Purpose

This Communications Policies and Procedures Manual is an administrative policy establishing communication guidelines applicable to all City employees (full-time, part-time and volunteers) of the City of Cape Canaveral ("City"). The purpose of these guidelines is to coordinate and manage the communication activities of City employees related to official City business in order to ensure accuracy, consistency and timeliness in relaying information to employees, departments, members of the media, the citizens of Cape Canaveral and the public at large.

Communication Goals

1. To use effective communications to improve employee and public understanding of City policies, initiatives and services.
2. Communication should be a priority in the development and planning of programs and services and is necessary for the successful completion and implementation of these activities.
3. To establish a uniform procedure focused on accuracy, professionalism, coordination, timeliness, clarity, consistency and continuity in all correspondence produced by the City.

Oversight and Guidance

The Public Information Officer will oversee compliance with the City’s Communication Policies and Procedures Manual and will assist with any questions regarding the policies included in this manual.

Media Relations Policy

The media (newspapers/TV news/etc.) plays an important role in providing information to the public on matters of civic interest. The City’s goal is to foster cooperation between the City and the media to ensure that information is accurate and timely.

1. All media inquiries should be reported to the PIO in a timely manner via e-mail. Notify the reporter that the City will get back to them. This must be done in a timely manner so that the City is able to meet media deadlines. If the media request is for public records, direct the requestor to the City Clerk’s Office. If any additional guidance is needed regarding inquiries from the media, please contact the PIO.
2. Generally, all conversations with the media should be via the PIO. However, should another employee find him/herself speaking to a representative of the media follow these guidelines:
   a. You represent the City.
   b. All conversations should be polite, clear, professional in tone, and free of personal judgments and derogatory remarks.
   c. Despite the pressure of a reporter’s deadline, do not hesitate to say you do not know the answer to a question.
   d. Refrain from speculation, opinions and partial answers.
   e. ALWAYS STAY ON THE RECORD.
3. In the event of a crisis or emergency, the City Manager’s office and PIO must be notified immediately.
Publications and outreach – the lasting written word

All correspondence

- Use spellcheck.
- Be concise and use the simplest words that convey the most correct meaning.
- Include strong, active verbs. Avoid passive verbs. For example:
  - Passive: The contract was approved by the City Council.
  - Active: City Council approved the contract.
- Tone can easily be misunderstood. Remain polite and courteous. This conveys a positive and professional personality. Avoid using ALL CAPITAL LETTERS. An angry tone will definitely come across as angry. Unfortunately, carelessly avoiding politeness and courteousness can come across as angry. If you are angry, refrain from the task until you are calm.
- Refrain from including personal judgments and derogatory remarks.
- Never create anything you would not want on the front page of the newspaper.
- Include the 5 W’s as appropriate (Who, What, Where, Why, When).
- Specify the action you are requesting of your recipient, include due dates and attachments/enclosures as appropriate.
- Include a concise summary in the Subject Line.
- Proof read your correspondence four times. Check for:
  - Structure
  - Logic
  - Understanding
  - Grammar, punctuation and spelling
- Second set of eyes. Have a co-worker proof read prior to distribution.

Advertisements and Collateral Materials
Prior to dissemination, submit all advertisements and collateral materials (brochures, flyers, catalogs and other miscellaneous publications or graphics) to the PIO for review to ensure consistency in message and brand. All advertisements must include the current City logo and be consistent with branding. Forward external requests for usage of the Official City logo for promotional items, clothing, etc. to the PIO so that the correct file type is sent to the designer.

Agendas and Minutes
Each department will create and distribute their own Board agendas. Board agendas are to match the style, layout and font of City Council agendas. Board minutes shall match the style, layout and font of City Council minutes. Approved agendas and minutes shall be promptly copied to Laserfiche.

Blackboard Connect
Our primary outreach mechanism is the Blackboard Connect system. This subscription-based service enables any user with a phone, email account or text messaging capability to register and receive news and information about the City of Cape Canaveral. There is no user fee and users can opt-out at any time. Users can choose which of the three delivery methods they prefer. Our recipient database currently has 4317 phone delivery users, 185 email delivery users and 55 text
delivery users. In order for the system to remain relevant, it must not be used trivially. It is generally used to provide emergency notifications, temporary changes in traffic patterns, and news items of local significance.

Users are to:
- Identify themselves when using the phone delivery function ("Hello, this is _______ with the City of Cape Canaveral.").
- When using your recorded voice, speak clearly and calmly. Enunciate, but speak naturally.
- Be concise and use the simplest words that convey the most correct meaning.
- Include who, what, where, why, when.
- Direct recipients to the city website for additional information as appropriate.

*Color Scheme/Logos*

To the extent that you, as the author, have creative control using colors, color usage shall be restricted to the following approved, branded color scheme:

![Color Scheme](image)

The current available logos for use are as follows:

![Logos](image)

*Email*

Emails are a business productivity tool. However, there are times when emails can deliver the wrong tone or be used in ways they were not intended. Never email anything you would not want on the front page of the newspaper. Know when to avoid using email.

- Public Record. Generally, all emails sent and received are Public Records and are stored securely, even if an employee deletes them.
• Tone. The tone of an email can easily be misunderstood. Remain polite and courteous. This conveys a positive and professional personality. Avoid using ALL CAPITAL LETTERS. An angry tone will definitely come across as angry. Unfortunately, carelessly avoiding politeness and courtesies can come across as angry. If you are angry, refrain from sending the email until you are calm.

• Attachments. To avoid forgetting attachments, include them before you start typing.

• Disclaimer. All emails are to include appropriate Disclaimer language, as approved by the City Manager. This is done automatically by our email system.

• Proof read. Read your text four times. Check for:
  o Structure
  o Logic
  o Understanding
  o Grammar, punctuation and spelling

• Format. Maintain consistency throughout all City emails by using the same format, spacing, font (size and color). Use Times New Roman, size 12, black, single spaced lines.

• High Importance Tag. Use judiciously and only when urgency is required.

• Signature. Each employee’s electronic signature shall be in the below (example) format and contain links to the City Social Media Accounts:

  Todd Morley, Director
  Economic Development Dept.
  City of Cape Canaveral
  115 Polk Ave. P.O. Box 326 Cape Canaveral, FL 32920
  (321) 808-1220 x 330
  tmorley@cityofcapecanaveral.org
  SUN SPACE & SEA
  Stay Connected: [Social Media Icons]
  www.cityofcapecanaveral.org

Refrain from the use of personal stationery/themes/quotes.

Internal Memos
Use approved City memo templates, titled appropriately for each Department. Strictly adhere to font, size and style of the “Sample Inter-Office Memo”, located in Common Docs/Samples of City Correspondence.

News Releases and Community Notices
Each department will create and distribute their own news releases and Community Notices on an approved branded template. Include City contact information. Copy news releases and Community Notices to the PIO. If needed, the PIO can then notify the City Manager and City Council. Each department should archive their news releases on the “News Flash” section of the City website.

Official external correspondence
Official external correspondence shall be on approved City letterhead. Strictly adhere to font, size and style of the “Sample Business Letter”, located in Common Docs/Samples of City Correspondence.
Presentations
To the extent possible, public presentations (i.e. PowerPoint) for City Council, City Board meetings and external groups should be done on an approved template.

Website www.cityofcapecanaveral.org
The City website is our primary hub of information. The website will be pre-set to promote our branding campaign. It is administered (maintained and managed) under the direction of the City Manager through delegation to Department Directors and their respective Designees who manage their general sections. The City website is intended primarily to provide public information concerning City services, activities and policies. Each administrator is required to maintain his or her section of the website with format, messaging and brand consistency. Each department’s section of the website must be regularly monitored by its administrator to remove old information and provide updated information including announcements, current documents and contact information.
No department is permitted to host its own website.

Social Media Policy

Purpose
The City desires to reach and communicate with a broader audience to further its and the mission(s) of its departments, where appropriate. Social media facilitates information sharing regarding City programs and services by engaging members of the public in a continuing and ongoing basis. The City has an interest and expectation in deciding what is “spoken” on its behalf on social media sites. This Policy establishes guidelines for the use of social media and is intended to apply to social media sites including, but not limited to, Facebook, Twitter, Instagram, LinkedIn, and other similar websites, blogging and other internet-based media sites. The best, most appropriate City uses of social media tools fall generally into two categories:

1. As channels for disseminating time-sensitive information as quickly as possible (example: emergency information).
2. As marketing or promotional channels which increase the City’s ability to broadcast its message to the widest audience possible.

Authorization Required
Official City social media sites (“social media”) shall be approved by the City Manager before a City account may be created. Said approval shall be based on whether such site furthers the City’s purposes as set forth in the above paragraphs of this Policy.

Social Media Websites
1. Use Facebook, Twitter, Instagram, and LinkedIn as the core social media channels to promote Cape Canaveral and expand the reach of our brand. These social channels are the most widely used and cover our bases for audiences including business, residential, and leisure travelers.
2. Administrative accounts for authorized social media sites shall use a City email address.
3. Requests for use of a social media site shall be directed to the PIO. The PIO or designee shall remain the day-to-day administrator of all social media.
4. The PIO or designee shall review and approve content that is intended to be posted to any City social media site and determine whether such content is appropriate, subject to the general approval of the City Manager.

5. The City reserves the right to reject the use of any social media site or terminate the use of any previously approved City social media site. If the City desires to continue to use a social media site which allows third party comments or posts, the City reserves the right to hide any inappropriate content posted to the site. The City does not intend to create a general public forum, but to maintain a forum specifically related to topics posted by the City, with language appropriate for its citizens (including minors). Inappropriate content includes:
   - Comments not related to a topic posted by the City;
   - Profane language or content;
   - Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
   - Sexual content or links to sexual content;
   - Solicitations of commerce;
   - Conduct or encouragement of illegal activity;
   - Information that may tend to compromise the safety or security of the public;
   - Content that violates a copyright, trademark or other legal ownership interest;
   - Accusations of immoral or illegal conduct.
   - The City disclaims responsibility and liability to the fullest extent allowed by law for any inappropriate content or posting on any network or website.

6. Information posted in social media shall be restricted to activities of the municipal government known as the City of Cape Canaveral or policies pertaining to the City. Events, issues or promotions not directly sponsored, co-sponsored by or related to the municipal government known as the City of Cape Canaveral are generally prohibited. Exceptions may be approved only by the City Manager.

7. All City social media should consistently comply with current City branding and messaging standards.

8. The PIO shall monitor the social media in a timely manner (see schedule below) and perform the following functions:

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Monitoring Frequency</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>Daily or 2-3 times per week</td>
<td>Link Instagram to cross-pollinate image posts.&lt;br&gt;Promote events.&lt;br&gt;Highlight different businesses based in the City.&lt;br&gt;View/respond to messages and hide/remove any messages deemed in violation of this policy.</td>
</tr>
<tr>
<td>Twitter</td>
<td>Daily or 2-3 times per week</td>
<td>Link Instagram to cross-pollinate image posts.&lt;br&gt;Retweet other tweets about Cape Canaveral and the Port.&lt;br&gt;View/respond to messages and hide/remove any messages deemed in violation of this policy.</td>
</tr>
<tr>
<td>LinkedIn</td>
<td></td>
<td>Highlight different businesses based in the City as well as business oriented information about the City.</td>
</tr>
<tr>
<td>Platform</td>
<td>Frequency</td>
<td>Actions</td>
</tr>
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<td>------------</td>
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<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Instagram</td>
<td>As needed/as available</td>
<td>Upload and use filters on community events and general lifestyle photos from life and business around the City.</td>
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<tr>
<td></td>
<td></td>
<td>Repost images about Cape Canaveral and the Port.</td>
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<tr>
<td></td>
<td></td>
<td>View/respond to messages and hide/remove any messages deemed in violation of this policy.</td>
</tr>
<tr>
<td>YouTube</td>
<td>As needed</td>
<td>Integrate brand video and continue to upload new community videos as they are produced.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>View/respond to messages and hide/remove any messages deemed in violation of this policy.</td>
</tr>
</tbody>
</table>

9. Wherever possible, use hashtags diligently to track social influence and ensure our brand spreads throughout social channels. They act as “bread crumbs” and a way for social media to track and categorize specific communications, allowing people to see our communications alongside any others who use the same hashtag. Core hashtags to use for ongoing social media efforts include:
   #mycapecan
   #spacebetween
   #capecanaveral

10. Social media content should be automatically available on the City’s website, to the fullest extent possible.

11. The City’s website (www.cityofcapecanaveral.org) is to remain the “hub” of our communication system. Where appropriate, social media should contain a link directing the public to the City website for in-depth information, forms, documents or online services necessary to conduct business with the City.

12. All information posted on City social media is subject to Florida law including, but not limited to, the Florida Public Records Act and the Sunshine law, and is subject to City Resolutions, Ordinances, and other policies.

13. Every effort will be made to respond to questions posted to City social media in a timely and professional manner.

14. All social media shall clearly indicate that they are maintained by the City and shall contain current contact information.

15. Employees may not remove their name or domain information from postings on a City social media site nor access a City social media site anonymously to conceal their identity.

16. The tone of a posting can easily be misunderstood. Remain polite and courteous. This conveys a positive and professional personality. Avoid using ALL CAPITAL LETTERS. An angry tone will definitely come across as angry. Unfortunately, carelessly avoiding politeness and courteousness can come across as angry. If you are angry, refrain from posting until you are calm.

17. Provide sufficient data in the body of the posting so the recipient can easily understand.


19. Use spellcheck.

20. Proof read your posting four times before submitting. Check for:
   - Structure
   - Logic
Understanding
Grammar, punctuation and spelling
21. Maintain consistent format, spacing, font (size and color).
22. Employees shall not post inappropriate comments to a City social media site.
23. Employees shall not use Official City social media for personal gain.
24. Employees shall not cite vendors, suppliers, clients, citizens, co-workers or others without their approval.
25. Employees shall avoid comments and/or topics that may be considered objectionable or inflammatory.
26. Employees designated to access City social media shall read and sign the attached Employee Use of Social Media Acknowledgement form and submit it to Human Resources before the employee is allowed access. A completed/signed copy of the form shall be maintained in the employee’s personnel file.

Facebook tips for marketing and promotions
Write status updates that intrigue, interest and inspire our friends. Focus on good news. Facebook tends to encourage messages to be informal, conversational and natural. But sometimes they can be witty, fun, playful and cool. Don’t try too hard. Status updates should be short bursts of brilliance - the less you think about them, the better they’ll be. However, when composing such a message, be sure you will not offend any person or group. Remain “G-rated”. Be concise and use the simplest words that convey the most correct meaning.

The best Facebook post contains quality content. Additionally the best post:
1. Is a link - Facebook data indicates that link posts that use the built-in Facebook link format receive twice as many clicks compared to links typed into a photo update.
2. Is brief - Facebook data indicates that posts with 40 characters or fewer receive 86% more engagement than posts with a higher character count.
3. Gets published at non-peak times - Our post competes with hundreds of thousands of posts to be seen in the Facebook News Feeds of our friends. If you post your updates when few others are posting, your updates stand a better chance of making it through. The best window for a workday is 5:00 p.m. to 1:00 a.m. Eastern Time.
4. Follows other posts on a regular schedule - make Facebook posts part of a consistent sharing strategy. Posting frequently (2-3 times per week) creates an expectation among fans of consistent, quality content.
5. Is timely and newsworthy - If there’s ever a way to slip in a newsworthy angle to your Facebook post, do so. Facebook’s News Feed algorithm gives a slight boost to timely, trending topics.

Use of Non-City Social Media
1. Employees of the City are prohibited from “speaking” on behalf of the City and from identifying themselves as representatives of the City on non-City social media sites, except for a valid City purpose as authorized in the discretion of the City Manager or the City Manager’s designee in writing. An example of such valid City purpose may include online discussion between employees of the City and other governmental entities regarding a subject affecting the City. If the City Manager or the City Manager’s designee authorizes representation of the City on a non-City social media website, the employee so authorized shall:
a. Read and sign the attached Employee Use of Social Media Acknowledgement form and submit it to Human Resources before the employee is allowed access. A completed/signed copy of the form shall be maintained in the employee’s personnel file.

b. Be prohibited from posting inappropriate content as set forth in this policy.

2. The City disclaims responsibility and liability to the fullest extent allowed by law for any inappropriate content or posting on any network or website.

3. Employees are prohibited from accessing personal social media sites on City computers.

*Violations of Social Media Policy shall result in disciplinary action up to and including termination of employment with the City.*

**Conclusion**
The Communications Policies and Procedures Manual is intended to be a living document and will be updated as needed. All communications disseminated to the public shall support and be consistent with the policies contained herein to ensure message and brand continuity.

Approved:

David L. Greene, City Manager