



COMMUNICATION & CUSTOMER SERVICE PLAN

Revised and Adopted August 17, 2010



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City of Redondo Beach **Communication & Customer Service Plan**

August 18, 2009

Purpose

The City of Redondo Beach is committed to providing the finest services to enhance the quality of life for those who live, work, visit and play in our community. This Communication & Customer Services Plan (Plan) is intended to be a guide for better connecting citizens with Redondo Beach's local government and for delivering higher levels of customer satisfaction. The Plan contains communication and customer service tools, best practices and objectives for implementation by City employees.

Overview

In 2003, the City of Redondo Beach adopted openness and honesty; integrity and ethics; accountability; outstanding customer service; teamwork; excellence; and, fiscal responsibility as core values for our municipal organization. Building an excellent base of Communication and customer service supports these core values and fosters healthy community relations. In recognition of the importance of Communication, the City Council approved an objective in the City's 2006-2007 Strategic Plan to develop a Communication Plan. The intent of the action was to examine the City's current communication methods and construct the best ways for the City to serve and communicate with residents, businesses, employees, visitors and other stakeholders.

Based on the City Council's strategic direction, an interdepartmental Communication Committee was appointed by the City Manager to prepare a proposed Communication Plan. The goal was to design a Plan that was in alignment with the City of Redondo Beach's Vision statement which states "Redondo Beach will be the most livable, friendly and attractive California beach city." On April 3, 2007, the Mayor and Council received and filed the Communication and Customer Service Plan, setting a strong foundation for proactive Communication and customer-focused, quality service.

At the March 25, 2009, Strategic Planning Workshop, the Mayor and Council added an objective to "Review and assess new Web applications (e.g., Facebook and Twitter) for their potential as internal and external communication tools and present the results to the City Council." After several months exploring this topic, the Communication Committee presented its recommendations related to the use of "social media" by incorporating these tools into this latest revision of the Communication and Customer Service Plan.

Goals of the Communication & Customer Service Plan

The goals of the Communication & Customer Service Plan are to:

- 1) Enhance external and internal communication
- 2) Ensure consistent, accurate, complete and timely information
- 3) Promote understanding of City services and issues
- 4) Encourage more effective public participation in community affairs
- 5) Celebrate and build a positive identity for the community
- 6) Build a positive reputation for City government
- 7) Provide exemplary customer service
- 8) Support job creation and economic development

Part I. Communication

Commitment to Communication

Our “Commitment to Communication” is an affirmation of how we expect our employees to operate within the City’s organizational framework. We commit to the following principles:

- Embrace the responsibility for effective, proactive communication and be the best source of information about the City
- Foster a climate of trust between the City and citizens
- Be honest, open, transparent, accurate, timely and responsive in using inclusive, interactive two-way communication
- Encourage and support a positive identity of the community
- Use courtesy and personal care in our Communication
- Stay on message in representing the City
- Use tools and best practices appropriate for each communication
- Meet all legal requirements for mandated communication

Key Messages for Communication

Key messages establish what we want to say about the City in all of our communication tools. They benefit the City by bringing consistency and clarity to our communication. Our messages are designed to be credible, motivating and unique. The associated proofs for our key messages are found in the City’s performance reports, financial documents and annual budget. As we use key messages, it will be important for us to use specific proofs for validation of what we say.

Primary Messages for Communication

Primary messages permit an organization to define itself on an ongoing basis with regular “proofs” as to the validity of the messages. The key primary messages supporting the vision that the City of Redondo Beach is a great place to live, work, visit and play are:

- The City is a Safe place . . . for residents, businesses and visitors enjoying top flight police, fire, paramedic, marine safety and health care services.
- The City is Family oriented . . . with distinctive neighborhoods, friendly residents, recreational activities, social services and character-building programs.
- The City is a Destination . . . with a pier, harbor, beaches, shopping and cultural arts for visitors and residents to enjoy.
- The City protects the Environment . . . for the safety of public health and the safeguarding of our natural resources using up-to-date practices, technology, professional expertise and well maintained infrastructure.
- The City supports quality Education . . . for the students of Redondo Beach schools with partnerships and the active engagement of City leaders and employees.
- The City is Responsive . . . to citizens needs by delivering timely, courteous, professional and knowledgeable customer service.
- The City operates an Ethical public agency . . . serving residents with honest, open communication of the highest integrity.
- The City is financially Responsible . . . by controlling costs, improving the productivity of employees and balancing the Annual Budget.
- The City supports balanced Economic growth . . . for high quality jobs, community shopping opportunities and business success.
- The City takes pride in its Heritage . . . that was shaped by over 100 years of memorable people, places and events.

Special Issue-Based Messages for Communication

While key primary messages define an organization on an ongoing basis, the City regularly faces situations that require special issue-based key messages. From time

to time, the City will develop these messages to outline an issue, articulate the City's position on the issue and provide a common platform for communication with the public. These issue-based messages are constructed to address emerging problems, answer short-term questions or reinforce responses to current events.

The special issue-based messages are expected to be reflective of the City's adopted Redondo Beach "Values" and the "Commitment to Communication". They will be crafted to be timely and relevant and used to maintain confidence in the City's approach to a matter of concern. Special issue-based messages can also be used to stimulate action.

Team Responsibility for Communication

- The Mayor and City Council Members are the City's chief spokespersons for explaining policies, priorities and decisions to the public.
- The City Manager is the City's chief spokesperson for administrative programs and services as well as the coordinator for the Communication and Customer Service Plan.
- The City Attorney, City Treasurer and City Clerk are the chief spokespersons for programs and services within their authority.
- Under the direction of the City Manager, appointed Department Heads are the chief spokespersons for programs and services within their areas of responsibility unless otherwise designated by the Department Head and approved by the City Manager.
- During periods of emergency operation, the City spokespersons are assigned in accordance with the Emergency Operations Plan.
- City Departments are responsible for aligning their communication with the Communication & Customer Service Plan.
- All employees are responsible for basic knowledge of City government, the City's key messages and the tools available for communication.
- Whenever speaking on job-related subject matters, employees are speaking as public employees and are responsible for aligning their communication with the Communication & Customer Service Plan.

Tools & Best Practices for Communication

The major tools for the City to administer effective internal and external communication include the following:

Internal Communication

- Employee Intranet:
Continue to develop the employee intranet site and promote its use by employees. Continue to promote the use of the City Web Site by employees.

- Online Collaborative Tools:
Evaluate and support the use of instant messaging, online project management and other social media tools for improving communication, collaboration and creativity between employees.
- Paycheck Enclosures:
Continue to distribute important human resources information with the employee payroll checks.
- Posted Information:
Continue to use departmental bulletin boards for legal postings and informational materials for employees.
- Monday Message:
Continue the City Manager's 3 Point Monday Message e-mailed to employees or distributed by supervisors to employees.
- Employee Orientation:
Continue new employee orientation programs.
Continue new employee City Manager "15 Minute" one-on-one welcomes.
Initiate publication of a "This is Your City Government" brochure for employee use.
- City Identity:
Continue to improve the physical condition and professional appearance of City facilities.
Continue to integrate the use of City graphics manual and logo.
Coordinate the Communication & Customer Service Plan with the Redondo Beach Branding Program.
- Employee – Management Interactive Sessions:
Continue to facilitate interactive employee discussions on city wide issues at the quarterly Leadership Team Training Workshops.
Continue to conduct interactive City Manager - Employee discussions at annual employee worksite meetings.
Continue weekly Department Head meetings.
Continue monthly interactive Assistant City Manager - Employee "Brown Bag" lunch discussions.
Continue to conduct regular departmental staff meetings including interactive Department Head - Employee discussions.
Continue City Manager's open door policy.
- Automated Request Tracking:
Continue to encourage use of automated request tracking such as "Track It" for Information Technology requests and "OPRA" for Public Works

Maintenance requests and *Comcate* Customer Service Center for other requests.

- Employee Appreciation:
Continue employee recognition and service programs.
- Internal Feedback:
Continue to solicit formal feedback using written employee surveys every two years and to summarize the results for distribution to employees.
Continue to solicit formal employee feedback using focus groups research every two years.
- Employee Evaluations
Continue to provide feedback through annual evaluations of each employee.
- Communication Training and Professional Development:
Provide additional training in general Communication, media relations, customer service, crisis response, writing and interpersonal skills for employees.
- Public Records Response
Continue employee training on compliance with the Public Records Act requirements and City processes to ensure coordinated responses to document requests.
- Communication Committee:
Continue an interdepartmental employee communication committee to carry out work assignments related to internal Communication.

External Communication

- City Web Site:
Continue to develop the City website as a dynamic means to communicate with internal and external audiences. Continue webcasting of Council meetings. Continue the E-Zine subscription program.
- Social Media:
Initiate an official City presence on YouTube, Twitter, Nixle and other media approved by City Manager as an additional means of achieving the goals stated in this policy and continue to evaluate other online tools for improving public outreach, communication, collaboration and creativity.
- Public Relations:
Develop Outreach Plans as referenced in Attachment A for any proposed fee increases.

Initiate methods to better equip employees with face-to-face public relations skills and talking points for promotion of City messages.

- Customer Service Center:
Continue to encourage use of the *Comcate* Customer Service Center and to provide prompt and thorough responses.
- RB Government Cable Channel (RBTv):
Continue televising City Council and commission meetings.
Continue producing governmental public service announcement and promotional videos.
Continue the scrolling electronic bulletin board.
Continue production of City Town Hall programming that allows live public comment via Internet and telephone (e.g. "Budget Talk").
Continue streaming of Council Meetings and other selected City video content to the Web site.
- AM Radio:
Continue announcements and emergency alerts on the City's AM 1630 radio channel.
- Media Relations:
Continue the use of press releases, Q & A sessions with reporters and proactive media advisories.
- Speakers Bureau:
Continue to prepare briefing papers and speeches for senior management and City elected officials.
Initiate a formal speakers' bureau to provide City presentations to local community groups.
- Public Participation:
Continue to promote public participation opportunities for residents to serve their City.
Continue to promote empowerment and partnership opportunities for residents and businesses.
Continue as needed community meetings to address special topics and seek collaboration in problem solving.
Continue regular participation with business associations.
Continue regular participation in the City-School District Committee.
Continue Council Member Monthly District Meetings.
- Public Events and Activities:

Continue the *State of the City Breakfast, Economic Development Summit, Public Safety Fair, Fire Service Day, Earth Day Celebration, Citizens*

Academy, Health Fair, Christmas and Hanukkah Holiday Ceremonies, Veterans Day program and signature events with the Redondo Beach Chamber of Commerce.

- Publications:
Continue to produce a high quality quarterly City Newsletter & Recreation Guide and distribute by mail to all residences (and make available online). Continue publication of the *Citizens Budget, Redondo in Focus (topical, as needed)*, and the *Annual Report*.
Continue online availability of meeting agendas, backup materials and minutes.
Continue participation in the Chamber of Commerce & Visitors Bureau *Guide to Redondo Beach* publication.
Continue to improve the display, content, appearance and identity of departmental publications.
Initiate new publications as needed to build an informed citizenry.
Initiate as needed “hot topic,” action alert and issue brief mailings to target audiences.
Continue a coordinated distribution of publications in City venues and public facilities.
- Advertising and Articles:
Continue to use appropriate advertising for program promotions and legal filings.
Explore opportunities for Web 2.0 advertising and promotion.
Continue the use of public service announcement banners at appropriate locations in the City.
Initiate writing and placement of articles in outside publications to enhance City identity.
Continue use of mobile sign boards to advise motorists of delays (e.g. 4th of July) and enforcement issues.
- Electronic Announcements:

Continue electronic announcements on the City’s Redondo Beach Performing Arts Center marquee.
Continue public safety announcements on portable electronic billboards.
- Brand Program:
Continue coordination of the Communication & Customer Service Plan with the City and Chamber of Commerce branding efforts.
- City Identity:
Continue to improve the physical condition and professional appearance of City facilities.

Continue to promote the positive use of the City's logo and graphics manual.
Continue to apply for national, state and local awards and commendations recognizing the City's positive accomplishments.

- Legislative Advocacy:
Continue participation in regional, state and national advocacy organizations for municipal affairs
Continue active legislative advocacy and intergovernmental relations programs to address City needs.
- Emergency Communication:
Initiate formation of a crisis communication team to ensure fast responses to critical events.
Continue use of emergency mass communication tools as outlined in Attachment B.
Initiate use of Web 2.0 tools for mass communication of official City news and information during emergencies (e.g. Twitter, Nixle).
- External Feedback:
Continue independent community survey of citizen satisfaction and opinions every two years.
Continue independent community focus groups on citizen satisfaction and opinions every two years.
Initiate new "How Are We Doing" customer feedback cards.
Initiate a communication audit and gap analysis of the City's communication efforts every year.
- Communication Training and Professional Development:
Continue training for telephone messaging, voice mails and etiquette techniques.
Implement training for oral and PowerPoint presentations
Initiate additional training in general communication, media relations, customer service, crisis response, writing and interpersonal skills for assigned employees.
- Communication Committee:
Continue interdepartmental employee communication committee meetings to carry out work assignments related to external communication.
Initiate an implementation strategy for use of key messages.

Target Audiences for Communication

The City has a responsibility to communicate with a large and diverse number of people and groups. In order to reach specific people and/or groups of people with the right communication tools and key messages, it is critical to identify key internal and external target audiences. By identifying target audiences, we can better direct

our communication as well as create communication tailored to their needs. Attachment D more fully details the City's internal and external audiences. By incorporating the use of social media tools, the City hopes to create more interaction and to capture the attention of members of the public who prefer newer technologies to more traditional methods of communication.

Part II. Customer Service

Standards for Customer Service:

The City of Redondo Beach's four overall service standards are centered around the customer's point of view: *A customer can expect responsive municipal services delivered by City employees in a manner that:*

- Is timely, courteous, knowledgeable and honest.
- Can assist you in making informed service choices with current, accurate and accessible information.
- Will create flexible service solutions for you by listening, understanding and anticipating your needs.
- Promotes the safety of your life, property and environment.

Ethics in Customer Service:

Customers will be served by City employees who display openness, honesty, and integrity in all transactions. Employees will be accountable for their actions and will provide outstanding customer service. *A customer can expect ethical services delivered by City employees in a manner that:*

- Complies with applicable laws, ordinances, policies and rules related to customer matters.
- Meets required standards concerning the avoidance of conflicts of interest.
- Ensures no repercussions from the City for legitimate customer disagreements and constructive feedback.
- Creates a positive environment for customer problem solving.

Employee Knowledge in Customer Service:

Customers will be served by City employees who are competent in their duties and responsibilities. *A customer can expect professional responsiveness from City employees in which:*

- All employees will have a basic knowledge of the structure of Redondo Beach's government.
- All employees will be aware of the answers to the most commonly asked City service questions.

- All employees will have an understanding of the primary functions of their Department.
- All employees will know the City's customer service standards and their department's service goals.
- All employees will be familiar with the practices for providing high quality service to internal and external customers.
- All employees will be skillful and have expertise in their area of service.

Comments about Customer Service:

We want to know about a customer's experience with the City. Four ways a customer can share concerns or praise for employees' service:

- Discuss the service problem or service praise directly with the person who served you; or
- Speak or write to the supervisor in charge.
- Send a message electronically from any computer connected to the Internet by using the City's Customer Service Center; or
- Use the City's Customer Service Center available on the City's Web site.

Tools & Best Practices for Customer Service

- City Web Site:
Continue to develop the City website as a customer information and service mechanism.
- Customer Service Center:
Continue to develop the Comcate Customer Service Center as the means for managing customer service requests.
- Social Media:
Initiate an official City presence on YouTube, Twitter, Nixle and other media approved by the City Manager as an additional means of achieving the goals stated in this policy and continue to evaluate other online tools for improving public outreach, communication, collaboration and creativity.
- Departmental Service Standards:
Initiate development of customer service standards for each individual City department.
- City Facility Accessibility:
Continue to readily accommodate, assist or facilitate assistance for people who are physically challenged or have difficulty navigating the service environment without assistance.

- Customer Service Training:
Continue a coordinated Citywide customer service training program for employees (as funding allows).
- Customer Service Performance Appraisal Dimensions:
Continue to emphasize customer service as an important dimension in employee performance reviews.
- Customer Service Feedback:
Continue independent community survey of customer service satisfaction every two years.
Continue independent community focus groups on customer service satisfaction every two years.
Initiate new “How Are We Doing” customer feedback cards.
Initiate an independent service evaluation program.
- Communication Committee:
Continue an interdepartmental employee communication committee to carry out work assignments related to customer service.

Attachment A

Community Outreach Planning

A community outreach plan should be developed for proposed increases in fees for City services or for changes that could impact major city services such as trash pick-up or transit services. In order for the Council to make an informed decision and address the concerns of their constituency, the public should be made aware of the reason for the proposed change, amount of increase, persons affected and be given an opportunity for discussion of issues raised. A community outreach plan will incorporate all of the following methods of alerting the public to the proposed changes.

Legal Noticing – as determined by Municipal Code and City Charter. Notification of a public hearing for a proposed fee amendment is done through the standard public hearing notice as listed in the Municipal Code and City Charter. This standard notice gives basic information, including the fee to be discussed, the time, date and place of the public hearing and may include contact information or where to obtain further information. After the public hearing is prepared, it is forwarded to the City Clerk where it is published twice before the impending hearing. Check with the City Attorney's Office on noticing requirements.

Standard Noticing –

- The City may notify its citizens through local newspaper press releases. A template for such press releases can be found on the Redondo intranet along with a distribution list of applicable newspaper email addresses. The news release should answer the standard question – Who What, Where, when Why and how.
- The City's web site at Redondo.org can feature similar information as contained in the press release, with links to additional information (e.g., proposed updates to fee schedules.)
- Information should also be posted on the City's official Facebook page and Twitter or Nixle with appropriate links. YouTube may also be an appropriate platform for any related video content or presentations.
- RBTv, the City's Television Channel (Channel 8 on Time Warner, Channel 41 on Verizon) can be used to post information via the "Community Bulletin Board" video message display. Send information (preferably in Power Point format) to rbtv@verizon.net.
- Flyers may be written and distributed to counters around City hall. The flyer typically follows the news release in form and is designed to inform the people who are affected most directly by the fee. For instance, fee increases that affect the Engineering and Building Department will be placed on the counter where they assist their customers.
- Depending on the timing of the proposed changes, the quarterly City newsletter may be used to inform local citizens on fee changes that affect

large numbers of the citizenry. Contact Recreation and Community Services for newsletter publication deadlines.

Workshops

- Workshops may be held to instruct the public or City employees on how the proposed fees or changes are going to be applied and what is entailed. Such workshops may especially be needed for solid waste or similar type fees.

Personal Communication

- Key stakeholders and associations should be contacted personally by staff to review the proposed changes.
- Organizations that regulate and inform the public or advise City Council should be contacted. This may include the Chamber of Commerce, the Historical Society, the Building Commission and Planning commissions, but can embrace any organization that is related to the proposed change or fee increase.
- Attendance at a regular meeting of stakeholder groups to explain the proposed changes or fee increases is recommended whenever possible.

Direct Mail

- Specially produced flyers, brochures or postcards may be produced and targeted to specific areas that are affected by the proposed changes or fees. This information may also be incorporated for distribution in the City Newsletter, billings or other mail contact with customers, as in business license or planning billings.

Attachment B

Emergency Communication Tools

The City has several methods to perform a mass notification to residents of an impending emergency or significant incident within the community. Listed below are the existing notification systems:

- City-owned radio frequency AM 1630
- Traffic message boards (4) – Property of Public Works & Police Department
- EZines – reverse email via City web server
- Loud speaker via emergency vehicles
- Hermosa Beach & Torrance Civil Defense Sirens
- City web site
- Regional commercial on-air radio and television
- Door-to-Door handbills delivered by volunteer organizations

Currently, the primary notification system utilized by the City is our AM 1630 radio frequency, which is maintained and operated by the Police Department.

With respect to Reverse 911 systems, most systems have proven to be unreliable, cost in excess of \$50,000 to purchase, and operate on typical telephone hard lines which during a disaster often become overloaded and collapse due to heavy caller traffic.

The City is exploring the implementation of no-cost, technology-based systems such as Twitter and Nixle as a means to communicate emergency information directly to the public. In addition, the County of Los Angeles recently implemented a new Emergency Mass Notification System. The Sheriff's Department is the Program Manager and if proven successful will allow other Cities within the County to become a subscriber to the system for a fee yet to be determined. Both the Fire Chief and Police Chief will monitor this implementation and make a recommendation to the City Council once the system is operational.

Attachment C

Social Media Policy and Usage Guidelines

PURPOSE

The City of Redondo Beach emphasizes excellent customer service, valuing the roles individuals play within the organization in establishing an overall sense of community with the public. As such, the City has chosen to expand the scope of its Communications and Customer Service Plan to include social media in order to reach a broader audience. The City is taking a measured, strategic approach to the implementation of social media to avoid potentially damaging consequences related to public forum, open meeting and first amendment issues.

The City Manager, or his designee, shall approve what social media outlets may be suitable for use by the City and its departments. All departments requesting a presence on an approved social media site must submit a written request to the City Manager. Once approved, the department head or designee will meet with Information Technology staff to establish the social media account.

City departments may designate individual employees to be trained to utilize the City's social media accounts to further enhance communications with various stakeholder organizations in support of the City's strategic goals and objectives.

POLICY

1. All official City appearances on social media sites or services are considered an extension of the City's information network and are governed by the Communications and Customer Service Plan and the Administrative Policy and Procedure (APP) on Information Technology Resource Use.
2. Unless specifically authorized by the City Manager or Department Head, social media should not be used to provide information on upcoming agenda items to be discussed by Council or Commissions.
3. Under no circumstances will the City's social media tools be used to post content relating to candidates or ballot measures.
4. Departments that use social media are responsible for complying with applicable federal, state, and local laws, regulations and policies. This includes adherence to established laws and policies regarding copyright, records retention, Freedom of Information Act (FOIA), The California Brown Act, The First Amendment, privacy laws, and other applicable policies established by the City.
5. Whenever possible, City sites shall display a disclaimer stating that "Any comment posted by a member of the public on a City site is the opinion of the commenter and does not necessarily reflect the policies of the City."

6. Wherever possible, links to more information should direct users back to the City's official website for more information, forms, documents or online services necessary to conduct business with the City.
7. Employees representing the City via social media outlets must conduct themselves at all times as representatives of the City/County. Employees that fail to conduct themselves in an appropriate manner may have his or her access to Information Technology resources limited or revoked completely, and may be subject to formal disciplinary action, up to and including termination from City employment.
8. The City will monitor content on the City sites and each department's social media sites to ensure adherence and compliance with the Social Media Policy for use, messages, and branding consistent with the goals of the City.
9. Violations of these standards may result in the removal of department pages from social media outlets.
10. Employees shall have no expectation of privacy when using social media sites.
11. Only authorized social media sites may be used by City staff.
12. Content in a social media format that is related to City business may be a public record subject to public disclosure. Public disclosure requests should be directed to the City Clerk's Office.
13. Public postings that are obscene, vulgar, threatening or otherwise objectionable may be reported to the platform manager (e.g. Facebook), which could result in removal of the posting and/or other actions against the person posting the information.

Employee Guidance for Participating in Social Networking

The City understands that social networking and Internet services have become a common form of communication in the workplace and among stakeholders and citizens. Social networks are online communities of people or organizations that share interests and/or activities and use a wide variety of Internet technology to make the interaction a rich and robust experience. Employees that choose to participate in social networks as a City employee should adhere to the following guidelines.

1. City policies, rules, regulations and standards of conduct apply to employees that engage in social networking activities while conducting City business. Use of your City e-mail address and communicating in your official capacity will constitute conducting City business.
2. City employees shall notify their supervisor and the IT department if they intend to create or participate in a social media site or service to conduct City business.
3. Departments have the option of allowing employees to participate in existing social media sites as part of their job duties. Department Heads may allow or

disallow employee participation in any social networking activities in their departments.

4. Protect your privacy, the privacy of citizens, and the information the City/County holds. Follow all privacy protection laws, e.g. HIPPA, and protect sensitive and confidential City information. When in doubt, ask your supervisor.
5. Follow all copyright laws, public records laws, retention laws, fair use and financial disclosure laws and any others laws that might apply to the City or your functional area.
6. Do not cite words or images from citizens, co-workers, stakeholders, clients, or others without their approval.
7. Add value to the City of Redondo Beach through your interaction. Provide worthwhile information and perspective. Refer to the Communications and Customer Service Plan for key messaging.
8. Do not engage in a discussion of stakeholder comments on City sites unless specifically authorized to do so by your Department Head.
9. Do not use ethnic slurs, profanity, personal insults, or engage in any conduct that would not be acceptable in the City workplace. Avoid comments or topics that may be considered objectionable or inflammatory.
10. Correct your mistakes, and don't alter previous posts without indicating that you have done so.
11. When conducting City business, always identify yourself as a City employee and ensure your profile and related content is consistent with how you wish to present yourself to colleagues, citizens and other stakeholders.
12. If you publish content on any website outside of the City and it has something to do with the work you do or subjects associated with the City, use a disclaimer such as this: "The postings on this site are my own and do not represent the position or opinion of the City of Redondo Beach."

Attachment D

City Target Audiences

Internal Audiences

- Mayor and City Council
- Commissions, Boards, Committees and Task Forces
- Volunteers
- Employees
- Employee Associations
- Contractors
- Affiliated Volunteer Organizations
 - Citizens Police Academy
 - Friends of the Library
 - Volunteers in Policing
 - CERT
 - Citizens Corp Council
 - Neighborhood Watch
 - Library Foundation
 - Sister Cities

External Audiences

- Residents
 - Registered Voters
 - Homeowners
 - Opinion Makers
 - Senior Citizens
 - Youth
 - Program Participants
- Businesses
 - Business Owners
 - Non-Profit Business Owners
- Visitors
 - Day Visitors
 - Over Night Visitors
 - Business Visitors
 - Tourists
- Neighborhood Groups and Associations
- Residents of Adjacent Communities
- Future or Potential Residents and Businesses
- Employees of Local Businesses
- Religious Organizations
- Non-Profit Organizations
- Utilities (e.g., Southern California Edison, AES, Verizon, Time Warner, The Gas Company, So. Cal. Water, Waste Management)
- Local and Regional News Media
- National News Media and Publications
- Beach Cities Health District
- Businesses
 - Major Employers
 - Major Local Revenue Generators
 - Hotels
 - Restaurants
 - Small Businesses

- Financial Institutions (e.g., Moody's, Standard & Poors)
 - Financial Rating Institutions
 - Film Production Companies
 - Realtors
- Businesses in Neighboring Communities
- County, State and Federal Legislators
- Governmental Agencies and Associations
 - Adjacent City Governments
 - County of Los Angeles
 - South Bay Cities Council of Government
 - State of California
 - League of California Cities
 - Federal Government
 - National League of Cities
 - Regulatory Agencies (e.g. FCC, CPUC)
 - Coastal Commission
- Local Business Associations
 - Redondo Beach Chamber of Commerce & Visitor Bureau
 - Riviera Village Business Association and Business Improvement District
 - North Redondo Beach Business Association
 - Galleria Merchants Association
 - Pier Merchants Association
 - South Bay Board of Realtors
 - South Bay Business Alliance
- South Bay Economic Development Council
- South Bay Area Chambers of Commerce
- Regional Hospitals
- Schools and Colleges
 - Redondo Beach Unified School District Board of Education
 - Redondo Beach Unified School District Administration
 - Redondo Union High School
 - Redondo Elementary & Middle Schools
 - Redondo Beach Unified School District PTAs
 - Mira Costa High School
 - El Camino College
 - Private/Charter Schools
- Clubs and Special Associations
 - Redondo Beach Art Group
 - Friends of the Redondo Beach Art Group
 - Friends of the Redondo Beach Dog Park
 - Historical Society
 - Rotary, Kiwanis, Eagles, Elks, Moose, Masons
 - Woman's Club
 - Leadership Redondo Alumni Association
 - Citizen's Academy Alumni Association
 - CERT Alumni Association
- Work Force Investment Board