



Corporate Communications FY 2008—2009 Strategic Operating Plan

Introduction

How an organization is perceived has tremendous impact on its relationship with its customers and with its employees. Public and employee trust remain the cornerstones of good government. We seek public confidence in our ability to execute city services effectively, and we desire employee confidence in ensuring their commitment in providing services. Through collaborations internally and externally, Corporate Communications leads the effort in shaping effective communications that contribute to the confidence of our citizens and employees. A division of the Charlotte City Manager's Office, it provides the following range of services:

- Communication, planning, strategy and development
- Integration of multiple communication and media resources
- Creative services and execution (printing services, video and web media)
- Corporate brand management and counsel to KBUs and divisions
- Media relations and tracking of print, broadcast and electronic coverage
- Media research for strategic media buying and placement
- Crisis communication planning including emergency management
- Internal communication strategies, messaging and execution for employees
- Development of communication and resources for City Council
- Production and programming on the Government Channel
- Communication support to Capital Investment Program
- Special event management
- Photography services
- Web Services including management of intranet and internet
- Content management and web tracking
- Development of strategic partnerships
- Communication services to reach emerging audiences and diverse demographics

Corporate Communications provides these services through the performance of several primary organizational functions

- Leadership in corporate issues, implementation of the City's Strategic Communication Plan, operation and maintenance of The Government Channel and content management for the intranet and internet, and
- Full service communication consulting services for individual key business units on range on services and issues.

FY 2008 Budget (Actual): \$1,804,814

FY 2009 Budget (Proposed) \$1,853,314

Vision

Creating innovative and strategic communications and marketing solutions to advance the City's corporate vision.

Mission

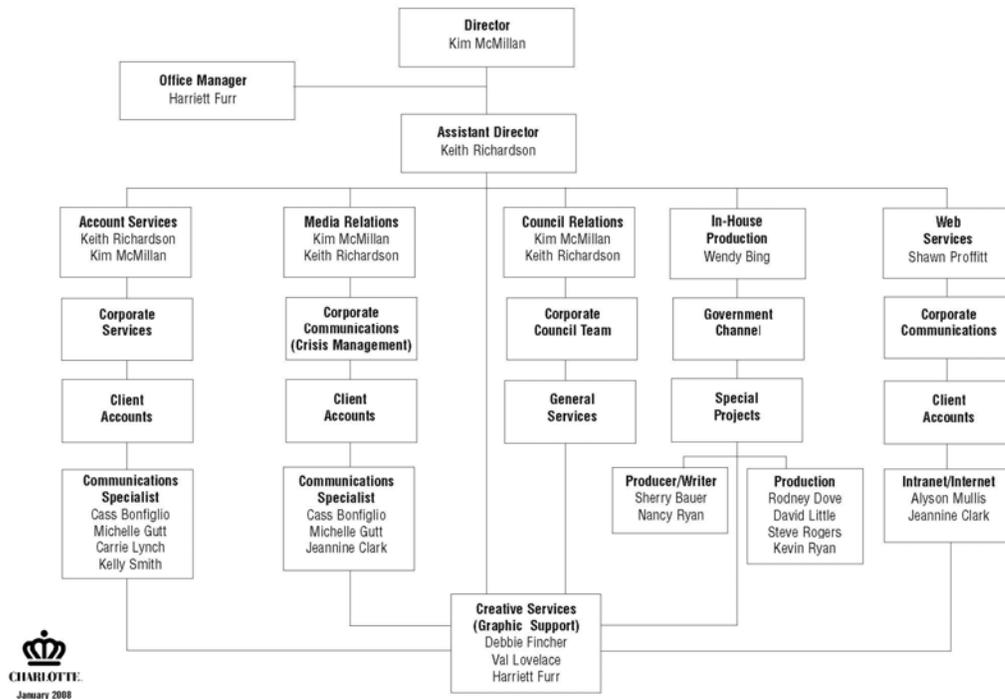
Corporate Communications advances the City's corporate vision by offering a comprehensive approach by integrating our communication and marketing resources. These resources include strategic planning, project management, creative services, media research and buying, media relations, media training, special event management, broadcast services and training videos through The Government Channel, web page creation for charmeck.org along with the management of charmeck.org and the City's intranet, CNet and corporate brand management.

We help recruit and retain our talent by communicating benefits and news to more than 6,200 City employees. We produce *FYI*, an employee newsletter, and distribute e-blasts to keep employees informed and motivated. We engage in partnerships with community and business partners to increase the public's knowledge and access to City services. In addition to traditional communication methods we disseminate news to citizens via CMail, and electronic update in response to citizens who subscribed through our Notify Me online subscription services.

Our team of experts maximizes both internal and external resources to deliver meaningful communications.

Organizational Chart. This year the division organizational charts was revised to show new initiatives, roles and to accurately reflect staff duties.

Corporate Communication Organizational Chart



Challenges and Needs

Communications

Corporate Communications continues to evolve to meet the organization's needs and better serve customers. This year has been dynamic in terms of leadership transitions within the City organization including this division. Additionally, we have two new Council members with whom we need to educate quickly on information and resources to help them facilitate accurate and timely information to their constituents and media. We continue to upgrade and expand our base of tools in order to keep our internal and external audiences informed. The following opportunities and challenges are outlined to determine how Corporate Communications will support the organization's goals:

Brand Management

Corporate Communications introduced a corporate branding package in October 2007 in order to preserve the brand equity of the Crown logo along with standards for the key business units and divisions to follow. The branding package consists of communications generated by the City Manager's Office and its entities with City Council as the key audience. Now all communications presented to Council are aligned and consistent to preserve the City's key branding elements including the crown, the color green, key words and phrases from the City's vision and mission along with clearly identifying the City's services. We also are optimistic that our branding package and plan will offer greater efficiencies and reduce costs. This has already been achieved in reducing costs of our corporate folder from .70¢ to .47¢ a folder. In an effort to control printing costs we also are developing a "click and print" system for information thus reducing the need for costly brochures, which often require updating.

Delivering these tools is both a challenge and an opportunity. We have the technology and the creative capital to complete these tasks; however, the conversions that will be occurring in our technical environment will impact the timing to provide these tools.

This branding process also was prompted by the fact that our graphic standards were out of date and had not been refreshed to meet the demand and criteria to communication in the web and television environments. Additionally, there has been a surge of new logos and deviations from the corporate logo across the organization. We are addressing this challenge by engaging business units and educating them on the strength of the maintaining the crown. It should be noted that there are a few exceptions to usage of the crown, which include Charlotte Area Transit System (CATS), Charlotte-Douglas Airport, Charlotte-Mecklenburg Police Department (CMPD), and the Charlotte Fire Department (CFD). In the cases of CATS and Charlotte-Douglas, the exception is granted based on their serving in a local, regional, national and international marketing and retail roles. CMPD and CFD also are permitted to use shields and the hornet's nest icon due to the volume of vehicles and building signage that has been established and because of the unique "public safety" role in the community. However, there is a strong management and enforcement of an "affiliation statement" being required with these business units and operations. For example, Charlotte-Douglas uses "owned and operated by the City of Charlotte" with the crown logo.

Council Relations

A series of one-on-one interviews was conducted with Council members to assess their perception of Corporate Communications from May through August 07. The following areas were assessed:

- Communication and assistance to Council in general
- Communicating with constituents
- Value of the website

- The Government Channel

These discussions were very healthy and provided opportunities for Corporate Communications to improve relations with Council and meet our ultimate goal of better information and engaging citizens. We also are identifying ways to leverage the most of our technology to assist Council in their communications. Corporate Communications also will be working closer with the Council Support Team to help meet their needs and deliver information via an online resource room. This will be developed as a special web page and web address for elected officials to access. Our goal is to eventually migrate to this page into an extranet site. For example, Council relies more on email to provide information to their constituents. Therefore, we recognize it is important to provide increasing electronic based communications to Council to push out to their constituents.

Traditionally, Corporate Communications has not identified Council as a key audience, but it has become evident that a more informed and better equipped Council provides more benefit to the organization and citizens. To that end, we have worked with the support of the City Manager's Office to formalize our media protocol processes with Council. This also has trickled over to how key business units plan for and release communications.

Additionally, we are creating more opportunities on charmeck.org and The Government Channel to make the site more intuitive for visitors. A new and improved news room was created (newsroom.charmeck.org) to provide a one-stop resource for information along with links to newsrooms that provide late breaking coverage of a City issue or emergency. Council now has the ability to view live programming on The Government Channel through streaming technology in addition to reviewing previous Council meetings and Government Channel programming in their entirety or by issues through the chaptering and archiving functionality on charmeck.org. A challenge will be continued funding and resources to support and build upon these capabilities.

Media Relations

Corporate Communications is expanding into the areas of media tracking, media research and enhanced media training for City spokesperson, crisis planning and issues management and formalizing media protocol throughout the organization. During the past six months, we have developed a robust media tracking system that captures print and broadcast coverage on City services, leadership and elected officials. The ultimate goal is to have an archived and searchable database on past media coverage eventually providing Council access to coverage via the online resource room as described under the Council Relations section.

Corporate Communications also embarked on a media audit of all print and broadcast outlets serving the Charlotte MSA. As a result of this audit, an objective research report now exists rating the various outlets in terms of reach and coverage. The report also provides Corporate Communications a scientific approach to developing messages, reaching citizens and targeting specific demographics.

We continue to see the need for formalized media and crisis planning. Corporate Communications is addressing needs and vulnerabilities with each key business unit. We are helping to identify potential issues that may merge so that we may be as PROactive vs. reactive as possible. The most recent example is how the foreclosure and housing market issue has impacted our market or the public's perception of what the City's role should be. This will always be a challenge but needs to remain a priority for Corporate Communications and the organization.

In the event of crisis or escalating issue, we are working closer with the department public information officers. We have stepped up to provide more counsel and facilitation between the

departments, the City Manager's Office and Council. This is working well and we want to perfect a transparent and seamless system to disseminate information and planned response and recovery for issues and crisis communication management.

Web

In 2008, we will standardize both intranet and internet environments through the migration of Microsoft Share point. This serves as an opportune time since we have a history with Share point with the intranet and because Microsoft no longer supports our current content management system.

Most of our major issues will be those surrounding this project. In addition to ensuring a graceful migration of one site into another, we also must learn the system and educate and train all those who touch the site or are impacted by the change. In addition to changes in system, we also will change the management model for charmeck.org, shifting the hosting responsibilities from Mecklenburg County to the City. In the update content management model, site content will still be a refined arrangement between the City and County and their respective departments, but this understanding also serves as an opportunity to make some needed improvements in the relationship.

Another challenge will be the necessity to balance the necessity for content ownership throughout both organizations, while still ensuring a consistent tone, manner and style of content. We will also need to balance the need for blurring the distinction between City and County service delivery, while retaining an individual presence and still have the depth of information "vertically," by topic and/or department.

While this will be a tremendous effort, successfully meeting the challenges will result in both a much improved site and process. A unified system for both the internet and intranet (and later extranets) makes it easier for content contributors to master editing and only have to master only one environment rather than two. Having one system should allow easier integration of any "plug-in" applications, as those back-end systems (particularly customer services) are streamlined internally.

The integrations of these platforms will:

- Streamline the functional roles between the City and County
- Establish responsibilities within the City structure for IT, Corporate Communications and department staff who serve in a web function
- Allows the reduction of management "committees" which oversee the intranet and internet.

Production Services

Each year, new services arise based on department's needs and evolving technology. With such a huge variety of requests, staff has learned new formats, software and restructures to meet ever changing expectations. This year Corporate Communications also renamed The Government Channel function of our operations to production services. While the Government Channel and its programming remains a huge part of its mission, production reflects the scope and work that is being produced by the studio staff, which includes streaming for charmeck.org as well as special video projects, which is becoming an ever increasing service being requested and provided to the key business units.

With technology evolving and video and web merging, our services have increased fifty percent over the last year. In years past, staff has always tried partner with clients in meeting this needs; however, we are at capacity.

Strategy and Division Planning

Accomplishments

Corporate Communications' accomplishments over the years included:

- Launched 24-hour video streaming of The Government Channel.
- Conducted groundbreaking event for the Cultural Arts Campus in July 2008, which was attended by more than 225 stakeholders.
- Successfully concluded the communication plan for the South Corridor Light Rail Project. This initiative was crucial in maintaining positive momentum for the light rail project. The effort kept local residents and business owners abreast of activities that impacted them, and provided updates on construction leading up to the LYNX opening in November.
- Launched an enhanced newsroom on charmeck.org, which serves as a one-stop resource for citizens needing information on City services, news and employees. Additionally, the newsroom provides links to other key City newsroom pages where late-breaking news is posted immediately.
- Earned two Awards of Excellence at the City County Communications Marketing Association (3CMA) Awards. One award was for the marketing of the 2007 Neighborhood Symposium and second for the 2006 Neighborhood Action Plan Annual Report.
- Developed corporate branding package to preserve the brand equity of the City of Charlotte's logo and to address how the City's brand is managed across the organization. The first components of the package were implemented in the City Manager's Office in December 2007.
- Created and began implementation of communication plan for employees focused on the City's Environment focus area.
- Successfully completed final pilot shows for *Queen City Limits*, a City issues focused show that features members of Council and senior members of staff.

| FY 2008 Project Survey Results | | | | | | | | |
|--------------------------------|----|----|----|---|---|---|---|---------------|
| Category | 7 | 6 | 5 | 4 | 3 | 2 | 1 | Average Score |
| Timeliness | 48 | 23 | 63 | 3 | 3 | | | 6.4 |
| Courtesy | 64 | 11 | 1 | | | | | 6.9 |
| Accessibility | 57 | 16 | 2 | | | | | 6.7 |
| Expertise | 56 | 16 | 2 | 1 | | | | 6.7 |
| Creativity | 49 | 21 | 3 | 1 | | | | 6.5 |
| Cost effectiveness | 49 | 20 | 4 | 0 | | | | 6.6 |

Average total 6.6

| FY 2008 Year End Survey Results | | | | | |
|---------------------------------|-----|----|---|---|---------------|
| Category | 4 | 3 | 2 | 1 | Average Score |
| Courtesy | 108 | 29 | | | 3.8 |
| Accessibility | 104 | 30 | 4 | | 3.7 |
| Expertise | 99 | 37 | 2 | | 3.7 |
| Creativity | 84 | 47 | 2 | | 3.6 |
| Cost effectiveness | 92 | 36 | | | 3.7 |

Average Total 3.7

LINKS TO CORPORATE STRATEGY

Serve The Customer. Corporate Communications is a support function to the rest of the City organization and, as such, provides strategic and tactical communication planning services designed to help achieve broader service objectives of the various key businesses.

Run The Business. Maintaining a range of core services while continuing to seek operating efficiencies is a constant goal of Corporate Communications.

Manage Resources. Corporate Communications' Video Division has been able to affect 80% of a complete technological transformation of television studio assets on the same \$200,000 capital budget it has had for nearly 10 years. Moving from linear to digital production and redesigning the studio space has optimized overall production capabilities and values.

Develop Employees. Hiring good employees and providing a range of opportunities for continuous learning and skill development is the cornerstone of our success. Each employee has a training plan designed to support division and individual goals.

Optimize Business Processes. Analyze key business processes to ensure alignment to organizational business strategies and priorities and apply shared technologies to improve service delivery, increase operational efficiencies and control cost.



CITY STRATEGY

VISION

COMMUNITY OF CHOICE FOR LIVING, WORKING AND LEISURE



CITY COUNCIL FOCUS AREAS

Community Safety • Housing and Neighborhood Development
Environment • Transportation • Economic Development

COMPREHENSIVE CITIZEN SERVICE

CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce Crime

Increase Perception of Safety

Strengthen Neighborhoods

Provide Transportation Choices

Safeguard the Environment

Promote Economic Opportunity

RUN THE BUSINESS

Develop Collaborative Solutions

Enhance Customer Service

Optimize Business Processes

MANAGE RESOURCES

Maintain AAA Rating

Deliver Competitive Services

Expand Tax Base & Revenues

Invest In Infrastructure

DEVELOP EMPLOYEES

Achieve Positive Employee Climate

Recruit & Retain Skilled, Diverse Workforce

Promote Learning & Growth

Requests For Resources *(Listed in order of priority)*

- **Media tracking.** Services to track media coverage of elected officials, staff and issues. Tracking is a key tool in analyzing media trends and as well as formulating the City's corporate messages. Currently, this service is paid through encumbered funding.
Cost: \$5,500
- **Video production.** Increasing demand for video services for use on www.charmeck.org and for special video projects supporting initiatives such as the City's focus areas and special projects (North Carolina League of Municipalities, videos produced in Spanish to help educate Latino residents on code enforcement, garbage collection/recycling and water bill and conservation topics).
Cost: \$8,000
- **311 Marketing.** To prepare for the staffing up and expansion of 311, Corporate Communications requests funding for the internal and external marketing and promotion of the City/County 24-Hour Customer Service Line. This funding will expand our ability to educate City employees and citizens on how 311 serves the community. Newspaper ads cannot do it alone. Information will need to be produced in other languages and promoted on outlets such as radio.
Cost: \$35,000

Appendix C

| City Manager, Corporate Communications Customer Satisfaction Year End Survey | | |
|---|--|---|
| Corporate Objective: Enhance Customer Service | | |
| KBU Initiative: Customer Satisfaction Year End Survey | | |
| Measure: Achieve average client satisfaction rating of 6.2 on 7.0 scale on a year end survey | | |
| Units of Measure: customer survey with scale of 1-7 | Frequency of Update: end of year | |
| Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To evaluate customer satisfaction with the various services Corporate Communications provides | | |
| Measurement Formula: average rating on 7.0 scale | | |
| Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) responses to survey questions | | |
| Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Database of clients from FY09. Results reported in year end report | | |
| Data Contact: (Name the person responsible for this measure) Kim McMillan | | |
| Target Setting Responsibility: Kim McMillan | Accountability for Meeting Target: Department | Tracking/Reporting Responsibility: Kelly Smith |
| Notes/Assumptions: | | |

City Manager, Corporate Communications
Customer Satisfaction with Specific Projects
Project Surveys

Corporate Objective: Enhance Customer Service

KBU Initiative: Project surveys

Measure: Achieve average client satisfaction ratings of 6.45 on specific projects using 7.0 scale

Units of Measure: customer survey with scale of 1-7

Frequency of Update: feedback requested when individual projects are completed

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)
 To evaluate customer satisfaction with services received on individual projects

Measurement Formula: average rating on 7.0 scale

Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) responses to survey questions

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Clients involved in particular projects throughout FY09. Results reported in year end report

Data Contact: (Name the person responsible for this measure) Kim McMillan

Target Setting Responsibility: Kim McMillan

Accountability for Meeting Target: Department

Tracking/Reporting Responsibility: Kelly Smith

Notes/Assumptions:

City Manager, Corporate Communications
Expand in-house production services

Corporate Objective: Enhance Customer Service

KBU Initiative: Expand in-house production services and programming to support focus areas and council priorities

Measure: Develop (2) 30-minute programs to educate non-English speaking citizens and a series of public service announcements related to the Council focus areas.

| | |
|--|--|
| Units of Measure: Completion of two programs and a minimum of five focus area PSAs | Frequency of Update: mid-year/end of year |
|--|--|

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)
 Reaching emerging audiences and diverse demographics. Using video media to produce engaging information on Council priorities.

Measurement Formula:

Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements)

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained)

Data Contact: (Name the person responsible for this measure) Wendy Bing, Station Manager

| | | |
|--|--|--|
| Target Setting Responsibility: Kim McMillan | Accountability for Meeting Target: Wendy Bing | Tracking/Reporting Responsibility: Wendy Bing |
|--|--|--|

Notes/Assumptions:

**City Manager, Corporate Communications
Self Service tools on Division web site**

Corporate Objective: Enhance Customer Service

KBU Initiative: Add a series of self service tools on Corporate Communication’s intranet site

Measure: Add photo library, print on demand material and marketing and communication templates.

| | |
|---|--|
| Units of Measure: Achieving milestones throughout process | Frequency of Update: mid-year/end of year |
|---|--|

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)

Add a layer of self-service enhancements that will allow City employees to avail themselves of presentations and information at their convenience.

Measurement Formula:

Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements)

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained)

Data Contact: (Name the person responsible for this measure) Keith Richardson/Shawn Proffitt

| | | |
|--|---|---|
| Target Setting Responsibility: Kim McMillan | Accountability for Meeting Target: Keith Richardson/Shawn Proffitt | Tracking/Reporting Responsibility: Keith Richardson/Shawn Proffitt |
|--|---|---|

Notes/Assumptions:

**City Manager, Corporate Communications
Web site Conversion Plan
Completed plan for phased upgrade of CMS**

Corporate Objective: Run The Business
KBU Initiative: Improve Technology Efficiencies

Measure: Implement work plan for phased upgrade of CMS2002 to CMS 2002 with SP2—end eventually into Share Point 07

| | |
|---|---------------------------------------|
| Units of Measure: Achieving milestones per work plan (to be developed) | Frequency of Update: Quarterly |
|---|---------------------------------------|

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) As a large project, converting our current site from the current CMS to that of Share Point will need to be phased. We need a plan for migrating our existing site into a new and stable system, and to do so in a measured way that will successfully get us there with existing resources. This will also move the City into a new management model as regards charmeck.org.

Measurement Formula: percentage of site that meets requirements

Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements)

- o System-related costs (e.g. hardware) in moving from CMS2001 – CMS2002
- o Microsoft support for system (e.g. has expired for beta version of 2001, length of support time remaining for 2002)
- o Learning curve related to that phase of migration
- o What that will mean for site content and site structure, custom coding, etc.
- o Ease or complexity of knowledge transfer
- o Best practices for moving from 2002 to SP07 (necessary to plan for 2nd phase)
- o Overall costs to include any consulting from Microsoft, other
- o Overall communications within/between City and County stakeholders

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) The ADA outlines compliance requirements
Approach: Planned, open communications, well-documented and step-wise approach designed to get us into a stable environment for the City’s website, as well as promote collaboration and expanding our knowledge base among all key players.

Data Contact: (Name the person responsible for this measure) Shawn Proffitt

| | | |
|--|--|--|
| Target Setting Responsibility: Shawn Proffitt | Accountability for Meeting Target: Shawn Proffitt and Kevin Eldreth (City IT) | Tracking/Reporting Responsibility: Shawn Proffitt |
|--|--|--|

Notes/Assumptions:

| City Manager, Corporate Communications Media Tracking | | |
|---|--|---|
| Corporate Objective: Optimize Business Processes | | |
| KBU Initiative: Effectively track and measure media activity in the local and regional market | | |
| Measure: Implement a print and broadcast tracking system that will eventually provide a searchable data base and be available to all departments and City Council; tracking system is in place with process to provide search functionality through SharePoint, 60% in place | | |
| Units of Measure: Total search functionality by topic and person | | Frequency of Update: Annual |
| Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To provide a more efficient system to track, permanently store and retrieve media thus providing the ability to respond more timely and provide a strategic response to issues that are of interest to Council, the media and public. Additionally, this system and measure is in place to reduce the need for duplicated media tracking in the organization thus saving PIOs and staff time to monitor, clip and store coverage. We are providing this service at no cost to the business units. | | |
| Measurement Formula: Total search functionality | | |
| Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) see above | | |
| Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Staff will monitor the tracking system and search functionality to keep the inquiry coverage fields or topics up to date and provide reports to leadership and Council. | | |
| Data Contact: (Name the person responsible for this measure) Kim McMillan | | |
| Target Setting Responsibility: Corp Comm Management Team | Accountability for Meeting Target: Media Relations Team | Tracking/Reporting Responsibility: Kelly Smith, Jeannine Clark |
| Notes/Assumptions: The search capability is totally reliant on the timeframe and implementation of the new SharePoint platform. | | |

| City Manager, Corporate Communications Corporate Branding | | |
|--|--|--|
| Corporate Objective: Run The Business | | |
| KBU Initiative: Develop corporate identity package and brand strategy to incorporate at corporate and key business unit levels | | |
| Measure: Begin implementation of branding strategy in remaining 50 percent of KBUs by June 2009 | | |
| Units of Measure: Number of key business units | Frequency of Update: mid-year/end of year | |
| Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) | | |
| Measurement Formula: | | |
| Data Elements and Sources: After implementation, effectiveness of campaign will be measured by the number of key business units adopting branding standards. | | |
| Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Staff will monitor which departments have been engaged and adhering to standards. | | |
| Data Contact: (Name the person responsible for this measure) Kim McMillan | | |
| Target Setting Responsibility: Kim McMillan | Accountability for Meeting Target: Keith Richardson | Tracking/Reporting Responsibility: Kim McMillan |
| Notes/Assumptions: This objective is a carry over from the previous fiscal year. | | |

| City Manager, Corporate Communications Update Internal Communication Plan | | |
|--|---|--|
| Corporate Objective: Achieve positive employee climate | | |
| KBU Initiative: Provide opportunities to improve communication throughout the organization. | | |
| Measure: Implement citywide internal communication plan. Revise to focus on areas of recruiting, benefits, 401K and technology. | | |
| Units of Measure: Percentage of initiatives implemented. | Frequency of Update: mid-year/end of year | |
| Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) Communication within the organization is critical to adherence City policy and standards as well as effective communication with citizens and key stakeholder groups | | |
| Measurement Formula: initially, number of initiatives implemented. As we get closer to full implementation, will use data from citywide employee survey to evaluate effectiveness of plan if possible | | |
| Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) see above | | |
| Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Staff will maintain records of initiatives, mid-year and year end reports | | |
| Data Contact: (Name the person responsible for this measure) Keith Richardson | | |
| Target Setting Responsibility: Kim McMillan | Accountability for Meeting Target: Keith Richardson/Carrie Lynch/Catherine Bonfiglio | Tracking/Reporting Responsibility: Keith Richardson |
| Notes/Assumptions: | | |

| City Manager, Corporate Communications Employee Training Plans | | |
|---|--|--|
| Corporate Objective: Develop Employees | | |
| KBU Initiative: Promote learning and growth | | |
| Measure: Implement employee training plans; complete 90% of planned training | | |
| Units of Measure: percentage of training completed | Frequency of Update: Bi-annually | |
| Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To track overall progress toward improving technical skill with various software packages and develop skills that support services provided | | |
| Measurement Formula: percentage of training plans completed | | |
| Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) see above | | |
| Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Staff will maintain reports of training completed. Supervisors will evaluate improvements in technical or other skills | | |
| Data Contact: (Name the person responsible for this measure) Kim McMillan | | |
| Target Setting Responsibility: Corp Comm Management Team | Accountability for Meeting Target: Department | Tracking/Reporting Responsibility: Keith Richardson, Wendy Bing, Shawn Proffitt |
| Notes/Assumptions: | | |

FY2009 Training and Development Plan

| Need Assessment or Business Case: Describe the need for training and how it relates to business goals. Link to the Balanced Scorecard. | KBU Initiative: Describe the proposed training or development activity | Measure: Describe the desired outcome and how it will be measured | Lead Or Lag | Results: To be completed at mid-year and year end reporting | Target Met? Yes, no, in progress |
|--|---|---|--------------------|---|--|
| <p>Web Team - (Build on and enhance skill sets - individual objectives)</p> <p>(Enhance Customer Service & Improve Technology Efficiencies)</p> <p>4th Qtr FY08, 1st Qtr FY09</p> <p>Learn Share MOSS 07 – the environment, its basic construct, how to build master templates, and how to best build a site given the City’s current site assets and challenges.</p> <p>Some available courses and the potential (range) of costs:</p> <p>Courses, Bootcamp workshops, or day sessions.</p> <p>Site Design 2,500 – 5,000 per person* 14,000 onsite (for up to 10)</p> <p>Using MOSS 1,000 – 5,000 per person*</p> <p>=====</p> <p>Share knowledge with site content contributors and communicators to best utilize its functionality and understand its terminology.</p> <p>*more investigation forthcoming</p> | <p>Collection of training methods to learn Microsoft Office SharePoint Server (MOSS 07), and specifically the Internet Edition.</p> <p>Consult with a Microsoft Designer.</p> <ul style="list-style-type: none"> - Shawn - Alyson <p>-----</p> <p>Utilize books, websites, webinars.</p> <p>-----</p> <p>Course(s) for site design/master templates</p> <ul style="list-style-type: none"> - Shawn - Alyson <p>-----</p> <p>Course(s) in MOSS best practices and best use</p> <ul style="list-style-type: none"> - Jeannine - Alyson <p>=====</p> <p>Hold workshops for site contributors, and communicators.</p> | <p>A part of a successful implementation plan that will best transition the City’s website into MOSS 07 from MSCMS 2001.</p> <p>A model for City websites to convert, first with a small collection of “pilot” sites.</p> <p>A plan to address site content, its taxonomy, hierarchy, structure and style.</p> <p>A plan to address style and design which balances corporate requirements and department identity.</p> <p>=====</p> <p>An understanding for how to best use MOSS 07 to transition, maintain and improve City websites.</p> | <p>Lead</p> | | |

FY2009 Training and Development Plan

| Need Assessment or Business Case: Describe the need for training and how it relates to business goals. Link to the Balanced Scorecard. | KBU Initiative: Describe the proposed training or development activity | Measure: Describe the desired outcome and how it will be measured | Lead Or Lag | Results: To be completed at mid-year and year end reporting | Target Met? Yes, no, in progress |
|--|--|--|--------------------|---|--|
| <p>Communication Specialists - (Enhance Customer Service and Promote Learning and Growth)</p> <p>Improving communication, marketing and education efforts to engage emerging and diverse audiences.</p> <p>=====</p> | <p>3CMA conference training, which information on grassroots, marketing communications for local municipalities. (\$3,000) Cass Bonfiglio and Michelle Gutt</p> <p>-----</p> <p>New trends in marketing and environment education (online); (\$800) Michelle Gutt</p> <p>-----</p> <p>Communication for wellness, environment and internal stakeholders /employee (\$800) Catherine Bonfiglio</p> <p>-----</p> <p>PRSA Teleseminars (\$600) Kelly Smith and Carrie Lynch</p> <p>-----</p> <p>Media Training (free): Communications Specialists, Assistants and Managers</p> <p>=====</p> | <p>An increasing knowledge of latest communication techniques and strategies.</p> <p>=====</p> | | | |
| <p>Keeping abreast of the latest office software to facilitate communication and manage initiatives</p> | <p>PowerPoint Training (\$75) Carrie Lynch, Kelly Smith and Keith Richardson</p> <p>-----</p> <p>Budget 101 (\$25) Kelly Smith</p> <p>-----</p> <p>Publisher (\$25) Kelly Smith</p> <p>-----</p> <p>Vendor Management (\$25) Kelly Smith</p> | <p>Ability to successfully use new software of upgrade features of new software.</p> | | | |

FY2009 Training and Development Plan

| Need Assessment or Business Case: Describe the need for training and how it relates to business goals. Link to the Balanced Scorecard. | KBU Initiative: Describe the proposed training or development activity | Measure: Describe the desired outcome and how it will be measured | Lead Or Lag | Results: To be completed at mid-year and year end reporting | Target Met? Yes, no, in progress |
|---|--|--|--------------------|---|--|
| <p>Creative Services Team (Enhance Customer Service, Deliver Competitive Services and Promote Learning and Growth)</p> <p>Visual design is the most immediate and tangible service that Corp. Comm. provides. Remaining up to date on emerging artistic trends and technologies is paramount to bringing fresh approaches to our work.</p> | <p>Training on Illustrator, In Design CS3, Photoshop CS3 and Bridge CS3. (\$200 for books—remaining training will be free through online instruction, tutorials and etc.): Val Lovelace and Debbie Fincher</p> <p>-----</p> <p>Studio photography (\$400) Val Lovelace</p> | <p>Ability to incorporate training into innovative designs that meet or surpass services offered by external agencies or freelancers.</p> | | | |
| <p>Video Production Team (Optimize Business Processes)</p> <p>Staff has purchased new software that enables users to do various functions during the editing process of a video. The software came as a bundle. Within this bundle are many breakout software that editors need to learn and use.</p> <p>=====</p> <p>(Promote Learning and Growth)</p> <p>Leadership and communication training to assist employees in counseling, advising and communicating staff in all levels throughout the organization.</p> | <p>Bi-weekly internal training. (Free)</p> <p>=====</p> <p>Leadership Skills Training Training (\$400) Nancy Ryan and Sherry Bauer</p> | <p>Each user will be able to navigate through two of the software with a basic understanding of use. This will be an ongoing process to learn and get an in-depth skill set for each. Adobe CS and Sound Booth should be learned by the end of FY09</p> <hr/> <p>Ability to incorporate training into collaboration with staff and management of projects.</p> | | <p>Two of the software items learned – Adobe CS and Sound Booth</p> | |