

COMMUNICATION STRATEGY



GARDEN GROVE

MISSION

The mission of the City of Garden Grove is to provide responsible leadership and quality services as we promote safety, cultural harmony and life enrichment.

VISION

The vision of Garden Grove is to be a safe, attractive, and economically vibrant city with an informed and involved public. We are a diverse community that promotes our unique attributes and preserves our residential character.

GUIDING PRINCIPLES

We commit ourselves to the betterment of the individual, the organization, and the community, by fostering a spirit of trust, creativity, cooperation, integrity, empathy, respect, and quality service to all.

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COMMUNICATION STRATEGY OVERVIEW

The City of Garden Grove has made communication a strategic priority, with the intent of increasing awareness of the policies and programs of the City and generating enhanced engagement of constituents in the governing process. The goal of the communication strategy is to identify opportunities to share the City's message and streamline the methods by which those messages are shared, while conducting the business of the City in an open and inclusive manner.

This plan will serve to enhance communication with the residents and businesses in Garden Grove by proactively identifying emerging issues; improving long-range communication strategies; and communicating more effectively the identified key issues, policy decisions made, and actions taken by the City Council.

In Garden Grove, communication is seen as an important role of government, and an essential component of the democratic process. It helps build pride, trust and awareness within the community, increases participation, and contributes to strengthening the quality of life in the community. It is a fundamental component of the City's mission and vision.

The Communication Strategy is built on the foundation of four concepts that guide the City of Garden Grove in its communications approach:

1. *Clear and Direct:* The City will always strive to use the most direct and straightforward language to communicate its policies and programs, by explaining technical terms, avoiding jargon, and providing background information to ensure that all of our communications are understandable and accessible to the widest possible audience.
2. *Proactive:* Whenever possible, the City will provide information on emerging issues, and follow these up to ensure the most accurate and complete information is available to the public as soon as is possible.
3. *Transparent:* The City will be open in communicating its business and make information about the policies, finances, and operations of the City available to all citizens. One way of accomplishing this is to include citizens in the decision making process, from soliciting input to encouraging service on boards and commissions that actively advise management and the City Council on policy decisions.
4. *Listening and Learning:* The City recognizes that communication flows two-ways, both providing information and receiving feedback. Listening to residents builds better trust and credibility so the policies and programs created by the City also reflect the needs and wishes of the community.

The City has identified five broad objectives designed to meet the City Council’s intent in establishing the communication strategy. Each issue or program campaign will be designed with these desired outcomes in mind:

1. *Increase Awareness:* We want information about City policies and programs to be available to all of our audiences and for priority projects to be common knowledge among our key audiences.
2. *Increase Engagement:* We want to encourage and enable residents and business owners to participate in public policy formation. In addition, we would like to generate high levels of participation in, and attendance at, City programs and events.
3. *Provide Access:* We want to reduce barriers to communication in order to reach the broadest possible audience.
4. *Enhance Transparency:* It is our intent to conduct the “people’s business” in the open, making information about City policies and operations available to all.
5. *Reinforce Credibility:* We will provide honest and responsive communications that will help us build trust and credibility with our audiences.

By carefully planning our communications to achieve these concepts we believe that we can successfully reinforce the City’s key messages while simultaneously increasing constituent awareness and engagement.

The City of Garden Grove has established the following communication goals:

- Establish one clear voice throughout all communication channels;
- Maximize awareness and support of the City Council’s actions, goals, and programs;
- Achieve coordinated and consistent communication both internally and externally;
- Establish and maintain proactive media relations programs;
- Protect and grow positive relationships with all stakeholders;
- Clearly establish the Office of Community Relations as the central point for incoming and outgoing official information; providing communication services to City Council members, executive management, departments, employees and target audiences; and,
- Maintain communication as top priority for the City.

CURRENT COMMUNICATION PRACTICES

Legal and Ethical Considerations

Executing communications within the established policies of the City of Garden Grove is a top priority and the City strives to meet the highest ethical standards of both government agencies and the communications profession.

California Open Meeting Laws: The Legislature states in California Government Code 54950 “In enacting this chapter, the Legislature finds and declares that the public commissions, boards and councils and other public agencies in this State exist to aid in the conduct of the people’s business. It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly.” We will make sure that all of our communications efforts uphold both the letter and spirit of California Government Code 54950 in providing the public with information about City business.

Accessibility: We will make every reasonable effort to ensure that the information about City programs and policies is available to all of our audiences, despite any barriers to communication. These barriers include access to media, language, cultural differences, and physical disabilities.

Informing vs. Persuading: One of the many challenges of communicating emerging issues is in providing complete and unbiased information to residents on issues that are coming to the City Council before the Council has had the opportunity to deliberate and establish the City’s official position, or vote on a specific decision.

Ultimately, we aim to provide the data and reasoning behind the policy decisions so that residents can understand how those decisions were made. All communications disseminated by the City of Garden Grove will be tested against the highest ethical and legal standards, to ensure that we are faithfully serving the public to the best of our ability.

One of the areas we focus on in implementing this messaging framework is our ability to articulate the linkage between the strategic messages of this plan and the City’s mission, vision, guiding principles, the customer service program, specific marketing plans, issue management, and emergency communication plans.

What this means in practice is that City staff will ensure that all activities are developed and executed within the context of the City’s over-arching communications strategy. The lynch pin of the strategy is the City Council Strategic Plan.

Our Audiences

The single largest audience we want to reach is residents and business owners/operators, made up of people who live and work in the City of Garden Grove. Today there are approximately 175,140 residents living within the City limits. There are a number of defining characteristics that create subcategories with specific needs, such as:

- Property Owners/Renters
- Children/No Children
- Employed/Not Employed
- Length of Residence
- Educational Attainment
- Household Income
- Ethnicity
- Age

According to the 2013 American Community Survey, there are 46,037 household dwellings in Garden Grove, 57% of which are owner occupied and the median income is \$59,648. About 45.5% of the households include children under 18, who make up 34% of the population. The median age is 35.6 years. 22.6% of the population identify themselves as Caucasian. Residents of Asian ancestry account for 37.5%, with Vietnamese ancestry as the majority (27.7%). 36.9% identify themselves as Latino, with Mexican ancestry as the majority (31.9%).

For adults over the age of 25, 18.6% have a bachelor's degree or higher.

We also have a significant "English as a second language" audience. According to the 2013 American Community Survey, 34.9% of Garden Grove's population has Asian as their native language and over half of them (21.4%) "speak English less than very well." In addition, 30.2% of Garden Grove's population has Spanish as their native language, with 12.2% indicating that they "speak English less than very well." This means that there are as many as 58,850 residents who may have trouble comprehending our communications in English.

The City also makes a distinction between direct and indirect customers. People who have had contact with a City of Garden Grove employee or who have used one of the City's services within the last year are direct customers. Those who benefit from, but have had no interaction with the City are indirect.

Another way of dividing our audiences is through their level of engagement. We recognize four distinct levels:

- Engaged (Ambassadors/Watchdogs)
- Interested (Aware or Impacted)
- Passive
- Disinterested (Actively avoiding or those who consider City communications intrusive)

The most engaged residents are those who have a particular interest in the policies or programs of the City. Many of our communication efforts are specifically aimed at the two most engaged groups – engaged and interested – as they have the highest interest in receiving communications from the City and have the most utility for that information, and therefore represent the most efficient use of resources.

We recognize that the most engaged audience is largely made up of two distinct groups: residents who participate in the governing process either as volunteers or through participation in specific programs (ambassadors), and those that monitor government actions to ensure that they are appropriate, ethical, and legal (watchdogs). In both cases, these audience members tend to have highly specialized interests, such as the environment, growth, or senior programs.

It's also possible for disinterested or passive audience members to shift suddenly to interested or engaged when City policies and programs impact them directly.

In all of our communication, we also recognize that the media is a primary audience, both in providing information directly to our audiences and in creating commentary and criticism of our policies and programs.

City of Garden Grove employees are another key audience, as residents see them as experts and expect them to know a great deal about the City programs and policies.

Recognizing that employees are one of the most immediate and direct ways that our audiences receive information about the City, we use our internal communication vehicles as resources for informing staff about the City's strategic messages and issues that may arise throughout the year.

In the end, the desired outcome is a workforce that understands the City's mission and vision, exemplifies the City's values, and actively communicates the key strategic messages. Keeping staff informed also builds morale and heads off misinformation circulated by a rumor.

Other audiences that we have a need to communicate with from time to time are special interest community groups; various niche stakeholder groups, such as senior citizens, teenagers, or volunteers; Federal or State Legislators; candidates for political office; elected and appointed leaders in other local governments and agencies; and business, service and cultural organizations.

When visitors stay in Garden Grove, we have the ability to deliver messages that will enhance the reputation of the City, spur additional use of City facilities and programs, and promote interest in the City throughout the rest of the country.

Lastly, we consider potential corporate relocations as an audience for our communications. The City's Economic Development Staff strives to promote the City as the best location for business, both in quality of life for their employees and as a business-friendly environment for their organization.

Our Methods

As our demographics indicate, the City of Garden Grove is a very culturally diverse community and has developed a strong rapport with the local ethnic media and several community organizations.

Translation of policies, procedures and programs into various languages represented in the community is a top priority and is provided by bilingual City staff or the use of translation services. In addition, the Office of Community Relations includes a Vietnamese Bilingual Community Liaison whose time is dedicated to media outreach and translation of news releases, brochures and other printed material. The liaison also produces a quarterly Vietnamese newsletter in partnership with the Police Department for the City's Vietnamese residents. The City's website also has its own Vietnamese web page (<http://www.ci.garden-grove.ca.us/Vietnamese>).

The City also promotes its programs to the ethnic community by utilizing the services of the community's multicultural television, radio and print mediums. Examples include Little Saigon TV, Nguoi Viet, Korea Daily News, and Unidos.

In 2015, the City Council approved the adoption of a Translation Policy, which is being developed by the Office of Community Relations. Currently, City Hall and City Council press releases are internally translated into both Vietnamese and Spanish and are made available on the City's website. All other Police, Recreation and Human Services press releases utilize Google Translate for languages other than English.

The City also implemented a one-year pilot program to provide translation services at all regular City Council and Commission meetings with a 72-hour advance notice and continues the use of Google Translate for all other online translations for languages other than English.

The City uses a variety of tools to disseminate information to staff:

- The City's Intranet
- "Everyone" emails
- Department and Division meetings
- Fliers and posters
- City Manager Town Hall meetings and Mid-Manager Briefings

SOCIAL MEDIA TECHNOLOGY AND COMMUNICATION ASSETS

It would not be an exaggeration to say that within the past eight years the media landscape and the relating communications model has begun to shift in a fundamental way. The tools and techniques that have served us well over the past five decades are becoming obsolete as the next-generation's way of approaching mass communications is rapidly being deployed.

Eight years ago, it was unthinkable for government employees to spend time on social networks, but the public sector discovered that social media could be a valuable channel for two-way customer communication.

Next-generation technologies, like social networks, are helping government agencies disseminate important information rapidly, broaden transparency, engage the community, improve public perceptions, expand outreach to new audiences, and enhance public safety, while meeting the increasing demand for services.

As of today, there are over 1 billion monthly active users on Facebook, more than 80,000 of which belong to the Garden Grove, California network. Twitter has over 300 million monthly active users and records about 500 million sent tweets per day.

The number of users for both Facebook and Twitter are staggering – the growth has been unprecedented and shows no sign of diminishing any time soon.

Even the smallest organizations usually have a Facebook page or Twitter account. But there's more to social media than Facebook and Twitter.

YouTube

YouTube is the Internet's top video-sharing network. Government agencies can create branded YouTube channels that make publishing, promoting, and archiving easy and efficient. The City of Garden Grove has had a YouTube channel since 2009 and it is managed by Garden Grove TV3 (GGTV3). To date, the GGTV3 channel has 1,341 subscribers and over 2,000,000 views. The City live streams Garden Grove City Council meetings through the channel, saving costs and keeping residents who are unable to attend the meeting informed on important issues.

Instagram

Instagram is a mobile app, known for its square image format and photo-sharing capabilities. Instagram is a form of nonverbal communication that holds the ability to deliver visual messages to many recipients quickly and conveniently. The City of Garden Grove has had an Instagram account since 2014. Photos shared include pictures from community events, behind the scenes snapshots, Mayor and City Council members, award honorees, parks and infrastructures. The City's Instagram is also used to promote community engagement. For example, residents and tourists are encouraged to share their photos via Instagram, by tagging the City with the hashtag #gardengrove.

The explosion of new-generation communication methods over the last few years has significantly changed the government and citizen relationship. Today, citizens and employees engage with agencies through mobile devices, social media, applications, and websites. Public sectors can meet these demands with a well-thought-out strategy that informs, engages, interacts, and delivers services, while creating a business-friendly environment.

The City has several existing communications assets that have been used for a number of years, with a relatively high level of resident awareness.

City Website

The City has dramatically enhanced its web presence over the past few years and launched the newly upgraded ninth version of the website in April 2015. Maintaining an excellent website is an ever-evolving process. The main access points are <http://www.ci.garden-grove.ca.us>, and <http://www.garden-grove.org>. The new design features include:

- Easier navigation with an improved menu
- An improved overall look
- Mobile friendly (will work on a PC, Tablet or Smartphone)

Since the launch of the site, there have been approximately 900 new and returning users per day and a 23% growth in mobile access. There has been a decline in the number of pages visited and the duration of visits, which suggests that users are able to access information quicker and more readily.

The outcome we desire is to make Garden Grove's key information "discoverable" by our audiences. With over a trillion websites in Google's database and roughly two billion searches each day, it can be difficult to achieve high rankings on search engine results. Fortunately for us, the search algorithm used by the biggest search engines, Google and Yahoo!, both favor government sites.

Moving forward, the focus will be to improve navigation and mobile friendliness, while remaining transparent and encouraging citizen engagement. Further development of the content and services available on the web will continue to make it the resource of first choice for many of our audiences.

Social Media Platforms

The City has also established profiles on several social media platforms, including Facebook, YouTube, Twitter and Instagram and has been testing possible uses for these emerging technologies. In addition, several individual departments such as Fire, Police, Code Enforcement and Public Works have created individual pages and/or accounts. As new platforms are released, the City will register the user name "City of Garden Grove" to establish a presence and reserve the name, and conduct an analysis of the local reach of the search. Once it is established that the platform is worth investing in, it will be tested for inclusion in our active portals.

Mobile App

On June 1, 2014, the City of Garden Grove launched its free mobile app, available for download through the App Store (iPhone/iPad) or Google Play (Android). The app includes City news, an events calendar, social media updates, access to departments and services, job openings, parks and recreation information, shopping and dining establishments, and features local discounts from participating businesses in the Buy in Garden Grove program.

The goal is to make the City of Garden Grove more accessible by putting City Hall into the hands of its citizens, allowing them to access information more readily and receive important City notifications in real-time. The app currently has 1,500 subscribers.

Garden Grove TV3 (GGTV3)

GGTV3 is the City's local Emmy-nominated cable network. Videos are produced and shown via the City's YouTube channel. GGT3 runs programming seven days a week on Time Warner Channel 3, the City's website, YouTube and Facebook.

The goal of the Cable Division has always been to inform the community about their city, highlight its accomplishments, and support other departments within the City while keeping the image of the City in mind.

GGTV3 now programs topical blocks, which include numerous smaller stories that cover specific topics such as City Council, public safety, parks and recreation, or culture and the arts. They produce 3-4 of these each month, which run Tuesday through Saturday each week.

When programs are not airing, GGT3 utilizes a Community Bulletin Board, which is comprised of slides that have static messages and are rotated every three seconds. These slides generally promote City services and programs. The bulletin board is also offered free of charge to residents, community groups, businesses, service organizations, churches, etc. to advertise and promote events and programs happening in the community.

Published Documents

In addition, the City publishes several special audience newsletters and documents, such as *CityWorks*, *the Comprehensive Annual Finance Report*, *the Parks and Recreation Guide*, and the *Annual Performance Report*. The graphic design team and Community Relations Division produce hundreds of program brochures, fliers, posters, banners, event displays, promotional items, and custom materials, including official notices.

An area of focus is to ensure that all print materials are available via the City's website and translated into Spanish and Vietnamese.

ISSUE IDENTIFICATION

The City has established a number of formal avenues for identifying emerging issues. The key mechanisms are:

- Staff review of City Council agendas and City Council meetings;
- Media tracking and analysis;
- Weekly management team meetings; and,
- Bi-weekly Community Relations “promo” meetings.

City Council members are also encouraged to contact the City Manager whenever they have a concern that a particular issue may need to be addressed or to pass that information to the appropriate Department Director.

There are a number of issues that will continue to be important for the City to communicate about. These include:

Financial Management: An important element of this topic is the legal and contractual restrictions we have on use of funds and making sure residents understand the different sources of funding at our disposal. We are also addressing what we are doing to help protect the local economy and provide assistance to residents who have severe financial problems.

Public Safety: The emphasis here is on planning for the future and providing adequate resources to the Police and Fire departments. Issues such as facility size and locations, equipment, and staffing will continue to generate debate during budget development.

Economic Development: Local economic development is a process that strives to improve the economic well-being of the community. It helps to retain and increase local revenue that funds government services that both city residents and businesses desire. The economic development process has long been a major part of how the City of Garden Grove does business. Since the dissolution of redevelopment by the California Supreme Court in 2012, the City has worked diligently to save most of the existing redevelopment projects. The goal is to increase the city’s tax base, increase other revenue sources, create and retain jobs within the city, address sales tax leakage and diversify the sales tax base, create new markets, and build local and regional relationships to aid in the advancement of the economic development program.

Tourism: The City of Garden Grove is located in the midst of a Southern California tourist hub that is one of the most successful in America. Given the proximity to the Disneyland Resort, the Anaheim Convention Center, Christ Cathedral, and other Los Angeles landmarks and attractions, Garden Grove has benefited from its efforts to provide visitor entertainment and lodging. Expanding hotel and tourism amenities will bring additional revenues to the City.

Public Works: Maintenance of City infrastructure, including streets, sidewalks, parks, public buildings, street trees, flood control channels and traffic signals continues to be a priority.

MEDIA RELATIONS, PUBLIC RELATIONS, AND MARKETING TOOLS

The City continues to use the following tools to generate stories with the local media, both traditional and non-traditional:

- News releases/Press conferences
- Speeches
- Tailored pitches
- Media campaigns
- Media contact database

The City has always approached media relations as a collaborative process in helping reporters understand the issues, providing access to City experts and data, and facilitating a dialogue with elected officials. In television news, this can include sharing b-roll and interview footage produced in-house to help local news programs cover stories that their shrinking staffs may be unable to cover.

Another large element of our media relations efforts is response to media inquiries and Public Record requests. Acting on tips, or reacting to our news releases, many reporters contact the City for information on their assignments every day. We make a point of resolving all such requests as quickly as possible. The City is also proactive in responding to incorrect information in stories, working with editors and reporters to correct future reporting.

When dealing with the media, it is important that the City works with the media to maintain a fair balance in reporting positive stories with ones dealing with crime or controversial issues.

Public Relations is one of the tools related to managing the City's reputation, creating outreach, helping audiences understand background on policy decisions, and clarifying the role of government. Some of the public relations tools employed by the City of Garden Grove and the Office of Community Relations include:

- Organizing ceremonies, such as ribbon cuttings and dedications;
- Holding community meetings and forums;
- Facilitating recognitions, proclamations, and presentations at City Council meetings;
- Providing photography and video on our website, Facebook, Instagram and publications to tell the City's stories;
- Applying for awards that demonstrate the quality and success of City of Garden Grove programs;
- Executing public education campaigns;
- Placing PSA's on radio, television and the City's social media platforms;
- Exchanging event and luncheon sponsorships for in-kind services;
- Developing promotional collateral, such as brochures and fliers;
- Making community group presentations;
- Participating in charity or cause-related community events; and,
- Promoting the City's image and offerings to regional and national audiences.

The goals of our public relations efforts are twofold, to make the complicated easier to understand and to create better partnerships with all audiences, including media.

Marketing in government is generally reserved for driving participation in fee-based activities and programs, and for the most part is funded by the revenues those programs generate.

The City also deploys marketing efforts for public hearings, community events, public awareness, and other non-paid participation opportunities as well. We have also used marketing tools to educate constituents, customers, and audiences about the availability of information and services offered by the City.

The City has a number of open, volunteer advisory committees and boards that meet periodically to discuss City business. We will continue to use meetings and board communications to inform the community about issues. We also produce a number of public forums each year, which provide additional opportunities for residents and business owners to become involved in policy deliberation and information gathering.

The City can increase the level of media outreach overall through various means such as:

- Increased press releases;
- Increased coverage on television news/radio news programs;
- Development of media opportunities, such as tours of City facilities and parks;
- Increased press conferences on important issues; and,
- Increased staff availability to media.

Public Information staff also provides support and consultation to numerous departments for external communications and special events. The Division is available to all departments at any time, but works most closely with the following:

- City Manager's Office
- Police Department
- Fire Department
- Community Services
- Public Works
- Economic Development
- Information Technology

Per City Administrative Regulation 7.4, the Community Services Department is the City's primary media contact except for Police and Fire information. Both the Police and Fire Departments have a designated staff member assigned as the Public Information Officer (PIO). Community Services coordinates press contacts and conferences concerning matters of City policy and acts as a central point for approval and dissemination of written press releases. Department Directors and Division Managers are authorized to discuss information with members of the media provided that the information is within the parameters of established City policy.

CRISIS MANAGEMENT AND EMERGENCY COMMUNICATIONS

Issues, for the purposes of this discussion, are topics of concern to one or more audiences that relate directly to City policies or programs. Many issues arise over the course of a year, a minority of which may rise to the level of crisis.

There is a critical distinction between emergencies – such as floods, earthquakes, and fires – and crises. Where we recognize any threat to public safety as an emergency, a crisis is a threat to the organization’s financial health or reputation.

The City cannot predict every issue that will arise over the course of a year, nor would it be desirable to attempt to prepare for every possible contingency. Instead, our strategic messages are designed to position the City on a foundation of broad concepts that allow for flexibility in addressing any situation that should arise. When an issue comes up, the first step should be to determine what actions – if any – are appropriate in response.

There can be unintended consequences if the City were to attempt to proactively respond to every evolving issue; we could waste resources, diffuse our strategic messages and potentially generate negative stories that might otherwise not have happened.

The key then, is preparation – through clear procedures and general strategies. As issues arise and are identified by staff, the first step is to determine if:

- The issue should be monitored, but no response should be made;
- The issue requires a response; or,
- The issue rises to the level of crisis.

Issues not requiring a public response are generally routine topics generated by local media or public comment. In most cases the story may pass without much community discussion, or the individuals affected can be directly contacted to address their concerns or answer their questions. Routine exchange have a limited impact or a very short lifespan.

Issues requiring a response are those that impact a large number of people and have a relatively long lifespan, meaning that the issue will continue to impact people over several days or longer. The standard approach should be to research and develop a list of talking points that describe the issue, outline City policy in regard to the issue, and describe the City’s response plan.

Elected officials and appropriate staff will be briefed on the situation. Then the City should publicly respond with an explanation and the plan to address the issue.

For crises, the approach is similar, but more robust. In general, the City will respond within 24 hours – if not sooner – to the emergence of the crisis, as described below. To promote the greatest levels of transparency and credibility, we will always tell the truth about what happened and have a plan to resolve the problem.

There are three phases in our approach to crisis management.

When a crisis arises, the first phase is known as preparation. During that time City staff will conduct research to determine:

- What has happened?
- What are the questions people might have?
- What is our message?

As soon as possible, we will move to the response phase.

The key here is that our messages should say what we are going to do. Action always is preferable to talk.

During the recovery phase we will assess the following:

- Did we reach our intended audience?
- Was our message accurate?
- Was our message credible?
- Have we solved the problem?
- What can we learn from this?

Each crisis has a “teachable moment” as anxiety starts to subside when we can deliver important information about City policies or programs. The City can leverage a crisis as an opportunity to reach higher levels of awareness and engagement if we are prepared and respond appropriately.

The Fire Department publishes an “Emergency Operations Plan.” The most recent version was adopted in January of 2009. The Fire Department is currently reviewing and updating the plan for adoption in 2015. In the event of an emergency, government, at all levels, is responsible for providing clear directions of emergency and recovery operations.

The plan identifies staff roles and responsibilities during an emergency in keeping with the National Incident Management System, in which all appropriate staff have received required training.

MEASUREMENT

Level of Engagement: One way to measure engagement is to measure the reach of particular messages through individual communication channels and the actual participation, and then compare the various communications methods to determine which methods yield the highest levels of participation.

To that end, we collect the following data:

- Attendance at events, forums, and meetings;
- Participation on boards and committees; and,
- Participation in online polls and voluntary surveys.

Experiences and Opinion: One of the more challenging aspects of the changes in media is that while there is now more subjective feedback available directly from constituents on issues, this flood of information is difficult to compile and analyze in a way that provides actionable data. One way is to collect comments and feedback from various sources and conduct an affinity analysis to see what the general tone or direction those comments are taking.

The City of Garden Grove currently monitors the following to do that analysis:

- “How Are We Doing?” Surveys (City-wide surveys through mailed forms and electronic means);
- User ratings (Mobile App, Facebook, Twitter, YouTube, Etc.), both City-produced and user-content generated;
- Facebook/Twitter/Instagram/YouTube mentions;
- Number of fans/subscribers/followers; and
- Comment tone on other sites.

This type of online reputation management is done by analysis of user comments on social networking sites, blogs, and discussion groups. The information gathered, including opinions shared, and the frequency and tone of *Garden Grove* mentions on various sites, will be identified and classified by pertinent data.

CONCLUSION

The City of Garden Grove's Communication Strategy is in place to provide means by which we can increase awareness of our programs and policies, and to generate heightened engagement of our community members. This strategy is meant to be fluid; to grow and change along with technology and social media. Our goals, to conduct business in an open and inclusive manner by tracking community input, and to share the City's message in streamlined methods, will continue to be implemented and enhanced on an ongoing basis.

GARDEN GROVE SOCIAL MEDIA

FACEBOOK: CITY

- Garden Grove City Hall - <https://www.facebook.com/GardenGroveCityHall>
- Garden Grove Police Department - https://www.facebook.com/GardenGrovePolice?ref=py_c
- Garden Grove Fire Department - <https://www.facebook.com/GardenGroveFire>
- Garden Grove Public Works Department - <https://www.facebook.com/pages/Garden-Grove-Public-Works-Department/560742707365984>
- Garden Grove Code Enforcement - <https://www.facebook.com/GardenGroveCode>
- Garden Grove Economic Development - <https://www.facebook.com/GGEconDev>

FACEBOOK: NON-CITY (but maintained by City staff)

- Garden Grove Community Foundation - <https://www.facebook.com/GGCF.1998>
- Garden Grove TV3 - <https://www.facebook.com/pages/Garden-Grove-TV-3/213283285351631>
- Grove District – Anaheim Resort - <https://www.facebook.com/GroveDistrict>
- GG Open Streets - <https://www.facebook.com/ggopenstreets>
- West Haven Tiny Tots/Kare Bears - <https://www.facebook.com/WHTinyTotsKareBears>
- Vietnam War Museum of America Foundation - <https://www.facebook.com/VietnamWarMuseum>
- Atlantis Play Center - <https://www.facebook.com/AtlantisPlayCenter>

TWITTER

- @CityGardenGrove - <https://twitter.com/CityGardenGrove>
- @GardenGrovePD - <https://twitter.com/gardengrovepd>
- @GardenGroveFire - <https://twitter.com/gardengrovetv3>
- @GardenGroveTV3 - <https://twitter.com/gardengrovetv3>
- @GroveDistrict - <https://twitter.com/@grovedistrict/>
- @GGOpenStreets - <https://twitter.com/ggopenstreets>

INSTAGRAM

- @gardengrovecityhall - <https://instagram.com/GardenGroveCityHall/>
- @gardengrovetv3 - <https://instagram.com/gardengrovetv3/>
- @ggopenstreets - <https://instagram.com/ggopenstreets/>

MOBILE APP

- 'Garden Grove' on iOS or Google Play Store

YOUTUBE

- 'Garden Grove TV3' - <https://www.youtube.com/user/GardenGroveTV3>

GARDEN GROVE SOCIAL MEDIA (continued)

WEBSITE

- City - <http://www.ci.garden-grove.ca.us/>
- GGCF - <http://www.ggcf.com/>
- Grove District - <http://grovedistrictanaheimresort.com/>
- Open Streets - <http://ggopenstreets.com/>
- VNWMA - <http://www.vnwma.com/>
- Buena Clinton - <http://www.buenaclinton.org/>

LINKEDIN

- City - <https://www.linkedin.com/company/city-of-garden-grove>
- Economic Development - <https://www.linkedin.com/company/garden-grove-economic-development-division>

SMUGMUG

- Garden Grove Fire Department - <https://gardengrovefire.smugmug.com/Who-We-Are/GGFD-Who-We-Are/i-ZjX7hMH>

