

A nighttime photograph of the City of Burbank Public Information Office building. The building is a tall, rectangular structure with a prominent Art Deco-style decorative panel on its facade, illuminated from within. Above the panel is a flagpole with the City of Burbank flag. In the foreground, a large, ornate fountain with multiple tiers and waterfalls is lit up. The sky is dark blue, and palm trees are visible on the right side of the frame.

**City of Burbank
Public Information Office
Communications
Strategic Plan
2019-2022**

Public Information Office (PIO) Communications Strategic Plan 2019-2022

The Public Information Office (PIO) within the City of Burbank strives to provide clear, concise, proactive, transparent and timely information to our residents, businesses, media outlets and employees. Additionally, the PIO works with the Economic Development team assisting with visitor and tourist communications. As such, the Office has established Guiding Principles that are incorporated into all of its efforts. These include:

- **Providing Transparent and Truthful Information-** to Burbank stakeholders with complete, accurate and timely news that helps make informed decisions.
- **Offering Open Two-Way Communication** ensuring that information is accessible throughout the community. Additionally, the Office solicits and listens to feedback along with providing timely and accurate responses to questions.
- **Proactively Communicating-** supplying regular updates on information, major developments and concerns while striving to explain why things are occurring.
- **Creating Engagement** -offering platforms where the community has the opportunity to provide input to City concerns.
- **Helping to Ensure Safety and Crisis Management-** coordinating with City and partnering safety agencies to provide emergency information.
- **Creating Inclusiveness-** by striving to ensure that everyone who wishes to participate has a chance to do so.

City Overview

The City of Burbank is home to 108,000 residents and is known as the “Media Capital of the World” with more than 150,000 total jobs. Its major employers include companies such as Warner Bros, The Walt Disney Company, Providence St. Joseph Medical Center, Nickelodeon, Cartoon Network and many more. Burbank hosts the Hollywood-Burbank Airport and because of its proximity to Hollywood and Los Angeles, more than 10,000 people visit Burbank each day to shop, meet business associates and enjoy Burbank’s tourist amenities.

Burbank has a booming job market and as such, is a magnet for commuters. Communication efforts include speaking to a diverse residential population along with the more than 120,000 people who commute to Burbank each day for work. Residential demographics show that approximately 50% of the community are working-aged adults (21-54) and, 30% are older than 55, leaving only 20% of the population under 21.

The City Council has clearly defined goals that are regularly updated. The PIO uses these goals to provide guidance to staff’s activities. These have also been considered when developing the Office’s goals during the next three years.

Target Audiences

The City’s communications target a variety of audiences. When considering each of these, staff assesses the most effective way to communicate along with the desired objectives. This allows messages to be

tailored and planned to fit their audience's preferences and thus enabling them to be more easily received and understood. Targeted audiences include:

- Burbank Residents
- Businesses Leaders
- City Employees
- News Media
- Visitors and Tourists
- Additional Burbank Stakeholder Groups (Chambers of Commerce, Business Improvement Districts, Non-profits, etc.)

Market Trends

The way people consume news is constantly changing. During the past several years, there has been many changes to the industry. These include:

- **Reduction of print and increased use of social media.** People now more than ever have the ability to control how their news is distributed to them. They can select who to follow, what pops up in their on-line stream and when it appears.
- **Expectation of on-demand and immediate information is now a requirement not an option.** People expect to see breaking news instantly and usually they can find it through recent posts created by “non-news” reporters, people who just happened to be there when the event happened.
- **Long format information is quickly diminishing.** Videos are getting shorter and shorter as is news and headlines. Think Twitter.
- **Content trumps polished presentations.** News consumers care more about the content of the presentation than the fact that it is a highly edited, polished presentation. Luckily with increases within video technology, both are more easily attained.

To be responsive to these trends, the Office is following suit. We've made changes and will continue to make changes to reflect what our audience desires. We now focus on providing content that is compelling and interesting, reducing our print pieces and opting for increasing our social media presence. We have focused on improving our systems of approval and fact checking before posting. As a result, our information is more accurate and accessible sooner, often beating out other news organizations. And, those other news organizations have used our Social Media content to generate their stories.

Additionally, most of the Office produced videos are now shorter in length than just three years before. *What's New in Burbank*, our news program, contains short two to three-minute videos and these are often condensed once again to one-minute or less posts on Facebook. This forces the Office to hone our messages and focus on providing relevant information to our audiences. Lastly, we hope to update our equipment and technology to allow staff to produce quality products more easily.

PIO Staff will continue to make slight tweaks to our communications as trends continue to evolve as the Office strives to be on the cutting edge of best practices within the industry.

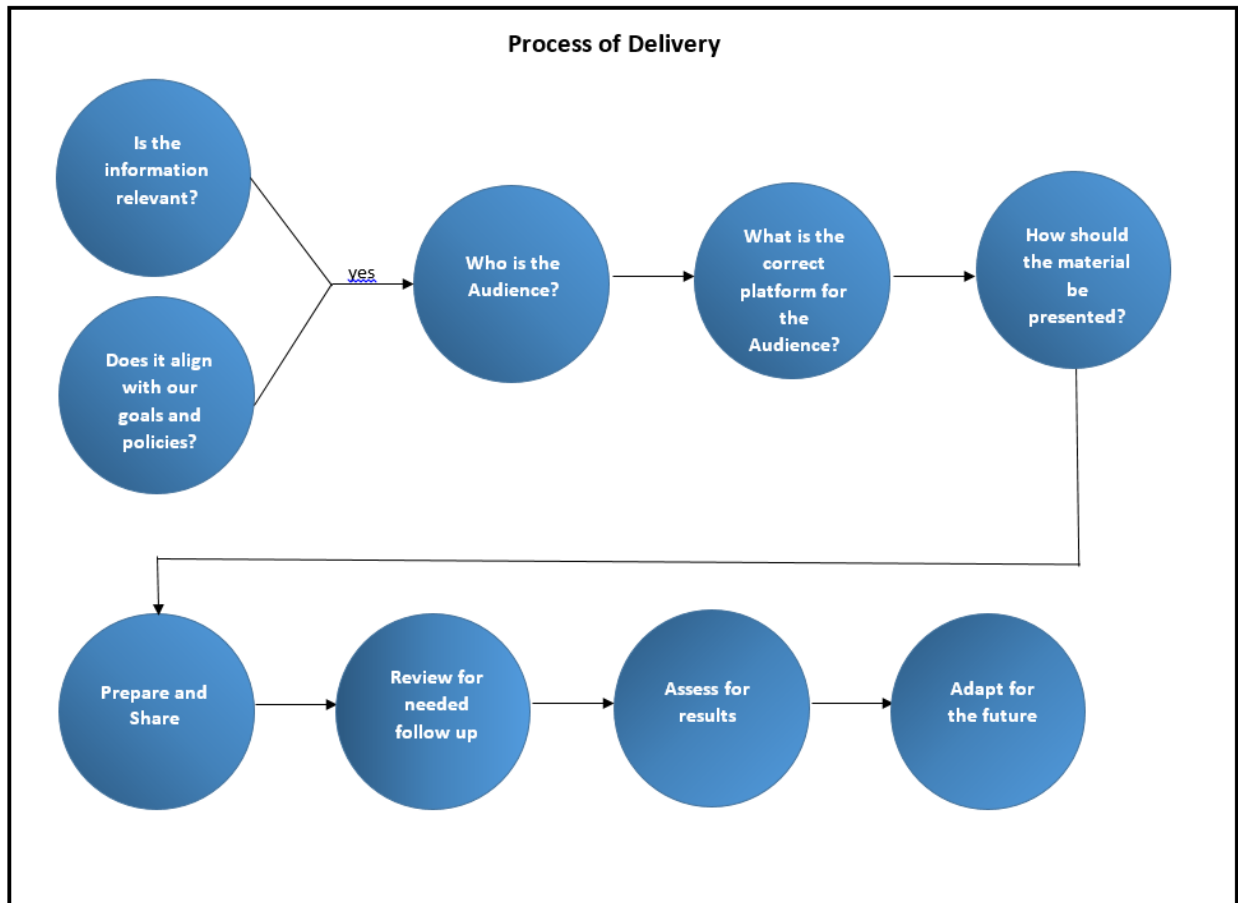
Platforms

Using a variety of platforms enables the Office to communicate to our audiences in the way they prefer to receive information. These include video, digital, print and verbal presentations. Most recently, the Office has reorganized some of these platforms, relying more on social media than print along with moving from less read and outdated materials to add new methods of communicating. An example of this is the deletion of the Hotlist and the addition of the Third & Olive staff newsletter. We've also increased the number of platforms for viewers to watch City Council meetings adding live YouTube viewing to already existing platforms of cable television and Granicus. As technology changes, staff will continue to reassess our platforms and effectiveness along with staffing demands. For instance, in the future, the Office may add Instagram and a citywide electronic newsletter to our list.

Platforms	Communication Type				Audiences		
	Video	Digital	Printed	Verbal Presentation	Internal (Staff)	Press	Residents, Businesses & Stakeholders
Flyers			x		x		x
Facebook	x	x				x	x
Nextdoor	x	x				x	x
Twitter							
YouTube	x	x					x
Granicus	x				x	x	x
Burbank Channel	x						
Websites (City and Department)	x	x				x	x
Word of Mouth (Community & Commission Meetings)					x	x	x
Press Releases		x			x	x	x
Council Meeting Announcements				x	x	x	x
Third & Olive (Staff Newsletter)		x			x		
External Newsletter(s)		x	x				x
Burbank Employee Network (BEN)		x			x		
Email Announcements		x			x		x
Possible Future Outlets							
Instagram	x	x					x
External Electronic Newsletter		x					x

Process of Delivery

In an effort to consistently provide quality communication to our audiences, the office has developed the matrix below that allows us to access our messages. In this way, we continue to be relevant and have seen substantial increases in our reach, essentially doubling our followers since July of 2017 to more than 10,000 Facebook and Twitter followers for each platform.



Hardware and Software Upgrades

Equipment and Studio

During the last two years, the PIO has focused on updating the hardware and software in both Community Services Room 104 and the City Council Chamber at City Hall. In Fiscal Year 2019/2020, the Office will request the use of Public Educational and Government (PEG) funding to update the video equipment along with creating a video studio. PEG funds are restricted funds that cable providers are charged to operate a franchise within the City. Burbank's fee is currently one percent of gross revenues. The fees can only be used for infrastructure and equipment that enhances access to cable programming. As "cord-cutting" continues and people move to paid video applications like HULU and NetFlix, the franchise fees continue to decrease. A long term financial analysis is attached. (Exhibit 1)

The new equipment will replace current equipment that is on average 8/9 years old and outdated. Additionally, a studio will enable staff to increase programming content with the ability to use a green screen for backgrounds, develop “talk show” and “morning news” type content along with using it for media training for City staff. Also included within the studio would be a permanent portrait studio. The Office has planned for and is setting aside equipment replacement funding for these improvements and hopes to do one more project listed below; however, if additionally funding to offset some of the cost is not obtained, all of the remaining PEG funds will be used for future replacement of equipment. It is projected that due to decreasing PEG funding, the Office will need to backfill our funding with General Fund revenue in 2023.

Mobile Production Vehicle

One of the long term goals for the PIO is to attain a mobile production vehicle. The vehicle would be used to broadcast live from various locations throughout the City and it could be used in emergency situations as a PIO Emergency Operations Center (EOC). Funding is included on the PEG Revenue Expenditure Plan for FY 21/22; however, grant funding would need to be obtained to fully fund this project and consideration would need to be given for on-going, maintenance and replacement costs. This project will be reassessed during the future funding cycle and would be reliant upon grant funding opportunities.

City Website

The City’s website is the most highly visible and used asset the City has to communicate with our audiences. The current website is old, clunky and difficult to navigate. The backend technology does not allow staff to easily change formatting or add additional features. PIO staff with the support of liaisons from all departments propose to develop a new website during this strategy period. This is PIO’s most current pressing goal and is currently unfunded. The new site will be easily navigable, provide up-to-date information and will focus on providing easier access when interacting with the City including fillable forms and online payments.

Creating and Solidifying a City Brand

Branding an organization is an important component for any establishment. It’s more than a logo and tagline, although these are visual representations of the brand. An organizational brand is what people believe you are and how you present yourself to the world. Currently, Burbank has multiple brands for each department that are scattered and focus on different attributes. These include different marks or logos, websites, marketing materials and presentation resources. To better leverage all of the various departments’ efforts within the City, an overarching brand needs to be developed. This includes the way Burbank talks about ourselves, what we say and how it is presented. The PIO would lead this effort with assistance from the PIO liaison committee after the new website is completed. This project is currently unfunded.

Closed Captioning

The City Council on behalf of residential requests has asked that closed captioning be included during the City Council meetings. Currently, staff has added a transcript and closed captioning on City Council YouTube videos; however, this has to be completed after the meeting has ended and sometimes just doesn’t work due to software issues with YouTube. In order to include closed captioning properly, a

transcriptionist has to be present at the meeting. This is expensive and staff will need to request additional funding until technology is improved for this benefit.

Graphic Design

The Office houses a graphic designer within the department. As such, collateral materials are produced that reflect the Office's desire to provide consistently professional materials. The Designer provides graphics for social media posts, oversees the website and develops materials for the PIO along with assisting other departments. In the future, the Office would like to see this work expanded, providing consistency, branding and more assistance to other departments, ultimately resulting in a citywide brand that could be used by all departments. This would be dependent upon additional future funding.

Campaigns

The PIO continuously develops campaigns to inform and educate. These can include contests, awareness campaigns and promotion of city services along with segmented shows. They can be shown on the Burbank Channel and/or posted on social media; short, lasting only a week or so or continuing yearlong. These include things like the Mayor's Show,; Fire Prevention or #Workingforyou (information about city employees) and election education. The Office continuously develops new campaigns based on need, the goals of the Council and topical news.

These campaigns are rolled into on-going activities that are happening each month including broadcasting meetings. (Exhibit 2).

Future campaigns could include rebranding *What's New in Burbank*, business highlights, and social media takeovers.

Crisis Communication

Probably the most important role of the PIO is to act as the lead for crisis communication during a disaster. The multiple fires that occurred in Burbank in 2017 and 2018, have enabled the Office to better the rapport and systems with other agencies along with internal departments. During these events, the office has worked on creating a clear system of reporting out that includes fact checking. Additionally, Burbank audiences have learned how to quickly receive disaster response instructions that best fits them. Social media on FaceBook, Nextdoor and Twitter have been effective as well as our Everbridge system through ReadyBurbank.

The Office continues to work with Burbank Police and Fire as well as Public Works, Library, and Parks to improve our system response and has developed the Department's emergency response protocols.

Goals

The PIO is committed to being original, creative and innovative in our communication design. We try to think "outside the box" instead of thinking "check the box" when communicating with the public and in video programming. The following goals for the Office have been established and are in alignment with City Council goals and policies.

1. Continue to be a leading source of Burbank information (residents/businesses and visitors).
2. Provide clear and transparent access to city information and happenings.

3. Develop media/social campaigns that entice and engage the community (residents/businesses and visitors).
4. Increase communication with internal employees.
5. Continue to provide and interact with the media supplying timely and accurate information.
6. Create high quality production content.
7. Work towards developing a professional city brand, look and feel.
8. Increase interaction with other departments.
9. Increase interaction with the Burbank community.
10. Create internal planning and systems to guide the PIO team.

Each year, the Office assesses past achievements and develops implementation tactics toward continuing achievement of these goals, each year increasing our level of services to the community. The Goals for the 2019/2020 are attached. (Exhibit 3).

Conclusion

The Public Information office has developed into a sophisticated communications department and while significant achievements have been made; training of staff, goal setting and the continuous integration of best practices will help keep the Office evolving to better serve the Burbank community.

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Exhibit 1

PEG Revenue Fund: 10-Year Accrual & Expenditure Forecast

Fiscal Year 2018-2019	Revenues/Expenditures	Descriptions/Notes	Fiscal Year 2019-2020	Revenues/Expenditures	Descriptions/Notes	Fiscal Year 2020-2021	Revenues/Expenditures	Descriptions/Notes	Fiscal Year 2021-2022	Revenues/Expenditures	
Starting Reserve	\$1,126,001		Estimated Starting Reserve	\$1,228,907		Estimated Starting Reserve	\$446,964		Estimated Starting Reserve	\$407,547	
AT&T Revenue*	\$67,766		AT&T Revenue*	\$56,245		AT&T Revenue*	\$46,684		AT&T Revenue*	\$38,747	
Spectrum Revenue**	\$166,570		Spectrum Revenue**	\$158,242		Spectrum Revenue**	\$150,330		Spectrum Revenue**	\$142,813	
Projected Available Funds	\$1,360,337		Projected Available Funds	\$1,443,394		Projected Available Funds	\$643,977		Projected Available Funds	\$589,108	
Expenses			Expenses			Expenses			Expenses		
Annual Small Capital Budget	-\$50,000		Annual Small Capital/Repairs Budget	-\$25,000		Annual Small Capital Budget	-\$25,000		Annual Small Capital Budget	-\$25,000	
Replacement Cost Accrual Chamber	-\$55,715		Video Production Upgrades	-\$880,000	Design, purchase, installation, training, and technical support for: video production cameras, audio equipment, accessories, and other field equipment; remote live broadcasting; an in-house studio; digital	Equipment Support/Maintenance****	\$0		Equipment Support/Maintenance****	\$0	
Replacement Cost Accrual CSB-104	-\$25,715	Year 1 of 7-year accrual of equipment replacement costs (est. \$390,000)	Equipment Support/Maintenance****	\$0		Replacement Cost Accrual Production Equipment	-\$128,571	Year 1 of 7-year accrual of equipment replacement costs (est. \$900,000)	Mobile Production Vehicle	-\$225,000	A production vehicle to enable remote live broadcasting in emergency situations
		Year 3 of 7	Replacement Cost Accrual Chamber	-\$55,715	Year 2 of 7	Replacement Cost Accrual Chamber	-\$55,715	Year 3 of 7	Replacement Cost Accrual Production Equipment	-\$128,571	Year 2 of 7
			Replacement Cost Accrual CSB-104	-\$25,715	Year 4 of 7	Replacement Cost Accrual CSB-104	-\$25,715	Year 5 of 7	Replacement Cost Accrual Chamber	-\$55,715	Year 4 of 7
			Closed Captioning Hardware	-\$10,000		Replacement Cost CC Hardware	-\$1,429		Replacement Cost Accrual CSB-104	-\$25,715	Year 6 of 7
									Replacement Cost CC Hardware	-\$1,429	
Total Expenses	-\$131,430		Total Expenses	-\$996,430		Total Expenses	-\$236,430		Total Expenses	-\$461,430	
Estimated Ending Reserve	\$1,228,907		Estimated Ending Reserve	\$446,964		Estimated Ending Reserve	\$407,547		Estimated Ending Reserve	\$127,678	

Exhibit 2

On-Going Activities/ Campaigns	Platforms														
	Flyers	Facebook	Nextdoor	Twitter	YouTube	Burbank Channel	Granicus	Websites (City and Department)	Word of Mouth (Community & Commission Meetings)	Press Releases	Council Meeting Announcements	Third & Olive (Staff Newsletter)	External Newsletter(s)	Burbank Employee Network (BEN)	Internal Email Announcements
What's New in Burbank (Short Segments)		x			x	x									
Mayor's Show		x			x	x									
Author Talks					x	x		x							
State of the City		x			x	x									
Adopt a Pet		x	x	x		x			x						
PSAs	x	x	x			x		x	x	x	x	x	x	x	x
Council Meeting					x	x	x								
City Board/Commission Meeting (Planning Board, Park and Recreation Board, Police Commission)					x	x	x		x						
BUSD Board Meeting					x	x									
Emergency/Traffic/Major Events Informational Sharing		x	x	x				x	x	x		x	x		x
Possible Future Ongoing Campaigns															
What's New in Burbank (Rebrand)		x			x	x									
Business Segment		x			x	x									
Weekly Studio Show		x			x	x									
Social Media Takeovers (Influencers)		x		x					x						

Exhibit 3

PIO Goals Calendar Year 2019/2020

1. Continue to be a leading source of Burbank information (residents/businesses and visitors)
 - a. Meet or exceed FB Fans: 11,000 Twitter: 11,000; YouTube 1,200
2. Provide clear and transparent access to city information and happenings
 - a. Create a new easy navigable website (Dependent upon funding)
 - b. Add closed captioning to City Council meeting videos (Dependent upon funding)
3. Develop media/social campaigns that entice and engage the community (residents/businesses and visitors)
 - a. Tobacco Law Enforcement Grant program
 - b. New Studio shows (Weekly)
4. Increase communication with internal employees
 - a. Develop six issues of the employee newsletter (Third and Olive)
5. Continue to provide and interact with the media providing timely and accurate information
 - a. Provide news releases (60)
 - b. Press interviews as needed
6. Create higher quality production content
 - a. Update video production and broadcast equipment
 - b. Design and Build On-Site Production Studio
 - c. UAV Operator Certification (done)
7. Work to create a city brand, look and feel
 - a. Develop Graphic Design Guidelines
8. Increase interaction with other departments
 - a. Conduct monthly liaison meetings
 - b. Increase manager and director on-camera skills for with at least one training session
 - c. Develop robust talking points (12)
9. Increase interaction with the Burbank community
 - a. Work with Our Burbank aka Civic Pride to conduct Halloween and Holiday decorating contests
 - b. Explore partnerships with the community
10. Create internal plans and systems to be guides to the PIO team
 - a. Create PIO emergency plan and logistics
 - b. Create PIO overall communications plan
 - c. Develop and implement digital asset management system (photo and video library)
 - d. Develop Social media and Publicity APs (done)
 - e. Conduct media training for staff
- f. Create a 5-year capital plan (done)