

2025

COMMUNICATIONS STRATEGIC PLAN



CITY OF PEMBROKE PINES

Communications Division

Communications Strategic Plan Overview

The City of Pembroke Pines has made communications 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 government process. Communications with citizens is a basic obligation of government and an essential part of achieving success in every City project, event, program and activity. Effective communication helps build pride, trust and awareness within the community, increases participation, and contributes to strengthening the quality of life in the community.

This plan was designed as a living document -- Updates to this Communications Plan will be made on a regular, ongoing basis as technologies and communication strategies change to meet expectations of our residents. Staff will make every effort to improve public access to information about the City of Pembroke Pines and its services; assure timely communication with citizens; assure that the City provides clear, accurate and useful information; and enhance transparency of decision-making and outcomes.

The Communications Strategic Plan sets the foundation for effective communications for the City of Pembroke Pines and is built upon presence, transparency, openness, and awareness of the City's mission, goals and objectives between the City and all stakeholders involved. The success of the City's long-term goals and objectives cannot be met without a strong communications foundation, especially in today's digital age, when governments are expected to be open, transparent and effective.

This document not only addresses communications processes and tools but also includes guidelines for the City's logo and brand which provides the City a unified visual identity for our residents, businesses and future members or visitors. The City's brand and logo is used to convey the City's message, ideas and goals while also building the City's character. This identity assists the average user to recognize the City of Pembroke Pines and helps in cohesively communicating with the public.

The adoption of this plan is an action that understands the importance of communications, both internal and external, as well as recognizing and embracing the importance of a city brand, logo and marketing strategy by management, administrators, elected officials and staff. Ever-evolving technology requires a consistent, cohesive strategy to compete with so many other voices, which is why it is important that the City controls and conveys its own voice. One brand. One message. One community. One voice.

INTRODUCTION

Due to ever-evolving technology, cities today are challenged with reaching residents, businesses and visitors through a variety of means quickly and accurately. The City of Pembroke Pines identifies the need to ensure there is an integrated strategic communications plan to meet communication challenges and evolve as needs evolve. An example is how The Communications Strategic Plan, working in partnership with the City's various departments, demonstrates on a consistent basis how effective communication benefits residents and helps the City meet goals:

- **Communication encourages informed participation.** Citizens can more effectively express their needs and work cooperatively with the City when they know the facts about City plans, actions and activities. Communication from the City can start a democratic dialogue, provide useful information and encourage citizen involvement.
- **Communication builds community pride and satisfaction.** The more citizens learn about City services, the better they understand how their tax dollars are used and the better they feel about their government. Educating citizens about City services and successes helps develop a positive reputation for the City and build pride in the community.
- **Communication encourages growth, attracts good employees, and improves service.** A good reputation through effective communication can also draw people to the community, encourage business development, and attract capable employees who will ultimately strengthen City services. It can also change behavior and perceptions if necessary.

Purpose

The purpose of the Communications Strategic Plan is to guide the City of Pembroke Pines communication organization and execution. This plan also aims to integrate and coordinate communication among all City Elected Officials, Departments, Divisions and community organizations.

A communication strategy, through foundational concepts, helps guide the communications approach:

- **Clear and Direct** – the City will always strive to use the most direct and straightforward language in communicating its policies and programs to ensure that all communication is understandable and accessible to the widest possible audience.
- **Proactive** – whenever possible, the city will provide information on emerging issues and follow up to ensure the most accurate and complete information is available to the public as soon as is possible.
- **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, encouraging service on boards and soliciting input via meetings, town halls and surveys.
- **Listening and Learning** – the City recognizes that communications 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.

Communication Objectives

The primary objective of this plan is to build presence, transparency, openness, and awareness of programming and Commission priorities for the City of Pembroke Pines with its elected officials and employees, media, constituents, businesses and developers, neighboring communities, and local and regional governments. The following objectives have been developed to guide the communications effort:

- Clearly and effectively tell our story: Ensure the Mayor and Commission’s strategic goals and actions in support of those goals are communicated to the media, the public, funding bodies, internally and to other governments;
- Establish a clear, cohesive foundation of key messages;
- Communicate the City of Pembroke Pines’ primary values, initiatives, Commission directives and goals;
- Recommend means by which to increase community engagement, promote use of City facilities and programs, and build on positive relationships with businesses, developers, community organizations and other regional governing bodies;
- Position the City of Pembroke Pines as a financially sound, stable, attractive community for potential and current residents, businesses and visitors;
- Recommend best practices for engagement of City of Pembroke Pines employees;
- Provide policies and procedures around media relations, crisis communications and graphic standards.

Goals of the Plan

The following goals have been developed to guide the communications effort:

1. Create and coordinate a communications process that ensure an efficient and effective, response and consistent message with all of the City’s target audiences;
2. Clearly and effectively tell the City’s story in all aspects of communications;
3. Increase and encourage community participation and engagement; promote City events, programs, facilities and organizations.

Key Messages

The City of Pembroke Pines, in sharing key messages via programs, public engagement and effective communication:

- Aims to improving the quality of life within our communities;
- Strives to create a city which is environmentally sustainable;
- Is a forward thinking, progressive and inclusive organization, delivering a range of services and programs for all members of the community;
- Provides and encourages diverse recreational, educational, and cultural opportunities and maintains a full range of municipal services;

- Strives for responsible economic development and aims to enhance economic competitiveness;
- Understands the interconnectivity of our communities to the region;
- Is committed to responsible governance;
- Provides a positive work environment that encourages teamwork, initiative, productivity and individual development;
- Collaborates with a wide range of partners and supports initiatives which help deliver a positive, healthy lifestyle and cohesive community.

These strategic goals are incorporated into all City plans and projects, and ensure consistent alignment, and effective communication internally and externally.

BRIEF CITY OVERVIEW

Pembroke Pines, incorporated in 1960, is a safe and desirable community. The recipient of many awards including “All-American City,” Pembroke Pines is known for its commitment to the arts and culture, its outstanding schools, South Florida lifestyle for all ages, cultural diversity, parks and forward thinking in an ever-changing world.

Though the City of Pembroke Pines is the 11th largest of Florida’s 410+ municipalities, its friendly small-town feel is why so many call it home. Pembroke Pines is conveniently located in southwest Broward County with easy accessibility to primary highways and interstates, key employment centers, entertainment venues, parks, golf courses, restaurants and retail / commercial destinations. The City is approximately 35 square miles in area and spans 13 miles between the Florida Turnpike and the Florida Everglades.

Named “one of the best cities to live in America,” Pembroke Pines is home to over 170,000 residents, with 28 parks and lush landscaping throughout neighborhoods and public places enhancing the City’s natural beauty and South Florida charm. The City has received numerous recognitions including being named Best City of Hispanic Entrepreneurs, one of Best Cities to Retire, Best City to Relocate To, ranking in the top 50 Best Places to Live, and ranking in the top 40 as Being One of the Happiest Cities in the country, etc.

The City of Pembroke Pines offers various services to its residents including, but not limited to senior services, City operated A+ charter schools, top notch Community Center, free local transportation services, employment expo’s, veteran assistance, affordable housing, classes, events and activities, sports, and arts and cultural offering to name just a few.

Communications Tools/Platforms

The City regularly communicates through various media platforms including social media, had used traditional printed media which has now transitioned to digital, television, digital signage, emails, it’s website and via media press releases. The City of Pembroke Pines is actively engaged in social media, maintaining City-wide Facebook, X (formerly Twitter), Instagram, Next Door and YouTube platforms. Additional platforms such as Reddit, Tik Tok, Blue Sky etc. are continually reviewed for effectiveness and possible use.



A Social Media Policy Terms of Use and a Social Media Policy were created and can be accessed via the City's website. Metrics and analytics for the city's social media platforms are reviewed monthly and annually to drive improvements and strategic planning.

The City's website, which was refaced in 2022, serves as a gateway of information for residents, businesses and visitors. To continually improve website user experience and functionality, website redesign is scheduled for 2026. The City's website, www.ppines.com, regularly uploads webcasts featuring board and Commission meetings, highlights special events, a calendar of events, and provides useful information regarding the city's various departments. The website also provides comprehensive information regarding hurricane preparation under Pembroke Pines Prepared, on Child Safety, Mental Health Resources and numerous other topics under Resident Resources, as well as special sections to Welcome New Residents and to keep our Veterans informed. It also features "Notify Me," a user-friendly tool that allows users to engage and personalize their experience, and the Pines Pal Chatbot that allows users to ask questions and get answers easily and quickly.



The City also publishes a digital bi-monthly newspaper, *City Connect*, which includes a Spanish version, and a monthly newsletter which is emailed to approximately 35-thousand residents called *Newsflash*. Both are posted online on the City's website. In addition, the City publishes, via the website, *Spotlight*, a newsletter which summarizes City Commission meetings with hyperlinks to the video and meeting agenda so residents can keep apprised of what is happening in the city.

Seven digital signs, placed in strategic locations throughout the city, promote various programs, events, and provide residents information. A Digital Sign Policy is in place to establish guidelines, procedures, limitations and responsibilities for use. Found at:

<https://www.ppines.com/DocumentCenter/View/24775/City-of-Pembroke-Pines-Outdoor-Digital-Signage-Administrative-Policy>

In addition to the various communications platforms, the City regularly engages with local media sources -- regularly releasing news releases; advisories, warnings and alerts.

With nearly 3,700 subscribers, the City's YouTube channel not only live streams Commission and Board Meetings, but also highlights various art exhibitions, provides helpful information, highlights city services and departments, and features special events. Information is also shared on YouTube's Community Posts tab, allowing an additional means to increase engagement with subscribers and ability to get feedback via polls.

Pines Media TV is the City's public education television channel, with programming related to City departments, exercises classes for older adults, events and services. It is available on cable service provider Comcast (channel 78) and Blue Stream.

Public Records Law – Archiving Communications

Florida’s Freedom of Information legislation, originally passed in 1967 and commonly referred to as ‘the Sunshine Law’ or Florida’s Government in the Sunshine Law, requires government agencies (i.e. state, county or municipal board or commission) preserve public records regardless of physical form. This includes the digital records that are created on social media.

Public Records Law: Florida Statutes Chapter 119

“Public records” means all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, **regardless of the physical form**, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency.

ESTABLISHING AN INTEGRATED COMMUNICATIONS FOUNDATION

This section of the plan provides the City of Pembroke Pines with basic fundamental guidelines and methods for developing a communications foundation for a consistent, clear, meaningful message and cohesive brand identity.

The City of Pembroke Pines integrated communications foundation is comprised of two (2) main components:

- **Internal Communications**
- **External Communications**

INTERNAL COMMUNICATIONS

Staff

An engaged and informed workforce promotes positive morale and positive relationships. The key messages, departmental goals and objectives should be unified and shared with all staff to convey uniformity, consistency and promote interdepartmental coordination to meet the following communication goals and objectives.

Goals & Objectives

1. Effectively and consistently disseminate information across all Departments through staff meetings, an active intranet and/or digital correspondence;
2. Collaborate and develop partnerships among Departments, and;
3. Establish policies for internal communications.

Elected Officials

Informationally prepared elected officials improves communication between officials and residents. It also ensures clear and accurate information is being shared.

Goals & Objectives

1. Department Heads or their designee will provide information to elected officials regarding an event/engagement or public forum to which those elected officials are invited or will be attending per that department. Key talking points or a speech for that engagement should be provided if requested by the elected official who will be attending. In addition to date, time and location of event, other information that should be included are audience, event purpose, presence of dignitaries or other local leaders, media presence if known, photo expectations, event schedule/itinerary, etc.
2. The Communications Division will inform elected officials as to media presence if known and provide media relations support if needed.
3. If this is an annual or previous event, photos or videos of the past event can be provided by the Department Head so the elected official is can get a sense of what to expect.

Typography

The font (or type) currently in use on all City of Pembroke Pines correspondence and other internally produced document is Arial 12. This font is available on all City computers. Calibri has been identified in subsequent Graphic Standard as an acceptable secondary font. The preferred option for City Commission communications is Arial.

It should be noted that Arial is considered a somewhat “dated” font by many graphic designers, and as an organization that wishes to show itself as changing with the times, the City of Pembroke Pines may wish to consider updating this in future rebrands.

Stationery & Business Cards

A standard format for business cards and stationery to present should be consistent with the City identity. Branded letterhead and envelopes are available for City employee use. When using City letterhead, envelopes and business cards, employees must remember they are representing the City and must adhere to City Communications standards.

Use of City letterhead and envelopes is reserved exclusively for City business and must not be used for personal correspondence. Letterhead with the City seal should be restricted to Communications from the Mayor, City Commission, or any official Communications referring to City Commission directives, such as legislative matters.

Currently, there are two styles of business cards available to choose from for City staff and elected officials—one featuring the City’s logo/Contracting Company logo and the other featuring the seal. Business cards with the City’s seal should be restricted to the Mayor and City Commission.

EXTERNAL COMMUNICATIONS

External communications encompasses all social media, printed media, public relations, media relations, advertising, sponsorships and visual communications. External communications is how the City communicates externally with the target audiences and all who will view the communication.

Public Relations

Being in front of the story, connecting regularly with one's audience, generating news, networking: all of these are strategic elements of engaging with the community, telling the City's story, communicating the importance of City projects, and being the first point of information for Pines' residents and potential residents, businesses, investors and developers, media, and regional partners. All PR efforts are and should continue to be proactive, authentic, transparent, and reliable both in terms of information and delivery.

Authenticity

The City should be telling its Good News stories regularly (positive PR) and refer back to key messages as part of that positive communication.

For potentially controversial or difficult implementations, proactive communication is essential. An informed public is a more understanding public.

A good communication strategy is rooted in authenticity, so that any message that comes from the organization is consistent, whether it's coming from the Mayor, a member of the board, or a member of staff.

Transparency

The Mayor and Commission—and by extension, every staff member at the City of Pembroke Pines— works for the public. Therefore, having an open-door policy and sharing information in an accurate, timely, relevant way to the public is vital.

Consistency

Information: Facts rather than hearsay; statistics rather than speculation; numbers rather than gut feeling.

Consistency of delivery is essential to developing and maintaining a brand. The means by which the City communicates its message, regardless of the content, aims to be the same.

Media Relations

Positive media relations are necessary for a strong communications strategy, and it is important that the Mayor and Commission, Administration, and Department Heads/project managers receive regular training on media protocol. The City has established and will continue to promote positive relationships with local media reporters. To ensure a cohesive and accurate voice is presented to the media, the City Manager and Office of Communications should be notified of requested interviews from the media to elected officials.

Media Goals

1. To be aware of potential crises as they develop in order to “stay ahead” of the story, as well as to continually be proactive – anticipating resident needs, questions and concerns.
2. Convey the City as a trustworthy source in order to provide correct, current information and, alternatively, correct misinformation

3. Work with media to direct the reader/listener to the City’s website or other channels where the public can seek the information they need or direct public concerns in an appropriate manner.
4. To be unified – all departments are part of the City and no one department should be perceived as separate from the City, it’s goals or messages.

Relationship with Media

Not all media are the same. Understanding the difference between local, regional, national and international media is critical to effective communications. Local media providers who live and work in or near Pembroke Pines have a much deeper understanding of local issues and a different obligation in their reporting than journalists from outlying areas. The relationship between the City of Pembroke Pines and local media is symbiotic, and it is important that this relationship be nurtured in a positive and professional manner—and that those communicating with local media treat them as partners in communication rather than adversaries.

Mainstream media outlets, in particular, can be more competitive and more driven to find controversial, sensational or unusual items. This is why it is critical that the city deliver a clear message and work with the media is presenting our story properly and professionally, as everything is on the record.

Media Protocol

All incoming media requests should be directed to the City Division Director of Communications/PIO, City Manager or his/her designee unless received by the designated spokesperson (usually listed as the media contact on a news release). No staff member is to talk to the media unless they are a Department Head or are deemed the most appropriate expert by the Department Head or by the City Manager or his/her designee.

Media Releases

Media/press releases have no cost and are effective for generating publicity and awareness about City issues and events. Local media is very responsive to City news releases, and the Communications liaison provides consistent releases to ensure there is always an open line of communication present. Many releases are followed up with direct phone calls to the media.

Public Service Announcements

Public Service Announcements (PSAs) are used for community service events or projects disseminated by the media without charge, with the objective of raising awareness, changing public attitudes and behavior towards a social issue. They are useful for communicating public safety information and are most commonly used via Pines Media TV. Many information YouTube videos can be considered PSAs.

Advertising

Online advertising via social media platforms offers the opportunity to target the Pembroke Pines community on selected sites. Messages can be tailored by each campaign and the user can easily click through to the website for further information. Social media ads have been successful in promoting various City events and fundraising actions – ads must meet branding standards, the logo vs the seal is used.

Advertising in official event programs, print media and any other media platforms must meet branding standards and be approved by the Department Head from the Department providing the ad or the City Manager. Currently, there is no central approval or monitoring of ads which can dilute overall branding if branding standards are not followed.

Events

City presence at community events is an important part of engagement, public relations and communicating City projects. If a member of Commission cannot attend community events, a representative of the City should attend in their place and provide comments on the event.

City events are a great opportunity for the community to gather and for the City to shine. Promoting such events via effective communication using a variety of platforms helps ensure participation and allows the City to express its key messages.

Photo Gallery

The adage about a picture saying a thousand words remains true. Furthermore, news releases, social media posts, newspaper articles and PSAs have a greater chance of being run by the media and read by our audience when they include relevant, high-quality images. Communications staff takes photos and videos and archives them in the City's Share File for use by all departments, and for promotional and historical purposes. Elected officials have access to all photos/videos.

Website

A website is often the first point of contact for anyone seeking information. The website is the online face of the organization and should aim to be attractive, intuitive, informative and updated at all times. All media, advertisements and information should direct the reader to the website.

Content on the City's website is updated on an ongoing basis via each department, and kept up to date with timely news stories, media releases and event listings.

Branding

Branding standards should be followed per the City's Branding Style Guide.

Social Media

The following objectives are specific for social media use:

1. Encourage target audiences to view official social media pages as a valuable asset.
2. Messages are clear, accurate and are relatable to the community.

A Social Media Policy is in place – its purpose is: To establish guidelines, procedures, limitations and responsibilities for utilizing the City's official Social Media sites. The City of Pembroke Pines may use certain Social Media to further the City's strategic goal of "Clear Communication," increase public awareness of City business, programs, policies, services, and events, enhance the City's branding and marketing efforts, and promote public trust, government transparency and accountability.

And the City recognizes that availability of technology and growing integration of social networking through the use of social media necessitates providing City staff with information on risks inherent in the

use of Social Media, and guidelines for the personal use of social media while employed by the City. The purpose of this policy is to inform all City employees of the risks inherent in personally utilizing Social Media and establish guidelines for all employees utilizing social media while on or off duty.

Social Media Platforms

The following platforms have been identified for City use:

Facebook, Meta Platforms Inc. – while younger users may be more active on other platforms, Facebook remains popular for staying in touch with friends and family for all demographics. As of June 2025, the 25-34 age group is the largest user group with older users (particularly 65+) increasing. In 2024 there were approximately 250 million users in the U.S. The algorithm plays an important role in what is seen by followers.

YouTube is a global video-sharing website with over 1 billion users that allows users to watch, discover, like, share, rate, comment, and upload their own videos, as well create community posts.

Instagram, owned by Meta Platforms Inc., is an online mobile photo-sharing, video-sharing, and social networking service, typically used by those under 45 years old. With over 400 million users, Instagram is a popular social media app -- In the U.S., women make over 55% of the base with the 18-34 age group being particularly active. Hashtags (#) are a highly effective tool for getting noticed when used properly.

X (Twitter) is a social networking microblogging service that allows users to broadcast short with a content limit of 140 characters.

Nexdoor is a social network, also referred to as a social layer, which builds off of one's Google account and across all of Google's services. The City of Pembroke Pines is part of this platform's Public Agency Program which allows the city to post information that is automatically seen by Pembroke Pines residents who have a Nexdoor account. It is largely a community focused platform. To date, the Mayor and City Communications Div. post on this platform.

These social media platforms perform different functions and differ in their target audience reach. Social media algorithms, rules and calculations that platforms use to determine which content users see and in what order, prioritize content based on differing factors like engagement, number of posts, etc.

City of Pembroke Pines Social Media Policy

I. **Purpose:**

- A. To establish guidelines, procedures, limitations and responsibilities for utilizing the City's official Social Media sites. The City of Pembroke Pines may use certain Social Media to further the City's strategic goal of "Clear Communication," increase public awareness of City business, programs,

policies, services, and events, enhance the City's branding and marketing efforts, and promote public trust, government transparency and accountability.

- B. The City recognizes that availability of technology and growing integration of social networking through the use of social media necessitates providing City staff with information on risks inherent in the use of Social Media, and guidelines for the personal use of social media while employed by the City. The purpose of this policy is to inform all City employees of the risks inherent in personally utilizing Social Media and establish guidelines for all employees utilizing social media while on or off duty.

II. Scope of Applicability

This policy applies to all Employees. This policy will supersede and replace any and all previous policies, regulations, general orders, etc. pertaining to social media and Employee use thereof.

This policy applies to all equipment that is owned or leased by the City or used to conduct official City business or to interact with internal networks or business systems, whether owned or leased by the City, Employees, or third parties.

If the provisions of this policy conflict with a collective bargaining agreement, the collective bargaining agreement will prevail.

IV. City Social Media Use Policy:

- A. The Communications Division Director and authorized departments shall use only Social Media sites that have been approved in advance by the City Manager or his/her designee.
- B. Only authorized employees shall use City's Social Media sites.
- C. To ensure effective and efficient City operations, authorized employees shall maintain an appropriate balance between their Social Media responsibilities and primary job responsibilities.
- D. Communications Division Director shall ensure that the appropriate network protections and record retention measures are in place for all Social Media records generated by authorized employees. (Currently done by Office of Communications/City Clerk)
- E. Use of Pembroke Pines' Social Media sites must comply with existing City policies and procedures, and all State and Federal copyright laws, records retention laws, and ADA compliance regulations.
- F. Authorized departments shall consult with the Communications Division Director to ensure that department Social Media accounts or pages (accounts) are in line with the City's branding efforts. All City Social Media accounts shall display the City's official logo, or the designated logo of the Department (e.g. Police, Fire, and The Frank Art Gallery). No other accounts, "pages" or city groups are to be created, however, "special event" pages may be requested and created with approval and through the City's primary page.

- G. Communications Division Director is responsible for disseminating content on behalf of the City as a whole. Authorized departments (Police/Fire/The Frank Art Gallery) are granted permission to provide department or service specific content and are responsible for the upkeep of their Social Media accounts in accordance with this policy. When appropriate, they should “share” information already posted on the City’s social media sites (not reword) to ensure one message at all times.
- H. Employees shall conduct themselves at all times as representatives of the City of Pembroke Pines, in accordance with the Terms of Use attached hereto as Exhibit “A.”
- I. Authorized employees shall ensure that content posted on Social Media serves to achieve the goals outlined in the purpose section of this policy, provides valuable information to our community, is accurate, up to date and transparent. Information shall be presented in conversational language.
- J. To foster public engagement, authorized employees shall respond to public inquiries on the City’s official Social Media accounts in a timely manner, when response is appropriate. In some instances, a formal reply via letter, email, or a phone call may be more appropriate than a direct reply on Social Media.
- K. Where appropriate, content or response shall include a link to the City’s official web site (www.ppin.es.com) for more information, forms, documents or online services necessary to conduct business with the City of Pembroke Pines.
- L. If public records requests are made via City’s Social Media sites, authorized employees shall address them with the following response: “We are happy to help you with your request; however, pursuant to our social media Terms of Use, we are unable to do so via our social media sites at this time. Please contact our City Clerk’s Office by phone, mail, email, or in person to submit your request. Their contact information is available on our website.”
- M. Authorized employees have a responsibility to consult with their department director or the Communications Division Director when they are unsure whether the content or response they intend to publicize is appropriate.
- N. If a material mistake is made, authorized employees shall post corrected information as soon as possible and include a note that the content is a correction; for example, “This post is a correction to our previous post and contains the latest information.”
- O. Authorized employees shall monitor all activity on their designated Social Media sites for compliance with this policy. If violations are identified, the user violating the policy must be notified of the violation. Inappropriate content shall be removed as soon as possible to ensure a civil environment for all users.
- P. Official City Social Media accounts, authorized employees and account access information shall be maintained in a secure network drive folder. The list shall be updated as needed by the

Communications Division Director and shared with the City Manager.

- Q. Authorized employees shall ensure the confidentiality of the City's official Social Media usernames and passwords. Passwords shall not be changed without prior notification, approval and coordination with the Office of Communications, to ensure continuous data archiving. To minimize potential risks, passwords shall be changed at least once a year, if there is an internal or external breach, or when changes in authorization occur.
- R. Employees may be disciplined up to and including termination for violation of this policy.

V. Employee's Personal Social Media - Use Risks and Guidelines:

A. While City employees are not permitted to engage in personal Social Media use during work hours, the City does not prohibit employee personal use of social media outside of work hours. This policy is not meant to infringe upon employee personal interaction or commentary online; however, activities in or outside of work that affect City employee job performance, the performance of others, or the City business interests are a proper focus for this City policy.

B. Risks. All City employees should be cognizant of the risks inherent in use of social media:

1. The expectation of privacy on social media is limited due to the following facts:
 - a. Social media providers collect two types of user information: information you knowingly choose to disclose and web site use information collected as you interact with your website. Companies providing social media services sell data collected on the open market.
 - b. Social media platforms operate utilizing the Internet which is not necessarily a secure medium subject to the risk of hackings or other security breaches.
 - c. Contents shared on the World Wide Web may be stored and available even after users delete them.
 - d. While most social media site providers allow you to adjust your privacy settings, actions taken by other users with whom you may choose to share content may result in such content being visible to unauthorized persons.
 - e. Information shared on social media, regardless of your privacy settings, may be subject to discovery.
 - f. Those employed in the public sector should be aware that any work-related social media content may be subject to public records requests per Chapter 119 of Florida Statutes.
 - g. Those employed in the public sector shall be aware that certain governing body topics are subject to public meeting laws as defined by Chapter 286 of Florida Statutes; thus requiring a properly noticed public meeting and may not be appropriate for a discussion on personal social media.
2. Despite the disclaimers, due to an Employee's position in the City, their social media interactions can result in members of the public forming opinions about the City and its employees, vendors, or services.

3. As with any speech, Employee's may be liable for their online content that constitutes speech that by law and/or case law has been deemed not protected by the First Amendment. Examples of unprotected speech include but are not limited to content that is defamatory, libelous, pornographic or obscene, copyright infringement, advertises illegal products or incites illegal activities.
4. Employees may be disciplined up to and including termination for social media use that constitutes harassment, discrimination, bullying, retaliation or otherwise creates a hostile work environment.
5. Public employees may be disciplined for off-duty conduct, even when speaking out on the matters of public concern, if an employer's interest in maintaining efficient operations supersedes employee free speech interests as defined by applicable case law.
6. City employees are prohibited from participating in any activities, while on duty or while wearing a City uniform, which support or oppose a political candidate.

C.Guidelines.

1. All employees shall be responsible for complying with City policies, applicable laws and regulations, and exercising good judgment when engaging in Social Media use, including, but not limited to: F.S. Chapter 119, and F.S. Chapter 286.
2. Employees shall at all times assume that their social media usage and content are visible to their managers, coworkers and employees, professional colleagues, City residents, businesses, current or potential vendors, or others associated with the City.
3. Employee personal social media accounts shall not be used to conduct official City business.
4. Due to potential security risks, social media use is not permitted on City owned workstations and devices, with the exception of authorized employee access to City established social media sites.
5. City employees shall at all times ensure that their personal opinions expressed on their personal social media are not perceived as official City opinions. Employees shall not use the City's logo, seal, or tagline or wear a City uniform in a manner that would lead a viewer to conclude that the employee was speaking on behalf of the City.
6. City employees shall not disclose on their social media confidential City information, including but not limited to, information pertaining to any litigation to which the City is a party.

7. City employees shall not share on their social media any information that discloses personal confidential information of City employees, volunteers, applicants, customers, or current or potential vendors, including but not limited to social security numbers, HIPAA and other protected personal information.
8. Guidelines listed in this policy shall not be interpreted to interfere with employee rights under a collective bargaining agreement or protected concerted activity pursuant to Part 2 Chapter 447 of Florida Statutes.
9. While the City does not assume responsibility for regularly monitoring employee social media content, employees may be disciplined up to and including termination for social media use in violation of this policy.
10. If Employees feel that they have been subjected to unlawful discrimination, harassment or bullying on social media by a City employee, they may report it to any one of the following:
 - Their immediate supervisor or manager;
 - Department Director;
 - Director of Human Resources; or
 - A designated representative of the Director of Human Resources.
11. Employees shall not engage in back-and-forth conversation regarding topics that are complex, controversial, or otherwise sensitive.
12. Employees should not use copyrighted material, City-generated promotional material, trademarks or content of the City (i.e. City Seal, pictures, City Logo etc.) without authorization from the City Manager and/or his/her designee.
13. Employees who are not authorized by the City to serve as Authorized Employees shall make it clear that they are speaking for themselves and not on behalf of the City. If an Employee is authorized to publish content on any site outside of the City's Social Media sites and such content is related to the work the Employee does or to a subject(s) associated with the City, the Employee is required to use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent the City's positions or opinions."
14. Employees shall never represent themselves as a spokesperson for the City.

VI. City of Pembroke Pines Social Media Use Authorization and Deployment Procedures

- A. City departments may be granted authorization allowing them to use Social Media site(s) to achieve the goals outlined in the purpose section of this policy, if they can substantiate a

unique need for such site(s). To request authorization, departments shall utilize the following procedure:

1. Department director shall submit a Social Media Account Authorization Request Form (attached as Exhibit B) to the Division Director.
2. Communications Division Director through the City Manager shall have the authority to grant final approval.

B. Deployment procedure:

1. Once a department's Social Media account is approved, the City's Social Media designee shall create such account and grant access to the Communications Division Director and authorized department employee(s).
2. Whenever possible, all City Social Media pages shall be created and maintained under the City's central Social Media account. To ensure continuity of operations, if a new account is to be created, a designated City Social Media email address should be used instead of the individual employee's email address. Notifications to these email addresses shall be forwarded to the appropriate authorized employee's inbox.
3. Authorized employees shall be provided a copy of Pembroke Pines' Social Media Site(s) Use policy. Such employees are required to acknowledge their understanding and acceptance of this policy, risks and responsibilities via their signature prior to receiving Social Media access information.

C. Employee authorization procedure:

1. Authorized employees are to be identified when department Social Media accounts are approved.
2. To minimize the risks to the City's network and reputation, departments are advised to limit the number of authorized employees, optimally to no more than two: one primary and one alternate.
3. Department director shall notify the Communications Division Director of changes in authorization

VII. New Social Media approval and deployment procedure:

- A. From time to time, the Communications Division Director will review new and emerging social media for viability, usefulness and relevance to the goals outlined in the purpose section of this policy.
- B. Departments may also recommend use of new or emerging Social Media utilizing the New Social Media Authorization Request Form (attached as Exhibit C).
- C. Communications Division Director shall evaluate the department's needs for new Social Media against the potential risks to the City's reputation, evaluate feasibility of requested Social Media use, and render a recommendation to approve or deny the exception request.
- D. The Communications Division Director through the City Manager shall have the authority to grant final approval for use of new Social Media.
- E. The new Social Media site(s) shall be compatible with the City's Social Media archival system and shall be set up for archiving prior to going live.
- F. If new Social Media is approved, it shall be deployed using the procedure outlined in this policy.

EXHIBIT A: "Terms of Use"

The City of Pembroke Pines is proud to be reaching out to its residents via social media outlets, including but not limited to Facebook, X, Nextdoor and Instagram. The City of Pembroke Pines is a public agency subject to Ch. 119, F.S. (Florida's Public Records Act). Please be advised that any information posted on any of the City's social media is a public record and may be disclosed pursuant to a request for public records. If you would like to make a request for public records, please contact the City Clerk's Office at (954) 450-1044. We welcome your comments and hope that the conversations here will be courteous. Please remember that you are fully responsible and may be liable for any content you share.

We welcome all viewpoints, but we reserve the right to delete any of the following content:

- Off topic, violent, obscene, profane, hateful, or racist content;
- Content that threatens or defames any person or organization;
- Solicitations, advertisements, or endorsements of any third party service, product or business;
- Content that suggests or encourages illegal activity;
- Content that violates copyright laws;
- Repetitive posts copied and pasted by multiple users; and
- Content of a political nature, including, but not limited to: content pertaining to fundraising activities promoting or opposing any person campaigning for election to a political office, or promoting or opposing any ballot proposition.

Content posted on this site, other than content posted by the City of Pembroke Pines, does not reflect the opinions and positions of the City of Pembroke Pines, its officials and employees. The City does not authorize or endorse advertisement on the site.

The purpose of this site is to disseminate general information and engage the public in a conversation. To conduct official City business, visit our website www.ppines.com or contact City staff by phone, email or in person.

The City may provide external links solely for our readers' information and convenience. The City is not responsible for the availability of such external sites or resources and does not endorse and is not responsible for any content, advertising, products, or other materials on, or available from, such sites or resources. By selecting the link you acknowledge that you are leaving our site and are subject to the privacy and security policies of the external website providers.

Crisis Communications

Crisis communications does not only deal with public safety incidents, but also includes weather related incidents, political issues, deaths, scandals, disasters, etc. A separate and comprehensive crisis communications plan, written in conjunction with the Emergency Management Office, is a part of the City's Communications Strategy. The following checklist, steps and actions address the role of the City Communications liaison's response to such incidents, working with City's administrative staff, police and fire departments. To date, crisis management is through the Emergency Management Office.

Crisis Preparation and Communications Checklist

In the event of a disaster or an emergency where the Emergency Operations Center is not involved, our Standard Operating Procedure Is:

1. The City Manager is notified. The City Communications liaison is notified. The Mayor and Commissioners are notified. The affected Department liaison is notified.
2. The Communications liaison will coordinate with the City Manager and ask if assistance is needed on scene to handle media inquiries. If yes, the Communications liaison will report to the Staging area of the incident, be apprised of the situation and begin crisis management communication protocols. If no, the liaison will advise per crisis communications protocol.
3. Tools the Communications liaison may take to the incident may include a laptop with internet connection, air card and access to files and City network.
4. The Communications liaison will handle media inquiries and tours at the scene, as a liaison between City officials and the media.

City's Brand VISION

Maintaining a Cohesive Brand Identity

Strategic integration reflects thoughtful and critical analysis of all aspects of communication that may shape the City's reputation among Pines residents, employees, businesses, regional government associations and community-based organizations. The Communications Division under the City Manager or his designee is responsible for:

- Overseeing the dissemination of City information to better inform the community, enhance and encourage two-way communication with the community and internally, support City Leaders

and Departments and programs, and drive community participation and engagement – utilizing various outlets such as the City newspaper, newsletters, television, digital displays, social media, website through public relations, marketing and advertising.

- Working with Departments in the creation, execution and / or approval of printed marketing material including brochures, display banners, posters, advertisements, vehicle graphics, billboards and more;
- Maintaining a consistent look, feel and linguistic tone through all printed and web/digital material;
- Collaborating and sharing communication information with all Departments;
- Digital marketing including online ads, videos, newsletters, overseeing digital content, social media engagement and managing our presence on third-party websites;
- Disseminating information internally to City staff in conjunction with designated department staff and externally to the public;
- Media relations – produce regular media releases and act as liaison for reporters seeking information from the City;
- Oversee repository of City photos (Share File), and;
- Support the City through appropriate crisis management communication response tools/paths should a hurricane, emergency situation, crisis or other major issue occur;
- Through the City Manager, ensure that the Mayor and Commissioners are trained regarding media interaction, and are made aware of what is being communicated to residents.

Purpose

To ensure brand identity for the City of Pembroke Pines’ residents, businesses, visitors and future residents is accurate, consistent and effective. To prevent the dissemination of inaccurate information which can cause confusion.

Brand

Brand can be defined as the strategic integration of the elements that shape an organization’s reputation utilizing intent -- missions, vision, values, and point of differentiation as meaningful, relevant, and valuable to an audience; expression -- signs of your identity such as a logo, taglines, key messages, and the visual imagery used to convey deeper meaning and impact; and alignment -- the structures you work within, the alignment of products and services to your organizational mission / vision, and your ways of conducting business in and around the City of Pembroke Pines.

All of these elements of communication work together to communicate a “brand” and influence one’s reputation and success in the marketplace. The goal is to FIRST promote who we are: why we are different and worth a visit (the ‘personality’ of our city) and THEN the “other things” residents or visitors can do while in the area. The brand should revolve around the primary lure. A place, a person, an organization can never be all things to all people.

What is a Brand?

A brand is more than colors, fonts, logos, etc. – it is the personality of an organization or place. A good quality brand is essentially a promise about the vision, value and quality of an organization or place, its services, image and culture. For cities, the brand tells residents and visitors why their city cares or does what it does, how it does it, what they can expect from living or being in the city, its services and, why it is different from other cities.

A brand is created from who we are as a city, who we want to be and how people perceive us. A brand's consistency of image and customers' core experiences are critical to its success. It is this consistency which drives a brand and shows what the organization stands for.

Objectives of a good quality brand include:

- Delivering the message clearly
- Confirming credibility
- Connecting with target prospects (residents and visitors) intellectually and emotionally
- Motivating engagement
- Solidifying loyalty and trust

Brand Architecture

CITY SEAL	CITY LOGO	DIVISION SUB LOGO'S
Mayor	City of Pembroke Pines	Economic Development
City Commission	City Departments	Recreation & Cultural Arts/City Center
City Manager	Partnerships	Landscape
		Police & Fire
		Transportation
		Housing

Visual Identity Standards

The City produces a wide variety of publications, documents and forms to communicate with prospective and current residents, businesses, community organizations, employees, other local, state and federal or governing bodies, and industry.

These materials are used to communicate Commission actions and decisions with our citizens, colleagues, communities and the public. They are also used to invite people to our events and to advertise our programs, services and initiatives.

A consistent, professional image of the City is achieved when creating collateral pieces through uniformity in design and use of the City logo, fonts, images and language. This section outlines best practices for logo use, font use, color use and more.

Consistency and professionalism can be achieved even though we publish in two distinct media forms:

- Print – anything that is produced on paper, no matter the quantity or size.
- Digital / Electronic – on the web, via social media, and in online learning environments including PowerPoint presentations, videos, USBs, social media images, and other formats.

Seal



The City seal should only be used on official City documents such as Commission correspondence, official legal documents, events, announcements or notifications, awards, ceremonies, certificates, or government-to-government correspondence, Commission matters such as agendas, or Commission resolutions and ordinances or to establish a legal identity on social media. Other uses of the City Seal shall only be granted by Mayor and City Commission. To ensure social media ownership, it can be used in profile graphics.

The seal is not to be used on marketing or promotional material such as brochures, posters, display banners, merchandise or general information pieces.

Logo

The City of Pembroke Pines logo is the primary symbol of our brand image. It is the familiar symbol identifying the City to our internal and external audiences. The City logo is made up of a symbol with a word mark which can be combined or separated.





Font Family:
Myriad Pro
Regular



Pantone	C	M	Y	K	R	G	B
PANTONE P 149-7 C	73	0	91	22	49	150	71
PANTONE P 154-7 C	53	0	85	0	130	197	91
PANTONE P 154-12 C	38	0	61	9	151	193	126
PANTONE P 155-14 C	49	0	79	29	103	152	78
PANTONE P 156-7 C	55	0	89	44	74	125	51
PANTONE P 157-7 C	41	0	85	0	161	206	87
PANTONE P 159-13 C	30	0	62	37	126	151	93
PANTONE P 160-5 C	19	0	54	0	212	228	147
black	0	0	0	100			

Artist
Christie Voss
954-531-5978
christievoss@yahoo.com



Logo use in partnerships: A new logo should not be created using any part of City of Pembroke Pines' logo. Protected space and minimum size of City's logo must be maintained. Ideally, a horizontal placement is best for two or more logos. If it needs to be modified, it must be approved by the City Manager or his designee.

Logo use in sponsorships: In addition to the criteria for using a logo in partnerships, the City Manager or his designee shall authorize any use of the logo when sponsoring programs, events, services and / or marketing that is not created by the City itself.

Sub-Brands

Sub-branding is best used when a department or division deals directly with the public and needs to reach a specific target audience. Sub-brands have a distinct brand promise, position and personality. When creating a sub-brand, it should not conflict with the city brand. It should fit and complement the city brand. Sub-brands will need to gain approval of use through the City Manager.

Existing Pembroke Pines sub-brands:



CHARLES F. DODGE
CITY CENTER
PEMBROKE PINES



Streetscape, Signage & Art

Streetscape, signage, and art are all parts of branding, community identification, beautification and creating a sense of place. The branding identity (logo) should be incorporated into a wayfinding system and streetscape design which includes but is not limited to trash receptacles, bus shelters, lighting, benches, and public facilities.

Arts and culture are an important component to the City of Pembroke Pines, as reflected in the Charles F. Dodge City Center which includes an art gallery named The Frank C. Ortis Art Gallery & Exhibition Hall; nicknamed “The Frank,” as well as the Studio 18 Art Complex.

Public art displays at the Center and in locations around the City reflect the City’s history or a theme or just pull people into the City’s brand by evoking emotion and making a connection with visitors and residents.

EVALUTATION STANDARDS

This Communications Plan will be evaluated periodically, and updates will be made accordingly. Evaluation of the plan’s effectiveness can be measured by several standards:

- Consistency of brand and graphic standards
- Consistency of external communications and customer service
- Website analytics
- Social media analytics/metrics
- Relationships with other governance organizations
- Feedback from media
- Feedback from residents regarding access to information
- Public perception

RECOMMENDATIONS

Internal Communications

- It is important that the Mayor and Commission, Administration, and Department Heads receive regular training on media protocol;
- Department Heads are to provide the Mayor and Commissioners detailed information regarding an event or public engagement to which they are invited by them or will be attending that includes key talking points, an itinerary, links to the event from previous years, expectations, local leaders in attendance; Communication to be copied for cohesiveness.
- Mayor and Commissioners are encouraged to follow, like and share City social media posts when appropriate;
- Communications Div. can include Mayor and Commissioners in emails with periodic updates regarding new videos, informational website pages, etc.
- The City Manager or his / her designee will continue to create policies, procedures, goals and objectives for all internal communications;
- Revisit the use of news clipping services;
- Revisit Mayor and Commission's role in social media and the city's social media policy;
- Each department that is actively engaged in any type of media should designate the Department Head or a departmental staff person to serve as the central point person to gather and prioritize City information for distribution;
- Continue research into new social media platforms;
- The creation of opportunities for professional development to enable communications staff to keep pace with the rapidly changing communications industry – workshops, webinars;
- All projects/events and plans created by City Departments (even those held annually) should have a communication strategy included as part of their rollout or as part of an annual review of that event. Follow-up reviews of outcomes should be shared with Communications staff to determine possible changes in communications efforts when promoting.

External Communications

- Re-examine creating a city app.
- Re-examine utilizing other social media platforms.
- Commission shares information with Communications Division on what is being shared with the residents by them (i.e. newsletters, blogs, forums) for transparency.
- Utilize the purchasing of social media ads to not only promote events and programs, but also City platforms such as City Connect and YouTube. Credit card required.
- All Departments share information with Communications to ensure promotion is done effectively, their strategies line up with the brand and that information provided to residents is correct and timely.
- All front-line staff, including Reception, Cashier, Departmental staff and personnel, be enrolled in customer service workshops regularly to ensure that the level of service received by one of the City's partners, service user providers, or taxpayers, be consistent.

- The level of service and the messages from and about the City should be consistent regardless of the Department, the manager or the employee from whom it's coming.
- City staff are encouraged to promote businesses within the City, but should never endorse, recommend or favor a business to members of the public.
- If other than Communications is contacted directly by the media for an interview or comment, the interviewee should inform the City Manager and Communications:
 - The reporter and media outlet
 - Questions asked and answers provided
 - When the story will be released
- In addition to Communications Division, departments with photos or videos from an event should upload to share file in the appropriate file for archiving purposes.
- Increased communication among City communications and Police/Fire communications so we are aware of all programs/events that will be occurring.
- 2026 is slated for a website refresh. A total re-look and change is needed to make the website the City's digital home -- supporting social media in a strategic manner.
- All printed materials shall follow branding standards as laid out in the Communications Strategic Plan, clearly indicate the City of Pembroke Pines and shall have City contact information displayed.