>
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RECREATION E-BLASTS (CONSTANT CONTACT)

The Parks and Recreation Department uses Constant Contact e-blasts to send newsletters, alerts, and/or advertisements to its subscribers. A total of 86 e-blasts were distributed in 2018, all regarding different programs, sports leagues, or special events at the Dimmitt Community Center.

This account had 2,842 subscribers at the end of 2017 and 2,925 at the end of 2018, showcasing a net increase of 83 subscribers (a 2.92% increase). The three e-blasts with the highest open rates of 2018 were concerned the Magnolia/Wall Park dedication being postponed, Spring Flag Football evaluations, and the 2018 Holiday Parade and Party. Open and click rates remained similar to 2017.

<i>2,925 subscribed contacts</i>	<i>86 e-blasts sent in 2018</i>	<i>Average 1.65 e-blasts/week</i>	<i>20.96% average open rate (average 2.48% click rate)</i>
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REMIND.COM

The Parks and Recreation Department began using Remind.com in 2018 as a way to notify participants of any cancellations, changes, or updates to their programs. Essentially, Remind.com is a mass texting service where participants sign up for only the alerts they want to receive. Staff can then efficiently push out group messages from their computers directly to the users the message affects.

By the end of 2018, this account had 202 subscribers across 13 different programs. The programs with the highest number of subscribers were “Flag Football” with 69 and “Teen Camp” with 40. The high subscriptions for these programs can be attributed to staff making an effort to encourage parents and participants to sign up for alerts. The first year of using Remind.com provided staff with a solid understanding of the best ways it can be utilized. In 2019, the Department hopes to grow the subscriber count and send out more frequent alerts in order to keep participants as informed as possible.

202 subscribers	13 groups (3 for youth programs, 2 for sports leagues, 6 for adult programs, and 2 for camps)	90 messages sent in 2018
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EVERBRIDGE (AKA ALERT PINELLAS)

Everbridge (also known as Alert Pinellas) is a “Reverse 911” program that allows the Town (or Pinellas County) to send mass messages to residents or subscribers via phone calls, text messages, and/or emails. This tool is used for three primary purposes:

1. Solid waste holiday pickup schedule reminders
 - 8 holiday calls sent to an average of 1,500 subscribers per holiday in 2018
2. Routine late-bill notice calls
 - 12 calls (one per month) sent to an average of 60 properties per call in 2018
3. Emergency situations
 - 3 alerts sent to residents in the proximity of Winston Drive to (around 80 properties) in August of 2018 in response to a water main break and boil water notice
 - 1 alert sent to approximately 1,500 residents in November regarding a phishing scam from suspects posing as Belleair Police officers soliciting for donations

NEXTDOOR

Nextdoor is a neighborhood social media platform which the Town of Belleair adds content to. The Town has been actively using this platform since the summer of 2017 and posted to it 18 times that year. In 2018, the Town posted 37 times - a 105.56% increase with an average of 2.06 posts per month.

Nextdoor is used more sparingly than other social media accounts and for a more strict set of circumstances. Mainly, the Town uses Nextdoor to communicate emergency, crime, and safety information to residents town-wide or to specific neighborhoods. In the case of such events, this account also has the option of marking posts as “urgent” to increase the likelihood of message delivery.

Occasionally, Nextdoor is used to advertise events, but these types of posts typically only do well if they are posted one or two days before the event in-question. Promotional posts and stories do not tend to perform very well on Nextdoor (like they do on Facebook), so they are typically avoided.

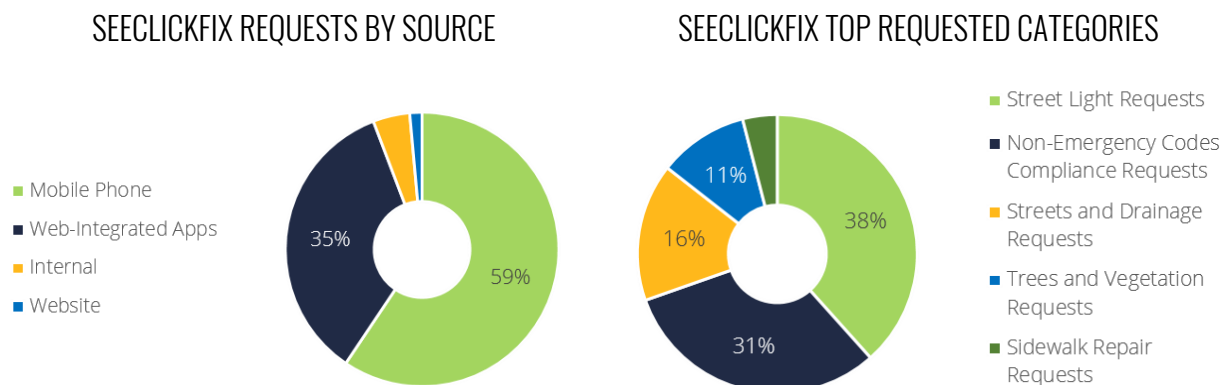
37 posts published by the Town of Belleair in 2018	Average 185.38 impressions/post	681 members registered in Belleair (20% of 2,600 households in the neighborhood).
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SEECCLICKFIX

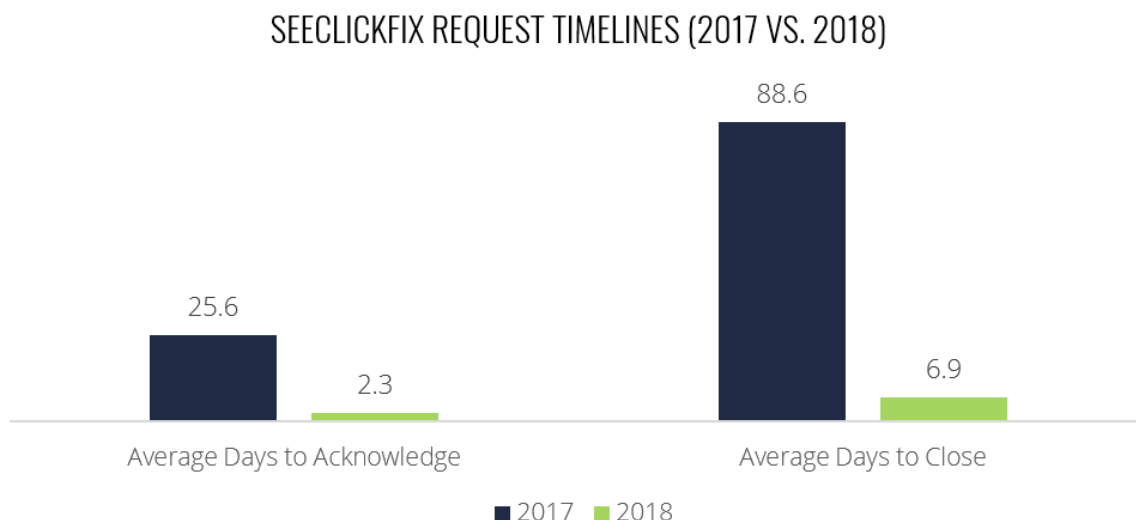
SeeClickFix is a citizen engagement tool that allows residents to request assistance or report non-emergency issues with the Town via the web or a mobile app, and to then have transparent, open communication with staff about the issue in-hand.

SeeClickFix uses three categories to tag requests. “Open” requests are new and have not yet been reviewed, “Acknowledged” requests have been examined by staff (and indicate that communication has begun between parties), and “Closed” requests have been completed or are on a path to completion.

A total of 138 SeeClickFix requests were submitted by residents and closed by staff during 2018. These requests can be broken down by source and by request category.



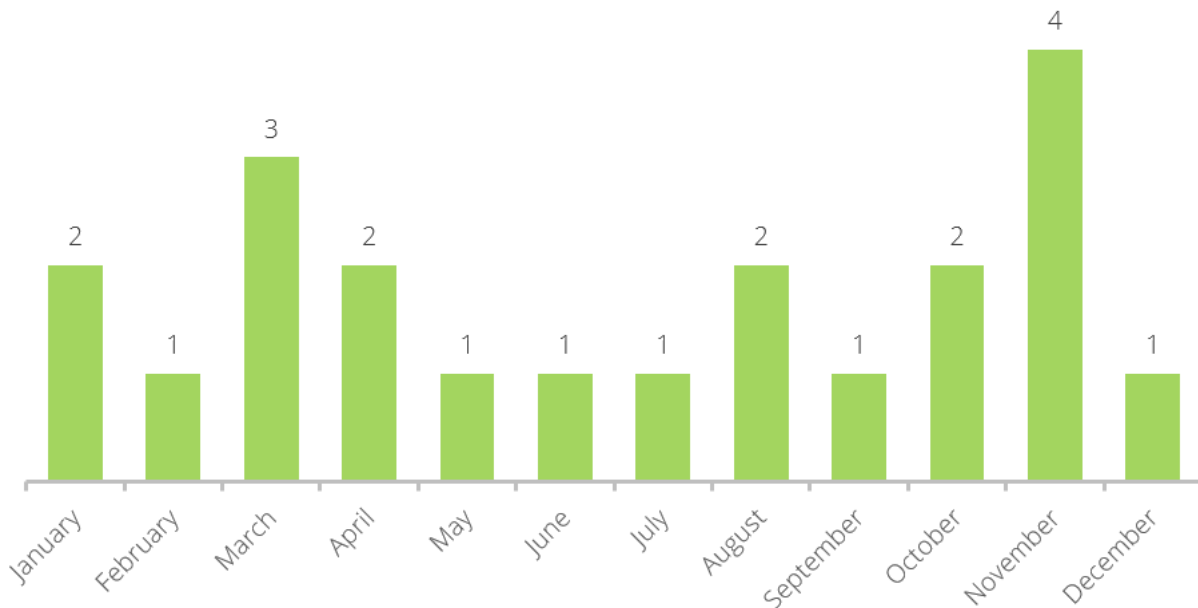
The adoption of the Town’s SeeClickFix policy in 2017 has greatly reduced staff response rates in SeeClickFix and improved internal efficiencies. The below chart highlights these improvements.



Moving into 2019, staff is looking to expand the Town’s use of SeeClickFix via a work order plug-in from the vendor. This would allow for better management of long-term requests and would also serve as an internal tracking tool for work orders and performance across many departments.

UTILITY INSERTS

The Town inserted 21 flyers inside of utility bills in 2018, per the below monthly breakdown. These inserts ranged from full sheets to one-third sheets, single-sided to double-sided options, and full color to black and white inserts. 11 of the 21 inserts were placed by the Administration Department (often in collaboration with other departments), 8 were inserted by the Parks and Recreation Department, and 2 were placed by the Belleair Community Foundation (which was invoiced for the incurred fees).



WEBSITE (www.townofbelleair.com)

The Town's website is the main storage hub for information on the Town of Belleair, as residents visit our site daily looking for a wide variety of information. Between 2017 and 2018, our website traffic remained relatively steady, with 67,829 visits in 2018 and 64,732 visits in 2019 (a slight decrease which can be partially attributed to the traffic spike that resulted from Hurricane Irma in 2017).

The most visited page on the website was the "Parks and Recreation" landing page. Other popular pages included the "Sundays in Belleair Outdoor Concert Series" page, the "Special Events" page, the "Online Bill Pay" page, and the "Police" page. The most frequently searched terms in 2018 included "jobs," "pickleball," "employment," and "permits."

Over the course of the year, 61% of website visits came from desktop or laptop computers and 39% from mobile devices (a similar trend to data from previous years).

64,732 total website visits in 2018 (149,542 total page views)

37,483 unique document downloads

6,590 total site searches

Average 2 minute, 24 second visit duration

YOUTUBE

Near the end of 2017, the Communications Team decided to post all of the Town's YouTube videos to one single account in order to reduce the previous confusion that resulted from posting from various accounts. Now, all Town YouTube videos are posted to the "Town of Belleair, Florida" channel, which is managed by the Communications Team (and the mediamanager@townofbelleair.net email address).

In all, the Town posted 16 YouTube videos in 2018, as compared to the 2 posted in 2017. Of these videos, 11 were related to the Town's 2018 Historic Survey Project, 3 were advertisements for the Sundays in Belleair Concert Series, 1 was a recording of Sheltering in Place: A Hurricane Awareness Symposium, and 1 was the #WeLoveBelleair Belleair Teen Council competition video.

These 16 videos combined for an average of 56.69 views each. However, it is important to note that the majority of these videos were also embedded in social media posts, which are not reflected in these analytics. One additional video (of Chief Rick Doyle being sworn in) was also posted to Facebook only and is not reflected in the YouTube analytics.

STRATEGIC PLANNING

Belleair's strategic planning project includes many moving parts, several of which overlap with the mission and work of the Communications Team. Firstly, the Team is and was responsible for advertising the project and its events to all stakeholders. Additionally, as the project wraps up the Team will leverage the results of the plan's surveys to better strategize and distribute communications in 2019 and will be able to incorporate the plan's final outcomes and objectives into future communications.

ADVERTISING EFFORTS

To advertise the Town's strategic planning project and its events and surveys, the Communications Team distributed a wide variety of messages in 2018 and the beginning of 2019 that are broken out below.

- Digital content
 - *Created and oversaw content on the www.townofbelleair.com/stratplan web page*
 - *Added both community forums to the website calendar*
 - *Posted 4 "News Flash" alerts on the Town's home page*
 - *Created and boosted 2 Facebook events (one for each community forum)*
 - *Published 8 Facebook posts, 8 Twitter posts, and 6 Nextdoor posts*
 - *Sent out 2 e-blasts (one for each community forum)*
- Print content
 - *Sent 87 direct invitations to key stakeholders for Community Forum I*
 - *Helped send over 1,800 direct mailers to all residents for the Resident Feedback Survey*
 - *Inserted 2 flyers into utility bills (one for each community forum)*
 - *Placed signage and pamphlets throughout all Town buildings for both forums and surveys*
- Press content
 - *Both community forums were covered by the [Belleair Bee](#) and the [Belleair Area Newsletter](#)*
 - *Several news channels and sites covered Community Forum I (including Bay News 9)*
- Internal content
 - *Strategic planning events, schedules, and efforts were mentioned in 23 separate issues of BNN*
 - *Two mass emails were sent to all employees regarding the Employee Feedback Survey*
 - *Signage advertising the Employee Feedback Survey were placed in all Town buildings*

RESIDENT FEEDBACK SURVEY OUTCOMES

Several questions from the Resident Feedback Survey directly correlated to the Town's communications efforts. The results of those questions are broken out below.

- 90.06% of respondents visited the Town's website in the past year
- 66.07% of respondents feel that it is easy to get a response from Town staff of their citizen input
- 46.20% of respondents used the Town's social media in the past year
- 19.30% of respondents utilized SeeClickFix to report a problem in the past year

2018 COMMUNICATIONS TEAM GOALS

After evaluating the successes of last year and the Business Model Canvas and SWOT Analysis in this document, the Communications Team considered its three overarching goals. These three goals were established last year (and tweaked slightly this year) in order to define the purpose of the Team.

Specific strategies were then established for each of the goals for the 2019 calendar year. These strategies were defined from pre-existing concerns from the past year, from legal or regulatory compliance issues, and from brainstorming sessions aimed to offset the weaknesses and threats from the SWOT Analysis. The Communications Team plans to address these issues this year and to provide updates on their progress to the Commission as work progresses.

