

Town of Belleair, Florida

2017 COMMUNICATIONS SUMMARY REPORT

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INTRODUCTION

2017 was a year of success and growth for Town of Belleair communications, but it was also a year of recognizing our continuous need for improvement.

To meet this need, three new communications policies were published and approved by the Commission, along with a Communications Plan that names four tiers of Town communications and identifies the communications tools available to us and their uses. However, perhaps the most important part of the document calls for the creation of an annual Communications Team.

As a result, our inaugural Communications Team of six employees from various departments was established in December of 2017. Per the policies, it is the responsibility of this team (among other things) to generate this annual Communications Summary Report and present it to the Town Manager and the Commission. This report allows for transparency and discussion between staff and the Commission, and facilitates active monitoring and benchmarking of our collective efforts.

2017 COMMUNICATIONS HIGHLIGHTS

While we are aiming to improve even more in 2018, it is important to first recognize that 2017 was a strong year for Town communications. Below are some specific achievements from 2017 that have brought us to where we are now.

<i>MONTH</i>	<i>EVENT</i>
<i>February</i>	<i>Rolled out the core values to employees</i>
<i>May</i>	<i>Created and launched BNN</i>
<i>May</i>	<i>Communicated and distributed the Capital Improvements Plan letter</i>
<i>July</i>	<i>Generated the first Quarterly Update newsletter</i>
<i>August</i>	<i>Launched redesigned website</i>
<i>October</i>	<i>Started MailChimp e-blasts</i>
<i>October</i>	<i>Created and published three communications policies</i>
<i>November</i>	<i>Created and distributed 2018 Solid Waste Holiday magnets</i>
<i>December</i>	<i>Launched “Look, Light, Lock!” vehicle burglary promotion</i>
<i>December</i>	<i>Formed inaugural Communications Team</i>

BACKGROUND ANALYSIS

In preparation for generating this report, the Communications Team used two models to visualize our organizational status and the current status of our communications efforts.

TOWN OF BELLEAIR BUSINESS MODEL CANVAS

To begin the planning process for this report, the Communications Team created a Business Model Canvas for Belleair. This model is commonly used as a visual representation for an organization, and was a useful exercise for the Team that allowed us to understand all functions of the Town.

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<i>We work with...</i>	<i>We provide...</i>	<i>We promise to...</i>	<i>We treat others with...</i>	<i>We provide services to...</i>
Belleair (and neighboring community) residents 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) Member organizations (i.e. APWA, NRPA, 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 services and experiences throughout Belleair that have a small-town, personal feel	A prioritization on positive relationships An emphasis on our core values (neighborly, empathetic, and diligent)	Belleair (and neighboring community) residents Businesses Employees External agencies and overlay districts (i.e. City of Clearwater, Pinellas County, SWFWMD)
	KEY RESOURCES		CHANNELS	
	<i>We need...</i>		<i>We reach our customers via...</i>	
	Employees Equipment Facilities Residents and resulting revenue streams		Customer service (i.e. face-to-face discussions, phone calls) Letters and mailers Press coverage Public meetings Social media Website	
COST STRUCTURE	REVENUE STREAMS			
<i>We spend money on...</i>	<i>We make money from...</i>			
Capital expenses Community programs and events Personnel costs Professional services Public services and utilities Operating expenses	Community programming and event fees Donations and grant 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 created a SWOT Analysis for communications within Belleair in order to better understand our strengths, weaknesses, opportunities, and threats. Additionally, this model helped us set goals for 2018.

		Positive	Negative
Internal		STRENGTHS	WEAKNESSES
		<i>Support from management and elected officials to focus on and improve communications</i> <i>Dedicated and passionate employees who are proactive and diligent communicators</i> <i>The formation of the Communications Team</i> <i>A strong foundation of current communications tools and practices (i.e. BNN, social media)</i> <i>Quality services/workmanship that allow for good publicity</i>	<i>Employees wear many hats, which creates time constraints to plan and generate communications</i> <i>Some employees/residents lack access to digital communications tools</i> <i>As we move forward with new practices and tools, it can be hard to leave antiquated ways and technologies behind</i> <i>Lack of communications-related training</i> <i>Employees have limited knowledge of job functions outside of their own (little cross-training exists)</i> <i>Internal communication still needs improvement</i> <i>Internal budget constraints for communications</i>
External		OPPORTUNITIES	THREATS
		<i>Many communications tools are inexpensive or free for us to use (i.e. social media, utility inserts)</i> <i>We have strong external partnerships with local businesses, organizations, and municipalities that we can use to help us communicate/market</i> <i>Interdepartmental relations between our eight departments are on an upward trend</i> <i>There is relatively low competition in our market (due to high switching barriers)</i> <i>Our customer base is in a single geographical location, which allows us to be more connected to and knowledgeable about them</i>	<i>There is rapid growth in the volume of communications tools being used, making it more time consuming and difficult to reach consumers through those means</i> <i>Our customer demographics are varied, and often want to be communicated to differently</i> <i>Also due to the growth of technology and social media, there is massive competition for attention via digital communications tools</i> <i>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</i>

2017 COMMUNICATIONS DATA

In order to better understand the successes and pitfalls of our 2017 communications tools and marketing efforts, the Communications Team has reviewed analytics for the past year from the following platforms and summarized the results below. These statistics are measurable, and will be used both as a benchmark in future years as well as a reference point for current-year goal setting.

BELLEAIR NEWS NETWORK (BNN)

BNN began in May as a result of our Transforming Local Government (TLG) Alliance for Innovation group, and we have since created and distributed more than 30 weekly newsletters to all Town email addresses (around 60). In both April and December, staff distributed a survey in order to track the success of the tool and found the following.

Internal communications satisfaction increased from 3.11 to 4.04/5.00 after 6 months of BNN – a 29.90% increase

BNN has an average satisfaction of 4.00/5.00

89% of responding employees read BNN weekly

83% 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 17.92% increase in followers in 2017. Specifically, the page had 1,027 followers on January 1 and 1,211 at the year's end (184 additional followers).

This account had 5 boosted posts and 3 Facebook events (plus 9 events co-hosted with @BelleairRec) in 2017. Also, this account hosted a live video in September about Hurricane Irma recovery.

159 posts in 2017

Average 3.06 posts/week

Average 693 views/post

Average 77.52 engagements (likes/comments/shares) per post

RECREATION FACEBOOK (@BelleairRec)

The Parks and Recreation Facebook page had a 20.56% increase in followers in 2017. Specifically, the page had 992 followers on January 1 and 1,196 at the year's end (204 additional followers).

The page also had 15 Facebook events over the year, 5 of which were boosted.

147 posts in 2017

Average 2.82 posts/week

Average 356 views/post

Average 18.71 engagements (likes/comments/shares) per post

TOWN OF BELLEAIR TWITTER (@TownofBelleair)

The Town of Belleair's Twitter account had 679 followers as of December, 2017.

<i>163 tweets in 2017</i>	<i>Average 3.13 tweets/week</i>	<i>Average 376 impressions/tweet</i>	<i>Average 134 profile visits/week</i>
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RECREATION TWITTER (@BelleairRec)

The Parks and Recreation Department's Twitter account had 100 Twitter followers as of December, 2017 and sent 3 tweets in 2017. However, since the start of the new year, staff has set up an automatic integration between the Recreation Facebook page and this Twitter handle which will match content between both platforms and improve @BelleairRec's Twitter presence in 2018.

RECREATION INSTAGRAM (@belleair_rec)

The Parks and Recreation Department's Instagram account had 356 followers as of December, 2017.

<i>70 posts in 2017</i>	<i>Average 1.34 posts/week</i>	<i>Average 37 likes/post</i>	<i>Pictures of residents and employees receive highest engagement (436 impression record)</i>
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TOWN OF BELLEAIR E-BLASTS (MAILCHIMP)

The Administration Department began utilizing MailChimp as an e-blast tool in October and sent 3 e-blasts in 2017. Two of these messages were Quarterly Updates and the other advertised December's Haz-to-Go event.

<i>294 subscribed contacts</i>	<i>Average 52.3% open rate</i>	<i>Average 9.6% click rate</i>	<i>61.2% mobile users and 38.8% desktop users</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 subscribers.

<i>2,842 subscribed contacts</i>	<i>111 e-blasts sent in 2017</i>	<i>Average 2.21 e-blasts/week</i>	<i>23.6% average open rate (60.62% average mobile opens)</i>
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EVERBRIDGE (AKA ALERT PINELLAS, PREVIOUSLY CODERED)

Everbridge is a “Reverse 911” program that allows the Town (or the County) to send mass messages to residents or subscribers via phone calls, texts, and/or emails. In October of 2017, the Town switched from CodeRED to Everbridge (also known as Alert Pinellas), which is used for three primary purposes:

1. Solid waste holiday pickup schedule reminders
 - 8 holiday calls sent to an average of 4,000 subscribers per holiday in 2017
2. Routine late-bill notice calls
 - 12 calls (one per month) sent to an average of 80 properties per call in 2017
3. Emergency situations
 - 9 alerts (calls, texts, and/or emails) sent to residents and/or employees over a ten-day period for Hurricane Irma in September of 2017 generated 7,671 total impressions

NEXTDOOR

NextDoor is a neighborhood social media platform which the Town of Belleair can add content to. The Town began actively using this platform in the Summer of 2017 and is hoping to add more content in the coming year.

18 posts published by the Town of Belleair in 2017

523 members registered in Belleair

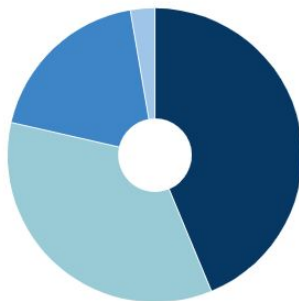
429 of Belleair households are claimed out of 2,580 - 16.63% claimed

SEECCLICKFIX

A total of 111 SeeClickFix requests were submitted by residents and closed by staff during 2017. These requests can be broken down by source and request category.

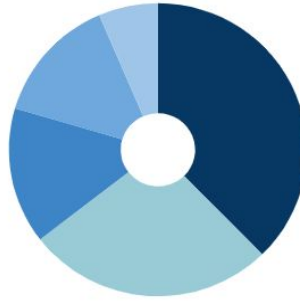
Requests by Source

- Mobile Phone
- Web-Integrated Apps
- Website
- Internal



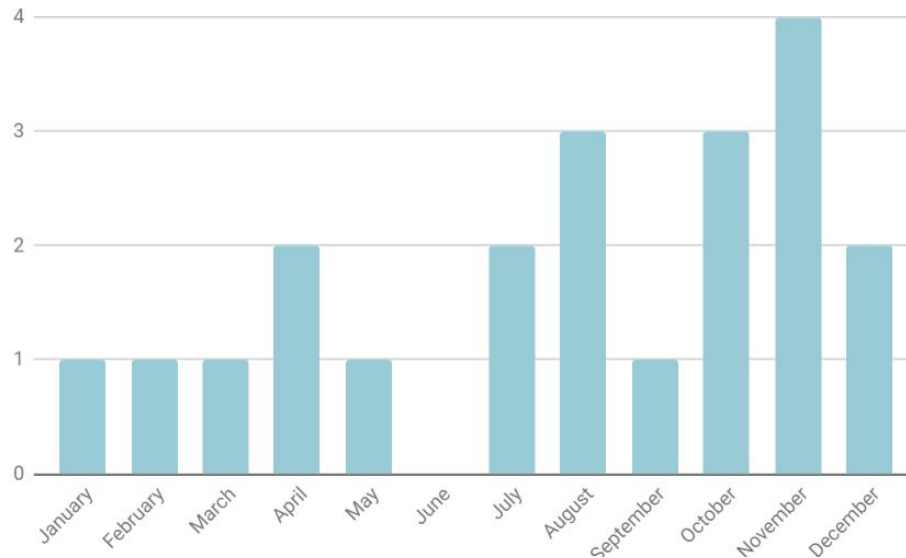
Top Five Requested Categories

- Non-Emergency Codes Compliance Request
- Street Light Requests
- Trees and Vegetation Requests
- Streets and Drainage Request
- Sidewalk Repair Requests



UTILITY INSERTS

The Town inserted 18 flyers and/or one-third sheets inside of utility bills via multiple departments in 2017, per the below monthly breakdown. The distribution of these inserts are heavier towards the end of the year. Staff is working to plan a more balanced distribution in 2018.



WEBSITE (www.townofbelleair.com)

The Town's website is the main storage hub for information on Belleair, as residents visit our site daily looking for a wide variety of information. Between 2016 and 2017, our website traffic rose from 66,791 to 67,829 visits- a steady increase of 1,038 unique visits (a 1.55% increase).

67,829 unique
website visits

123,781 unique page
views

22,839 unique
downloads

Most visited pages consist of bids, jobs,
and Hurricane Irma pages

YOUTUBE

The Town posted 2 YouTube videos in 2017, but on different accounts. To align this, all future Town video content will be posted by "Town of Belleair, Florida Media Manager," including any video content uploaded by or for the Parks and Recreation Department.

It is important to note that both of these videos were also embedded in social media posts, which do not show in the total view count below.

1. July 14, 2017: "Bellevue Place Construction Progress"
1 like | 126 views
2. December 15, 2017: "A Message from the Belleair Police Department: 'Look, Light, Lock!'"
2 likes | 140 views

2018 COMMUNICATIONS TEAM GOALS

After an evaluation of our Business Model Canvas, SWOT Analysis, and 2017 analytics, the Communications Team set the following goals for 2018. Though there are three overarching goals listed, the Team has also set some strategies for each, which we plan to achieve in the current year.

GOAL	GOAL	GOAL
<i>Improve the process by which we communicate so that we can reach all of our demographics effectively</i>	<i>Ensure that all Town of Belleair communications are our “best foot forward”</i>	<i>Initiate staff training opportunities that enhance our organization’s communications efforts</i>
STRATEGIES	STRATEGIES	STRATEGIES
<i>Continue to recognize the differing communication needs of our residents</i> <i>Create “Action Plans” for each communications tool that allow us to better understand our platforms’ strengths and weaknesses (Spring/Summer, 2018)</i> <i>Better plan the creation/release of Town-wide communications/marketing campaigns</i> <i>Create and publish more video content to engage younger demographics</i> <i>Make communication policies and templates (i.e. letterhead, press releases) more available to staff</i>	<i>Seek and facilitate the creation/integration of a new Town logo</i> <i>Revamp resident welcome packets and the system in which they are distributed (Summer/Fall, 2018)</i> <i>Seek solutions to beautify/improve the Town entrance boards</i> <i>Review website content more regularly via assigned cross-reviews</i>	<i>Administer training sessions to staff on relevant topics (i.e. policies, marketing and communications, Google Drive, CivicPlus)</i> <i>Facilitate cross-training opportunities between the departments</i> <i>Provide computer/web access to field employees to utilize training materials, Town email, BNN, etc.</i>