



Corporate Communications FY 2011—2012 Strategic Operating Plan

Executive Summary

Corporate Communications creates innovative and strategic communications and marketing solutions coupled with media relations to advance the City's corporate vision, balanced scorecard, objectives and targets adopted by Council in each of the five focus areas. We serve all areas of the organization including the City Manager's Office, Support Services, Key Businesses as well as work with external partners such as Charlotte Regional Visitors Authority (CRVA), Charlotte Chamber of Commerce, Center City Partners, Charlotte Regional Partnership, Arts and Science Council and Charlotte Regional Sports Commission to promote our City and at times manage city-wide issues or events by developing key messages and streamlining communications.

How our organization is perceived has tremendous impact on relationships with employees, City Council, media, residents and visitors. Public and employee trust remain the cornerstones of good government. We seek public confidence in our ability to effectively execute city services, 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 and easy access to information and services. A division of the Charlotte City Manager's Office, it provides the following range of services:

- Communication planning, strategy and development
- Integration of multiple communications and media resources
- Full service creative department
- Brand management
- Media training and coaching
- Tracking and analysis of print, broadcast and electronic coverage
- Fulfillment of public information requests
- Analysis and strategic media buying and placement (*consolidated effective 7/01/10*)
- Crisis communication planning including emergency management
- Internal communication strategies, messaging and execution
- Development of communication and resources for City Council
- Production and programming on the GOV Channel and Training Channel
- Special Project funds for the development of educational and service videos
- Annual Budget and Capital Investment Program communication
- Annexation communications
- Intergovernmental relations communications and support
- Event planning and execution
- Photography services
- Web services, including intranet and internet content management
- Content management and web tracking
- Development of strategic partnerships
- Communication services to reach emerging audiences and diverse demographics
- Social media oversight of corporate Facebook and Twitter

Corporate Communications provides these services through the performance of several primary organizational functions to support corporate strategy:

- Leadership in corporate issues, implementation of the City's Strategic Communication Plan, operation and maintenance of The GOV Channel and content management for the intranet and internet, and
- Full service communication consulting services for individual key business units on a range of services and issues, and
- Internal and external communications including the internal bi-weekly newsletter *FYI* to all employees and retirees, CMail, a bi-weekly email subscription newsletter, and *FYIcast*—a podcast using new technology to inform and educate employees on topics of interest.

FY 2010 Budget: **\$1,765,737**
FY 2011 Budget : **\$1,806 ,944**

Vision

Provide strategic communications and marketing solutions. These solutions support and advance initiatives stated in City focus area plans, Council priorities, corporate-wide initiatives, comprehensive citizen service, and consolidated and/or streamlined service delivery of communication resources

Mission

Corporate Communications advances the City's corporate vision by offering a comprehensive approach; and when possible recommends consolidation of resources to better integrate communication and marketing.

About our Services:

Corporate Communications provides strategic planning, project management, creative services, media research and buying, media relations and fulfillment of public information requests, media tracking and analysis, media training, special event management, production for cablecast programs and training videos, web page development for corporate pages on charmeck.org along, management of charlottenc.gov, and support for the City's intranet (CNet).

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, *FYIcast*, an internal podcast, 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 updates in response to citizens who subscribe through our Notify Me online subscription services.

Organization:

Our team of experts maximizes internal and external resources to deliver effective and measurable communications. However with the division's workload increasing while resources remain flat, the division has been re-organized to better align staff in order to provide an increased level in service and develop a more team-oriented approach to improve production and accountability.

Challenges and Needs

1. Project Management

Corporate Communications is keenly aware that as long as communication resources (PIOs and web content staff) are decentralized that project management, brand management, media relations, web support for the internet and intranet, and creative/production and printing will remain a challenge.

2. Media Buying

During the budget planning process Corporate Communications presented a compelling case for the consolidation of media buying. Starting July 1, Corporate Communications now handles requests for advertising public meetings, legal notices and public education campaigns with the exception of the airport (due to revenue generation contract with CRVA), storm water (pre-existing contract with Media Power), and CATS.

3. Creative Services

This newly created function was created to leverage creative services across as many mediums and channels as possible to build the City's brand and recognition of service delivery. Create Services Coordinates creative resources in support of the City's print, web and broadcast communications by providing graphics , producing creative and strategic campaigns and managing project production to meet the City's (internal and external) communications priorities.

4. Council Relations

Corporate Communications continues to support the Council staff in providing communication resources to promote Council members' district meetings while maintaining their bios, web pages and promotion of Queen City Limits.

In addition to routine City business, staff also supports Council's involvement in the National League of Cities.

During FY10 and continuing into FY11, staff will support promotion of the National League of Cities (NLC) Free Prescription Drug Card Program and its latest initiative – the Government Employee Marketplace (GEM). Charlotte is one of a few cities to help the NLC pilot the offering to government employees.

4. Media Relations/Media Training

Our training has proven to be valuable across the organization with departments now sharing in the cost of delivering the training. For example during FY10 both CATS and E&PM requested the expansion of the training to include additional staff. A cost-sharing model has been developed where training can be delivered for \$150 (per attendee).

During FY11 Corporate Communications will provide training to Neighborhood & Business Services and Solid Waste Services.

We will also work with the Organizational Development and Learning staff to develop speaker and presentation training to mid-level managers to improve presentations to City Council and the community.

5. Social Media

Staff has developed a policy and has conducted training for departments interested in delving into the social media community, whether contributing to the corporate site or developing their own sites (as in the case of the uniquely branded departments). Over the course of this fiscal year, Corporate Communication staff will continue to work with department representatives who have expressed interest in social media and will encourage their use of it as a means to drive traffic to charmec.org (the shared city-county web site) or charlottenc.gov (the city web site). Staff will track traffic to these sites that originate from the City's Facebook and Twitter pages. Key challenges will be ensuring all web pages contain current information and convincing departments to "post" and "tweet". One department or division (including Corporate Communications) alone would struggle with maintaining active Facebook and Twitter pages, but collectively the City can maintain a viable presence on these sites, if the majority of the key business units contribute routinely.

6. Web Services and Governance

Corporate Communications has stepped up to co-chair the Web Policy & Governance Board that has been charged to develop an organizational structure to better utilize resources and ensure more accountability around technology and development of web pages for comprehensive citizen service. Examples include: streamlining the functional roles between the City and County, while still allowing for both organizations to pursue their own goals; establishing responsibilities within the City structure for IT, Corporate Communications and department staff who serve in a web function; and allowing the reduction of management “committees” which oversee the intranet and internet.

7. Maintenance of www.charmeck.org and charlottenc.gov

Web Services collaborates with Mecklenburg County to manage information through charmeck.org. The Web Services team delivers information through charlottenc.gov, the City’s website, especially through the City’s newsroom. Web Services streams the GOV Channel live and offers video for viewing, listening and downloading. Web Services utilizes tools such as surveys to engage and involve the public as well as utilize social media as additional web-facing outlets. During emergency communications, Web Services coordinates and facilitates all City-based information. The team is also charge with monitoring usability for charmeck.org and charlottenc.gov. During August 2010 the sites will be stabilized and on the new technology platform, which will allow the team to assess usability and identify better ways to integrate web, video and communications via the notify me/subscription service. The team is also integrating social media.

8. Interactive Media/GOV Channel

As we continue to increase our services, our budget has remained flat. We had to cut our engineering contract by \$10,000. These funds have not been recovered, only shuffled from other line items. At some point, this will catch up to Corporate Communications and cause a downward spiral of services that we must provide in order to keep the channel on the air, equipment functioning and day-to-day operations manageable. We need to take a look at recovering this funding in the near future in order to maintain our contract with engineering services. Our production has continued to increase and in order to maintain at a high level, funding will also need to be maintained. We cannot take another cut without severe ramifications to services we provide to clients and operating a 24/7 facility.

Logistically, we also need to prioritize our projects, define functions and roles with clients, and follow procedures and protocols to ensure the highest level of service to all of our clients. In return this will lead to cost effective services for our clients, support of the Focus Area Plans for the key business units and strategic communications delivered to our viewers. Projects include:

- Maintain live connection between LEC and GOV Channel/charlottenc.gov
- Maintain fiber network from Tryon St. to Training Academy and into media room
- Maintain IP Video Relay from Police and Fire Academy to CMGC
- Continue to produce Mayor’s show: On Point: With Mayor Foxx
- Ongoing assistance with comprehensive document for “voting system”
- Ongoing creation of several comprehensive documents on our functions and consolidation requests
- Fulfill ongoing video conversions for departments
- Provide DVD dubs and news clips
- Support Media Relations (Media training)
- Support Council Relations (11 council member profiles, part II)
- Support Chamber equipment research and bidding/maintained working equipment

Additionally, the studio staff worked cost effectively, provided high-quality products and

supported various vehicles and formats that met the needs of and served all of our clients. Maintaining each service and role listed above is vital to the support of our internal and external clients, keeping communications open, adding new media for citizens to gain access to government services, and maintaining a fluid work flow in the studio.

8. Intergovernmental Relations

Starting this fiscal year, 25 percent of the Assistant Director's job will be assisting the Intergovernmental Relations Manager with the City's legislative activities. A key piece of these new responsibilities is assisting in the development of the City's legislative affairs agenda earlier to ensure appropriate vetting and approval before the start of the North Carolina Legislature's Long Session begins in January 2011.

Strategy and Division Planning

Accomplishments

Customer Service

In spite of the retirement of three employees, each with 30+ years of experience, Corporate Communications exceeded its overall customer service score (on a 4.0 scale) surpassing the target of 3.25 with a score of 3.5, as well as its individual project score of 3.8 above the targeted 3.5.

Links to the 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 however, communications and marketing budgets exist throughout the organization independent of Corporate Communications' budget.

Manage Resources. Corporate Communications' in-house video production services (including The GOV Channel, special projects and training videos) has been able to affect 80% of a complete technological transformation of television studio assets on the same \$100,000 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.

Strategic Initiatives

- Continue to provide centralized media tracking and reporting and develop analysis of corporate initiatives

- Manage social media outlets training and optimization and track any increased traffic to the City website through their usage

- Create a system to centralize media buying in order to reduce corporate advertising expenditures
- Develop content for charmeck.org and charlottenc.gov
- Implement public education campaign on infrastructure and construction projects
- Increase public awareness of City's focus areas through the development of a communication plan for each
- Promote GOVChannel programming, particularly focusing on the Mayor's and City Council's shows.
- Conduct study of in-house mailing services to determine opportunities for reducing cost for external mailing expenditures
- Provide opportunities to improve communication through implementation of an internal communication plan focusing on City initiatives like the environment
- Improve the skills of Corporate Communications staff and strengthen intradepartmental communication and teamwork through the development of internal cross training classes
- Encourage healthy nutritional habits and create a positive work through nutrition and wellness classes.

Service Delivery

We anticipate our need for services increasing as other departments face budget restrictions and will no longer be able to outsource. However given our current staffing levels we are challenged to maintain service levels and are not going to be able to meet growing needs or absorb unbudgeted projects. In order to prepare for the next two years, we are consulting with departments to determine their needs for the following services currently provided by Corporate Communications. We are providing the following costs in order to help plan for outsourcing as well as identify areas that Corporate Communications will have to outsource.

Service Delivery

TV Rate Comparison Chart:

Service Provided	City Rate (GOV Channel)	Private Sector Rate (source Moving Pictures)
Producing/Writing Basic video, no research involved for producer	\$200.00 per minute	\$200.00 per minute
Videography Person and gear	Full day - \$300.00	Full day - \$725.00
Editing to include operator	Per hour - \$46.87 Full day - \$375.00	Per hour - \$150.00 (day rate does not apply)
Digitizing footage (uploading footage into computer to edit)	No cost to client	\$150.00 per hour
Graphic Design (CGs - Names/titles)	No cost to client	\$50.00 per hour
DVD Authoring	No cost to client DVD supplied by client	\$45.00 per hour

Video conversion WMV, AVI, MPG, etc...	No cost to client	\$150.00 per hour
DVD Mastering	No cost to client Client supplies DVD	\$45.00
Portable Hard drive upload and download	No cost to client Hard drive supplied by client	\$150.00
DVD Duplication	Client supplies DVDs No cost for duplications	1-20 copies \$7.95 each 21-50 copies \$4.95 each
Tape to DVD Duplication	Client supplies DVDs No cost for duplications	1-20 copies \$29.75 each 21-50 copies \$10.00 each

*private sector: For duplications: a one-time fee of \$150.00 per project will apply in order to convert the video into a DVD format. We do not charge this fee as all other production companies do. This is an automatic charge on top of the charge for copies.

VIDEO section:

***Original content:**

- 100 individual stories in City Source (88 features/12 one-on-one segments)
- 22 calendar and event segments
- 20 city website uploads – Informational and Educational Business Unit videos

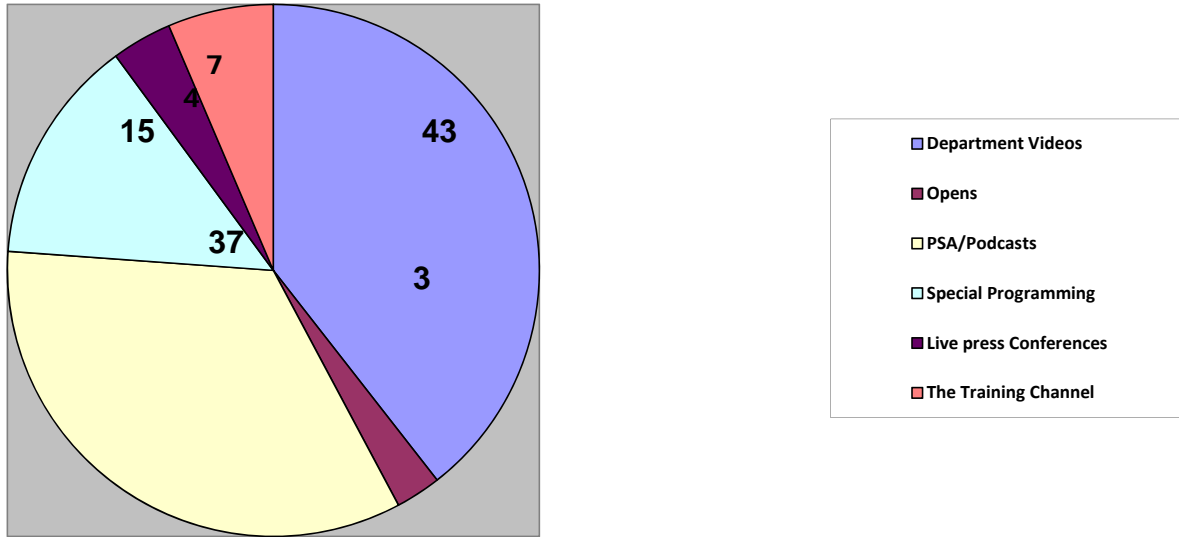
- Produce 2 The Point: With Mayor Foxx programs
- Produce 2 *Agenda: Charlotte programs*
- Produce 6 *Queen City Limits* programs
- Produce 37 *City Council Meetings* annually
- Updated the Electronic Bulletin Board daily

Our goal is to provide cost-effective and quality production services to clients. Most services are free of charge to the client however some services do require a partnership initiative from both sides, which entails some financial support from the client, in order to meet everyone’s needs throughout the year.

In – House Production Services include but are not limited to:

- Provide Public Service Announcements
- Provide Video and DVD dubs
- Record the local news channels – provide to clients in DVD format
- Create B-roll tapes
- Consult with departments or out of state governmental entities
- Convert and upload video for internet and intranet
- Convert video into PPT
- Produce educational/training videos
- Produce special programs
- Stream press conferences
- Hire contractors to shoot events/make dubs or coordinate outsourcing of dubs
- Provide videography services as available (interview style)
- Video outsourcing support
- Create PowerPoints
- Produce Podcasts

Interactive Media Productions:



Service History and Trends

Media Tracking:

Corporate Communications has been able to provide corporate-wide media tracking as a result of receiving a service level adjustment to fund the initiative. Media tracking is critical for several reasons:

- Provides a mechanism to determine effectiveness of press releases and media advisories
- Provides a historical profile of how a certain media outlet covers news (this is especially beneficial during a time of crisis or controversy)
- Provides a baseline to determine how well a service or program is being covered by a media outlet
- Provides a report on what media are most actively covering (print, web, tv) which in turn helps serve as a foundation for a communications plan.

City Manager, Corporate Communications
Centralized Media Tracking

Corporate Objective: Develop Collaborative Solutions

KBU Initiative: Provide centralized media tracking and reporting

Measure: Develop media analysis for corporate initiatives

Units of Measure: Number of analyses

Frequency of Update: twice a year

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)
 To evaluate the effectiveness of proactive and reactive media strategies

Measurement Formula: N/A

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

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

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

Target Setting Responsibility: Kim McMillan

Accountability for Meeting Target: Strategic Communications Team

Tracking/Reporting Responsibility: Kelly Smith

Notes/Assumptions:

City Manager, Corporate Communications
Social Media

Corporate Objective: Develop Collaborative Solutions

KBU Initiative: Provide centralized social media outlets, training and optimization

Measure: Track increased web site traffic originating from City's social media pages

Units of Measure: Percentage

Frequency of Update: twice a year

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)
 To evaluate increase traffic charlottenc.gov and charmeck.org through the use of social media

Measurement Formula: N/A

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

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Web site "hits" report from web trends analysis

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

Target Setting Responsibility: Kim McMillan

Accountability for Meeting Target: Strategic Communications Team

Tracking/Reporting Responsibility: Keith Richardson

Notes/Assumptions:

City Manager, Corporate Communications
Centralized media buying

Corporate Objective: Develop collaborative solutions

KBU Initiative: Centralize all city advertising purchases

Measure: Achieve \$24,000 in savings corporate wide

Units of Measure: \$ (dollars)

Frequency of Update: twice a year

Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective)
 To leverage reduced advertising costs by consolidating all City media purchases when possible

Measurement Formula: The difference between FY 09 advertising costs and FY11 advertising costs

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

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Accounting reports of all City advertising purchases

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

Target Setting Responsibility: Kim McMillan

Accountability for Meeting Target: Kim McMillan

Tracking/Reporting Responsibility:
 Kim McMillan

Notes/Assumptions:

City Manager, Corporate Communications
Conversion of charlottenc.gov and charmeck.org

Corporate Objective: Develop Collaborative Solutions

KBU Initiative: Conversion of web site platforms from Microsoft Content Management System to Microsoft Sharepoint

Measure: Completion of conversion

Units of Measure: Percentage

Frequency of Update: twice a year

Measurement Intent: (Describe the measure and the reasoning behind its selection as an indicator of progress against this strategic objective) Ensures that the City and City-County websites are stabilized after migration from CMS

Measurement Formula: N/A

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

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Completion of migration for all web pages

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

Target Setting Responsibility: Kim McMillan

Accountability for Meeting Target: Web Team

Tracking/Reporting Responsibility:
Shawn Proffitt

Notes/Assumptions:

City Manager, Corporate Communications Communication of infrastructure/construction projects		
Corporate Objective: Enhance Customer Service		
KBU Initiative: Proactive communication of infrastructure and construction projects		
Measure: Develop six communications/media events to promote and educate stakeholders on high profile projects		
Units of Measure: Number of events	Frequency of Update: twice a year	
Measurement Intent: To ensure stakeholders are aware of prominent projects currently under construction		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Kim McMillan		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Kim McMillan/Michelle Gutt	Tracking/Reporting Responsibility: Kim McMillan
Notes/Assumptions:		

City Manager, Corporate Communications Promotion of online service tools		
Corporate Objective: Enhance Customer Service		
KBU Initiative: Support comprehensive citizen service		
Measure: Completion and promotion of charmeck.org and citizen service web pages		
Units of Measure: Percentage	Frequency of Update: twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To support comprehensive citizen service but promoting online tools that will allow citizens to conduct business via the web		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Kim McMillan		
Target Setting Responsibility: Corp Comm Management Team	Accountability for Meeting Target: All divisions	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

<u>City Manager, Corporate Communications</u> Focus area communications		
Corporate Objective: Enhance Customer Service		
KBU Initiative: Increase awareness of all city focus areas		
Measure: Develop communication plan for remaining five focus areas		
Units of Measure: Percentage	Frequency of Update: twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To communicate the progress of initiatives associated with each focus area to improve the City's relationship with stakeholders		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Kim McMillan		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Strategic Communications Team	Tracking/Reporting Responsibility: Kim McMillan
Notes/Assumptions:		

<u>City Manager, Corporate Communications</u> Public service announcements		
Corporate Objective: Enhance Customer Service		
KBU Initiative: Promote Government Channel progamming		
Measure: Develop 10 public service announcements promoting the Mayor and City Council shows		

Units of Measure: Number of PSAs		Frequency of Update: twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To educate citizens on city initiatives and programs			
Measurement Formula: N/A			
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A			
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A			
Data Contact: (Name the person responsible for this measure) Wendy Bing			
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Video Services Division	Tracking/Reporting Responsibility: Wendy Bing	
Notes/Assumptions:			

<u>City Manager, Corporate Communications</u>			
Mailing services			
Corporate Objective: Optimize Business Processes			
KBU Initiative: Improve efficiencies with in-house mailing services			
Measure: Conduct a study of providing enhanced mailing services in CMGC mail room			
Units of Measure: Percentage		Frequency of Update: Annually	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To determine if the City can reduce costs of mailing costs by bringing same mail projects in-house.			
Measurement Formula: Number 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)			
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) Recent calculations of costs spent with external mailing houses compared to the additional costs needed to upgrade CMGC mail room.			
Data Contact: (Name the person responsible for this measure) Keith Richardson			
Target Setting Responsibility: City Manager's Office	Accountability for Meeting Target: Keith Richardson	Tracking/Reporting Responsibility: Keith Richardson	
Notes/Assumptions:			

<u>City Manager, Corporate Communications</u> Internal communication		
Corporate Objective: Achieve positive employee climate		
KBU Initiative: Provide opportunities to improve communication throughout the organization		
Measure: Implement internal communication plan		
Units of Measure: Percentage	Frequency of Update: Twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To keep employees informed on decisions and policies that affect them		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Keith Richardson		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Keith Richardson	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

<u>City Manager, Corporate Communications</u> Nutritional wellness		
Corporate Objective: Achieve positive employee climate		
KBU Initiative: Encourage healthy nutritional habits among employees		
Measure: Host a Wellness Works Nutrition 101 class for Corporate Communications employees		
Units of Measure: Number of class (1)	Frequency of Update: Once a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To encourage healthy lifestyle habits among City employees, which will help create a positive climate and improve performance		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Keith Richardson		

Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Keith Richardson	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

<u>City Manager, Corporate Communications</u> Quarterly Wellness activity		
Corporate Objective: Achieve positive employee climate		
KBU Initiative: Create a balanced workplace for employees		
Measure: Host a quarterly wellness event for employees		
Units of Measure: Number of class (4)	Frequency of Update: Twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To encourage healthy lifestyle habits among City employees, which will help create a positive climate and improve performance		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Keith Richardson		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Keith Richardson	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

City Manager, Corporate Communications Intradepartmental training		
Corporate Objective: Promote learning and growth		
KBU Initiative: Strengthen intradepartmental skills, communication and teamwork		
Measure: Develop division wide training sessions sponsored by Corporate Communications Teams		
Units of Measure: Number of sessions	Frequency of Update: Twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To improve the skills of staff by providing them insight into the duties of the teams with which they often collaborate		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		
Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Keith Richardson		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Keith Richardson, Craig Harmon, Wendy Bing and Shawn Proffitt	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

City Manager, Corporate Communications Environment Focus Area Communication for Employees		
Corporate Objective: Promote Learning and Growth		
KBU Initiative: Increase City employees' awareness of the environment as a priority for the community and organization		
Measure: Continue execution of internal communication plan for the environment		
Units of Measure: Percentage	Frequency of Update: Twice a year	
Measurement Intent: (Describe the measure and the reasoning behind its selection an indicator of progress against this strategic objective) To keep employees aware of environmental priorities to ensure their participation and cooperation in the City serving as a good steward of the environment		
Measurement Formula: N/A		
Data Elements and Sources: (The data elements required to calculate this measure and the source systems, databases, documents, etc. of those data elements) N/A		

Source For and Approach to Setting Targets: (Identifies the report, document, system or individual from which the information will be obtained) N/A		
Data Contact: (Name the person responsible for this measure) Kim McMillan		
Target Setting Responsibility: Kim McMillan	Accountability for Meeting Target: Catherine Bonfiglio, Kim McMillan	Tracking/Reporting Responsibility: Kim McMillan
Notes/Assumptions:		