



Corporate Communications & Marketing FY 2012-2013 Strategic Operating Plan

Executive Summary

Corporate Communications & Marketing creates innovative and strategic communications and marketing solutions coupled with media relations to advance the City's corporate vision, balanced scorecard, and priorities of the five focus areas.

The division serves all areas of the organization including the City Manager's Office, Support Services, Key Businesses as well as work with external partners. These partners include: Charlotte Regional Visitors Authority (CRVA), Charlotte Chamber of Commerce, Center City Partners, Charlotte Regional Partnership – *and now the City's environment and energy sustainability partners and the 2012 Democratic National Convention Host Committee.*

It also supports Charlotte City Council's involvement in the National League of Cities through the marketing of initiatives such as the Prescription Card Program.

To better reflect our scope of services the division changed its name to Corporate Communications & Marketing in January 2011. Services include:

- Strategic communication plans
- Integration of multiple communications and media resources
- Creative Services and brand management
- Media training and coaching
- Media tracking and analysis of coverage
- Fulfillment of public information requests
- Strategic media buying analysis for advertising
- Crisis communication planning including emergency management
- Internal communication (FYI newsletter, FYI podcast)
- HR communications for wellness and benefits
- Communication to Mayor and 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
- Event planning and execution
- Photography services
- Web services, including intranet and internet content management
- Development and maintenance of corporate social media

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

- Leadership in corporate issues, corporate communications and marketing, operation and maintenance of The GOV Channel and content management for the intranet and internet

- Full service communication consulting services for individual key business units on a range of services and issues
- 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 to inform and educate employees on topics of interest.

FY 2011 Budget : **\$1,806,944**
FY 2012 Budget: **\$1,970,399**

Vision

Provide strategic and integrated communications and marketing solutions.

Mission

Corporate Communications & Marketing advances the City’s overall vision to provide comprehensive citizen service.

Organization:

Our team of experts maximizes internal and external resources to deliver effective and measurable communications.

Project Management

Communication resources (PIOs and web content staff) continue to be decentralized making accountability for the organization’s overall communication goals a challenge. However, Corporate Communications & Marketing manages by maintaining strong working relationships with decentralized resources. Over the next year, staff will be working with department public information officers to develop strategic communication plans for their areas. The plans will be crucial in helping public information officers in developing a work plan for the next year. It also underscores the true value of communication for department managers, by leading to communication developed strategically rather than as a reaction to circumstances.

CC&M also will be taking the lead of communication for two major organizational initiatives. The first is the cultural shift in which the City will work toward enhancing collaboration among departments, moving the organization from a silo process to a more collaborative one. The second effort involves the ERP system the City will be acquiring and which will also have a great impact on how we work.

Accomplishments

With the assistance of the Creative Services and Web teams, along with the GOV Channel staff the Strategic Communications team completed numerous projects, which ranged from the tactical to those that had a tremendous strategic value.

- **Advertising Guide.** A comprehensive guide that provides tips, guidance and points of contact to develop advertising strategy and purchasing of media.
- **CRC Branding.** Worked with the Charlotte-Mecklenburg Community Relations staff on rebranding their office and services.

- **Dog Tethering.** Developed a strategic education plan to assist Animal Care & Control in educating the public on new dog tethering laws.
- **Media Training.** Provided follow up media training to CDOT staff to assist them in enhancing their interviewing skills.
- **Streetcar.** Served as communications lead on the Streetcar project team. Helped developed messages and facilitate public engagement during the citizen involvement process.
- **Capital Project Media Events.** Conducted four media events to highlight the City's continuing investment in infrastructure.
- **Wellness/My Care Communications.** Continued annual assistance to HR's Wellness Team in communication for the City's wellness program.
- **Power 2 Charlotte.** Developed and coordinated communications for Power 2 Charlotte, part of the outreach and education campaign for the City's Energy Efficiency Community Block Grants.
- **Focus Area Marketing.** Completed marketing strategy for the web page to promote the environment focus area to be followed by similar efforts for the remaining focus areas over the next year.
- **Recycle It.** Consulted and assisted Solid Waste Communications staff on service changes for the City's recycling program.
- **Enhanced CC&M CNet site.** Improved division's CNet site by adding new tools for use by departments such as templates for comments cards and public meeting registration forms.

Challenges

While the department has made great strides in elevating the level of collaboration, allowing for the emphasis of corporate messages, the decentralization of communication staff in the city still hampers the organization. Short sighted initiatives that benefit one department to the detriment of others or the City overall remain common. The impending cultural shift program provides opportunities for mitigating such occurrences.

Another development that poses a challenge is the shifting change in how the public is consuming its information. No longer will the press release or web site updates suffice in educating and engaging the public. Staff must learn to stay on the cusp on these new technologies and learn to adapt the writing and creative process to account for these new factors.

A final challenge is maintaining momentum on federally funded projects such as Power 2 Charlotte when the funding for these efforts will cease.

Creative Services

The Creative Services team, consisting of a Creative Services Coordinator and Senior Graphic Designer, continues to leverage creative services across as many media and

channels as possible to build the City's brand and recognition of service delivery. The team 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. The Creative Services Manager maintains an ongoing list of 30-50 projects at any point throughout the year.

Accomplishments

Creative Service's project production log facilitates project scheduling, tracking, budgeting, forecasting, and timely completion. The log is consistently updated with project specifics and available to the team to communicate production updates and any potential conflicts. Added benefits of the log are flagging/sorting components that provide live and year-end tracking and accountability statistics. Creative Services has been called upon to assist with **166+ projects since July 1, 2010**. From poster, banner and billboard display graphics for internal promotions to Web and video support graphics, overview brochures and billing inserts, team members provide solutions to communicate messages to Charlotte employees and citizens:

- Consistent, recurring projects completed include design of and assistance with promotion for the **Police Community relation awards**, layout and production of **FYI employee/retiree newsletters** and monthly design of Utilities and **Storm Water bill inserts** as well as assisting HR with design and production of all **Wellness, Health and Benefits literature** associated with annual open enrollment.
- Continue to help **Solid Waste Services update designs of all printed materials** to be consistent with the Citywide and department specific brands. From door hangers to brochures, flyers and calendars staff has produced both English and Spanish versions of literature that aid in spreading helpful City information.
- Collaborated with the Strategic Communication and Web Teams to develop an enhanced **Newsroom page on www.charlottenc.gov** to provide a more attractive, organized and functional user-friendly experience.
- Worked with **OCIO, N&BS** and other departments to launch the **My Charlotte Mobile App**.
- Working closely with **Utilities**, to produce an "**Understanding Your Rates**" brochure to explain to citizens how/why fees are collected and spent in order to operate the utility and plan for future needs.
- Worked with Whitespace Creative to implement various components of the **Power2 Charlotte** energy conservation campaign such as vehicle graphics, billboards, banners, and signage.
- Collaborated with the **Community Relations Committee** to establish a **new brand**, which captures and communicates their core values and services to the public.
- Produced new **overview brochures for N&BS**, which reflect their new brand and consolidated services.

Current and Ongoing Challenges

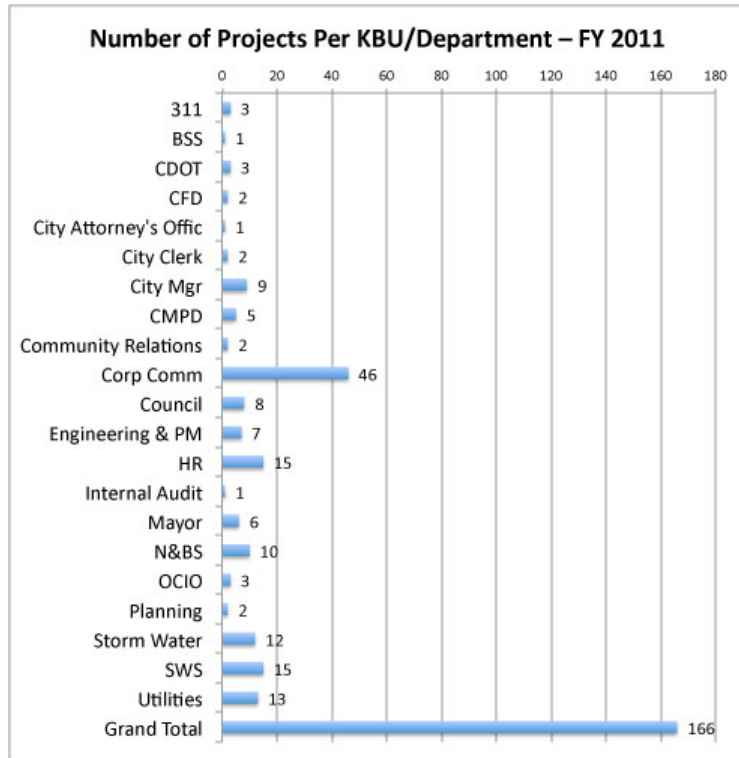
Creative Services strives to keep pace with an increasing print and photography project load within a consistent budget. The team has streamlined production through improved strategies as well as training on and utilization of new and existing software/hardware technology/processes while striving to decrease the need to outsource design and production services. Staff will continue to:

- Work with departments in establishing branding (for both print and web use) that is unique to their specific function(s) while still maintaining a level of consistency with the overall City brand.
- Exercise and incorporate standards specified in the Communications Manual; addressing graphic guidelines as well as communication standards for the electronic, video and television environments. City and department logo use and placement, font, photo and color treatments are being applied to all new and recurring projects yielding the Manual's intended results – a more corporate and unified organization benefiting citizen recognition and familiarity with City of Charlotte services.
- Work with the Web team to reduce excess and inconsistent branding that exists on City (corporate-level) Web sub-sites.

Future Accomplishments & Goals

- Development of a **Corporate Communications and Marketing Guide** to help department public information officers understand the division's scope of services and intended results. This educational piece would also explain the steps involved in working through strategy development and the creative, production and marketing process.
- Working with **CDOT** to package all of its products and services and then establish a **consistent brand** throughout all of its communications.
- Development of internal communications for the launch of ERP.
- Working with **BSS** to conduct focus group to help define an identity and subsequent **new brand**.
- Working with **Utilities to re-brand** the department with an emphasis on customer service/satisfaction.
- Working with **MUMPO** to integrate a new logo into communication materials and create a **consistent identity/brand**.
- Working with Charlotte **Fire Department for branding** consistency and promotional recruitment collateral.

Examples of Corporate Communication & Marketing Specific Projects



1. 311 Opinion/Survey Card
2. Advertising Directory (Print/Web/Broadcast)
3. Annexation Summary of City Services Header/Flyer
4. APA NC Planning Conference Branding
5. ASC Campaign E-Mail Graphics & Posters
6. Bonds Projects Map
7. Branding for Mobile Phone App(s)
8. Budget At a Glance Cover Page
9. CAO Staff Photos for Web Site
10. Charlotte At A Glance Brochure & PowerPoint
11. CharlotteNC.Gov Newsroom Section Updates
12. CharMeck.ORG Web Page Branding
13. City Services Annexation Header
14. CC&M & CFD Billing Insert
15. CC&M Insert (Power2 Campaign)
16. CC&M Monthly Report
17. Earth Day (Duratran, Poster, Banner, Evite, FYI Ad)
18. Energy Efficiency Block Grant (Power2 Launch)
19. Gov Channel Backdrop
20. Gov Channel Business Cards (Template)
21. GOV Vehicle Graphics/Magnets/Mic Labels
22. GOV Web Graphics
23. Government at a Glance Brochure
24. Meeting Reg. Forms & Comment Cards
25. Monthly Report Masthead
26. Newsroom Poster (for Media)
27. Newsroom Web Page Creative & Photo Library
28. Notify Me Banner Updates
29. Power 2 Charlotte Insert Reprints
30. Power2 Charlotte Billboards
31. Power2 Pull-Up Banners
32. Power2 Signage, Decals, Vehicle Graphics
33. Stormwater Insert (tree planting, web site)
34. Suzette Rhee Retirement Promo
35. Technology Awards (e-vite, New PPT, program)
36. Towing Ordinance Ad
37. Utilities Insert (Grease Free, Water Smart)
38. Veteran's Day E-Vite, Program, Tents, Photos
39. Web Banners (Environment, Mayor, Youth)
40. Web Banners & Bkgrds. (departments)

Council Relations

CC&M 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.

The Mayor's Office is still utilizing services more including: a bi-weekly press briefing and a production of the Mayor's show, *The Point*.

Media Training Resources

Media training continues to be valuable across the organization with departments still sharing in the cost of delivering the training. Our resources include the maintaining of a corporate media list, media monitoring and tracking services

Social Media

Staff developed a policy, conducted training and launched both a corporate Twitter and Facebook in FY2010. Staff has evaluated social media performance and has made recommendations to meet challenges and needs in FY2013:

- Streamline amount of accounts due to the cost of managing the Twitter and Facebook sites
- Engage staff from key business units in realizing the return on the investment of social media in order to ingrain the tools into their strategic and tactical communication planning. For example, during inclement weather this year, ensuring social media serves as a mechanism for two-way communication in order to gauge the type of information residents deem important.

Web Governance/Management

CC&M, 311, the OCIO Office and Mecklenburg County have developed an organizational structure to better manage the web in addition to other internet-based applications to ensure more accountability around technology and eliminate duplication. The structure includes top level strategy direction supported by sub-committees to address content development, business needs and operational issues. Challenges in FY2103:

- Managing resources in decentralized environment
- Development gaps to keep up with changing technology needs
- Balancing day-to-day workloads and projects on-demand with the future need to upgrade to a new version and all that goes with that initiative

The Web Services Team collaborates with Mecklenburg County and 311 to manage information through charmeck.org, and the citizen service sub site for 311. The Web Services team delivers information through charlottenc.gov, the City's website, especially through the City's newsroom. Web Services, along with others in CC&M, manage areas of content and collaboration on CNet (such as the newsroom and streaming audio/video content produced by other CC&M teams).

The team also utilizes and manages third-party tools to engage and inform the public as well as social media for additional web-facing outlets. During emergency communications, staff coordinates and facilitates all City-based information. The team is also charged with monitoring usability for charmeck.org and charlottenc.gov.

In FY2011, all sites under charmeck.org and charlottenc.gov were completed and stabilized in Share Point - the new environment for managing content. During a six-month moratorium on new development, the team focused on clean up, team staffing and preparation for new content initiatives such as the city's newsroom and council focus areas. Both of these were developed and launched during the last half of the fiscal year.

In FY2012, Web Services will concentrate in three areas: leading/collaborating on corporate initiatives, managing corporate content and offering guidance and support for department-level content. Corporate initiatives already being planned and discussed will be a factor in the timing of these projects. These initiatives include outsourcing of the charmeck.org environment and an upgrade from Share Point 2007 to 2010. Coupled with timing around the DNC scheduled for September 2012, these milestones will drive production schedules – before and after the Democratic National Convention.

Accomplishments

More Focused Content Direction and Consolidated Content

The update of charmeck.org led to a refocus of energies. While projects and day-to-day maintenance reflect the bulk of the team's work, two themes emerged, which will continue to drive much of staff's direction. First was CC&M's commitment to citizen services, which led to development of a new "Citizen Services" tool. Collaboration with 311, the OCIO, Mecklenburg County and City departments will allow for the delivery of more content through this channel and others such as 'My Charlotte', the mobile application.

The second theme was the team's commitment to consolidation of content across the city when necessary. An example of this is the consolidated citywide newsroom, which provided a one-stop web resource for news and news-related content. While, the departments continue to release their own information to the media, more are following the recommendations for formatting to ensure the incorporation of their releases into the consolidated newsroom.

- **Addition of online tools**

During FY11, several online tools were launched to improve customer service as well as provide insight to the City's priorities. These tools included:

- **Corporate Newsroom:** provides the latest press releases from all KBEs and background information, links to the GOV channel and collateral material for the media and public such as biographies, photographs and etc.
- **Focus Area Web Pages:** rewritten for brevity and clarity, these pages provide visitors the opportunity to review the Council's focus areas as well as links to projects associated with each one. At this point the web page for the environment focus area is complete, and completion of those for the remaining focus areas is planned for next year.
- **My Charlotte Mobile application:** available on all smartphone operating systems, the application allows the user to access municipal services on-the-go, and it also helps the City manage its customer service delivery costs
- **Communication Library:** An internal tool that provides City staff resources to a number of tools to ensure seamless and efficient communications.

- **Introduction of 'Citizen Services' and specific site additions**

When the most recent version of charmeck.org was rolled out last August, new sections to the 311/Citizen Service area were added:

'Service by category'

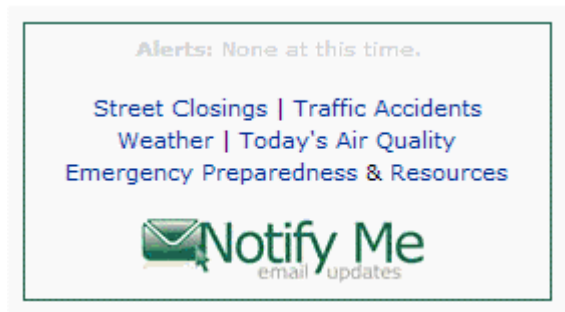
- 'I want to ...' list of services by type
- Multiple ways to get to the same service
- Alert feature
- Rotating image w/links feature area

Indicators suggest this has been successful and heavily used. Visits to the main services, I want to, and specific category pages have been high and growing:

Period Comparison	9/01/10 – 1/31/11	2/1/11 – 6/15/11	Traffic Increase (%)
I Want To	7,594	12,165	60.19%
Garbage/Recycling	17,123	24,592	43.62%

Spotlight on the Alert Feature

Timed for last year's site rollout, a new Alert feature was introduced on the site. This feature is a part of several main landing pages of the overall charmeck site collection: charmeck.org home, citizen service, charlottenc.gov and emergency information. The Alert feature provides a permanent placeholder for breaking or emergency alerts, as well as 'evergreen' links to specific areas of related content, such as street closings or traffic accidents.



When activated, a simple scrolling message (in red) is applied, an idea borrowed from CATS' own alert system on ridetransit.org. The link goes to a consolidated page for relevant city and county information.

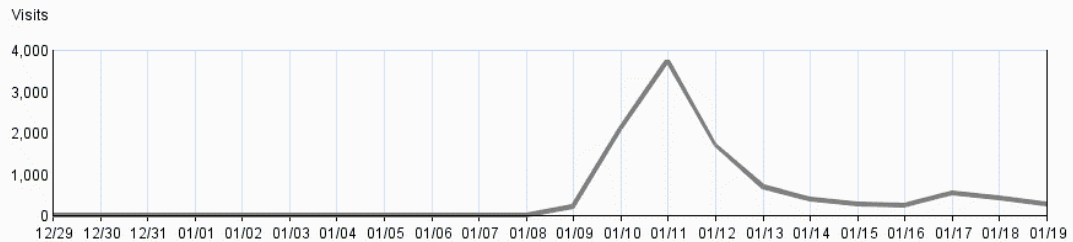
During our worst weather event this year, a marked spike in traffic to the alert page occurred (below) as well as an increase in those using 'notify me' to sign up for email alerts (now exceeding 3,500 subscribers, or roughly 8% of our overall subscriber count). Internally, 311 indicated that its customer service representatives used the page as a reliable source of information.

http://charmbeck.org/emergency/pages/alert.aspx

This report identifies the most popular pages on your site and shows you key metrics for each page such as Visits, Page Views and Average Time Viewed.

Dec 29, 2010 (12:00 AM) - Jan 19, 2011 (11:59 PM)

Pages Trend



Showing: 1 - 1 of 1

Pages: Search Results For http://charmbeck.org/emergency/pages/alert.aspx

Current and Ongoing Challenges

One of the biggest challenges encountered, since website's upgrade has been around establishing clear roles and responsibilities as the dynamics around managing charmbeck.org overall have shifted. With the City taking more management responsibilities overall and servicing Mecklenburg County as a client, this now involves "new" players - 311, the OCIO, BSS/IT, Corporate Communications & Marketing, as well as all other city and county departments. While challenging, this move is long overdue and welcomed in the City's web presence history. Significant progress has been made, and now the newly formed Web Governance Board will oversee efforts related to charmbeck.org, recognizing that in order for the content to be timely and have value, business processes and applied technologies must also be managed. As strategic direction comes out of governance, some bigger challenges will be tackled, such as addressing site wide navigation and branding and accessibility. Two major projects also will be undertaken over the next two years – a switch to hosting charmbeck.org externally and some degree of managed services (e.g. development resources) and an upgrade to Share Point 2010.

Another ongoing challenge is keeping pace with consumer behavior, demand and expectations - which is constantly changing. In the past, staff only had to staff abreast of different web browsers and their changes; now with emerging smartphone applications, the increasing demand for mobile web content is inevitable. This shift has implications for the future in how and what we develop, including content as it moves from the PC to mobile devices.

Interactive Media/GOV Channel

Gov Channel staff continues to prioritize their 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 clients, support of the Focus Area Plans for the key business units and strategic communications delivered to viewers. Projects include:

- Maintaining live connection between LEC and GOV Channel/charlottenc.gov*
- Maintaining fiber network from Tryon St. to Training Academy and into media room*
- Maintaining IP Video Relay from Police and Fire Academy to CMGC*

- Producing the Mayor's show: On Point: With Mayor Foxx*
- Assisting with comprehensive document for "voting system"*
- Fulfilling ongoing video conversions for departments*
- Providing DVD dubs and news clips*
- Supporting Media Relations (Media training)*
- Supporting Chamber equipment research and bidding/maintained working equipment*

Additionally, staff worked provided high-quality, cost-effective products and supported various vehicles and formats that met clients' needs. Maintaining each service is vital to the support of our internal and external clients, keeping communications open, adding new media for citizens access to government services, and ensuring an efficient process.

To better serve viewers, staff implemented a new design that allows users to find videos quicker, features a new interactive schedule, and consolidates the video library into the home page.

Accomplishments

- **Emergency Preparedness**

To ensure business continuity, GOV Channel staff is working with Carolinas Health Care System (studio) to partner as a backup to the CMGC studio in the event City facilities are unavailable.

Also to ensure, the City is able to share public emergency messages with non-English speaking residents, staff is also working with local radio stations and the Hispanic Media to ensure opportunities to expand the City's reach into those communities.

- **Productions/services**

- 110 City Source (City news magazine) videos
- 20 Calendar event segments
- 33 Department/partner supported productions
- 08 Queen City Limits (City Council Show)
- 08 The Point: with Mayor Foxx
- 34 Council Meetings/Budget Meeting
- 500+ DVDs/conversions
- Daily Electronic bulletin board
- 10 Media briefings
- 02 Special Mayor's Office Live telecasts
- 29 Channel teasers/PSA's/Promos
- 22 FYIcast (employee web cast) audio recording and editing
- 1 Live with the Fire Chief – Training Channel
- 08 One on One (interview segment) videos

- **Cost shared productions (between CC&M and departments)**

- Hazard Mitigation live in Chamber program
- Preserving Charlotte's Past Program
- Wellness Works - my CARE "Diabetes" video
- Pedestrian Safety – English and Spanish (2 videos)
- Bike Safety – English and Spanish – (2 videos)

- Planning Conference Video for NC American Planning Assoc. Annual Conference
 - CMU – Water/Sewer Rate Public Forums live (2 live forums)
 - GEM (Government Employee Marketplace) Program video
 - Small Business Enterprise Orientation Forums (3 forums)
 - BSS/IT Town Hall Meeting program
 - Media Training videos
 - City Manager’s Awards live on the Training Channel program
 - Tethering videos (2 videos)
 - Transportation Action Plan video
 - Engineering SOP video
 - Procurement/Using Green Vendors Video
 - Solid Waste Services training videos (2)
 - HR – City View updates videos (2)
 - CATS Testimonials video
 - CRC – September
 - CATS I-Phone Safety video
 - Indian video – WTVI
 - Charlotte Chamber video (Bob Morgan/Mayor Foxx interview)
 - Airport Annual Report video
 - CRC Diversity video
 - N&BS support/SBE Week and new web portal
 - City Source Special Edition, a thirty minute show dedicated to SBE and was produced hand-in-hand with N&BS. It was a great partnership. Videos included:
 - Overview of the new Web Portal
 - Mayor Foxx/Brad Richardson interviewees:
 - Interview questions developed by N&BS
 - SBE Vendor interviewee: Edward Bryant, COED Electrical Services, Inc.
 - License and Registration Processes:
 - How do I register my business?
 - How do I obtain a business privilege license?
 - Resources/partnerships interviewees:
 - Renee Hode/CPCC/Institute for Entrepreneurship
 - Dale Harrold/ Stella Center/Self-Help
 - Eliseo Pascual/ Stella Center/Self-Help
 - George McAllister/NC’s Small Business and Technology Development Center
 - Robyn Hamilton/Charlotte based Carolinas Minority Supplier Development Council
 - A Promo was produced for SBE week and ran on the GOV Channel and Website.
 - A wrap up video aired on May 19, episode of City Source. This entailed SOTS (interviews) of vendors and what they got out of the event and B-roll of event.
- Promote GOV Channel programming, particularly focusing on the Mayor’s and City Council’s shows. All Council Members with the exception of one and the Mayor took part in producing channel teasers and show promos.
 - Topic Specific Public Service Announcements produced:
 - Patsy Kinsey - Tethering Ordinance (1)
 - The Mayor and Chief Monroe - Curfew and Parents Responsibility (3)

- Six promos produced with voice over and images
 - City Source promo
 - The Point promo
 - City Source promo (3)
 - Gov Channel promo (2)
 - City Council promo
 - QCL promo
- Environment
 - Stimulus video series in City Source
 - Power2 Charlotte PSA aired on channel and uploaded to website
 - Power2 Charlotte Campaign video in City Source

- **Improving Client Service**

An updated channel site was needed to reflect the GOV Channel's changing mission as well as to educate clients on how to reach their intended audience. Over the next year, two new features to the channel's intranet site will be added. The first is *Video Review* and *Master Video* archival, which will allow the user to download videos on demand. A second element will be the "live" streaming feature allowing employees to view live internal events from their workstations.

Staff created a HTTP site that serves Corporate Communications and City-Wide initiatives. The HTTP site supports three functions: "producer" site, "visitor" site and "client view and burn on demand" site. It provides external partners the ability to download video on demand, which increases the convenience for them and allows for cost reductions associated with DVD purchases.

- **Marketing – City Source**

Staff utilized the power of social media (Facebook, Twitter and GOV Tube, the Gov Channel's You Tube Channel), the Council Manager memo and subscription service to promote City Source, the City's news magazine.

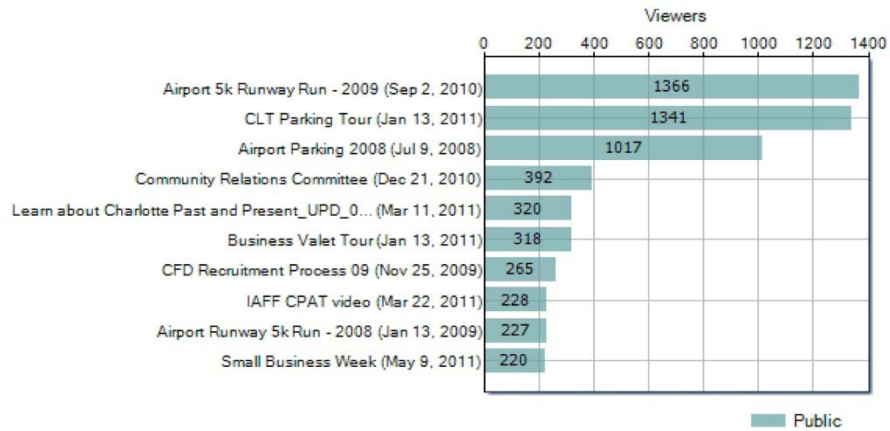
- **Increased funding for Engineering Services**

Increased funding for Engineering Services allows us to expand hours for our engineering contract to ensure proper maintenance of the GOV Channel, which airs 24-hour programming. The engineer will be responsible for arranging for repairs in the city's studio and will oversee all installations or alterations to the City's television studio and will provide documentation in writing to both the city's staff and to a back-up engineer of changes and alterations to the studio. The engineer will provide flow charts of each room to the TV Manager. The Television Production center, or studio, includes the TV studio and Chamber in the CMGC.

- **FY11 Viewing Statistics**

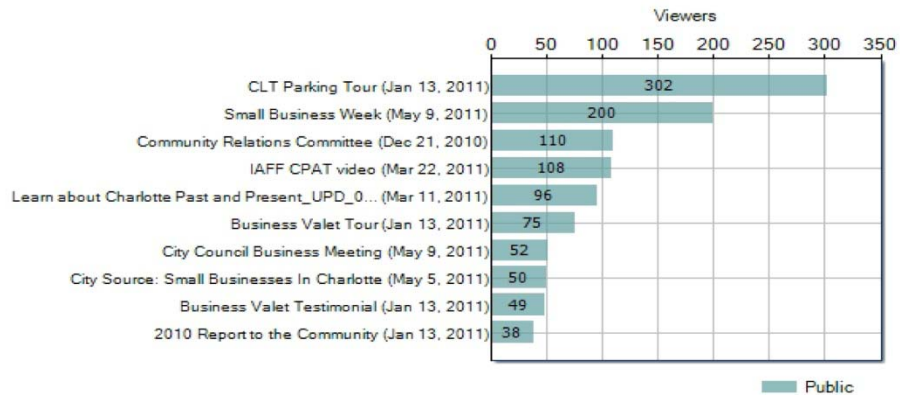
Top Ten Report

Top 10 archives in the past 365 days viewed by public viewers only



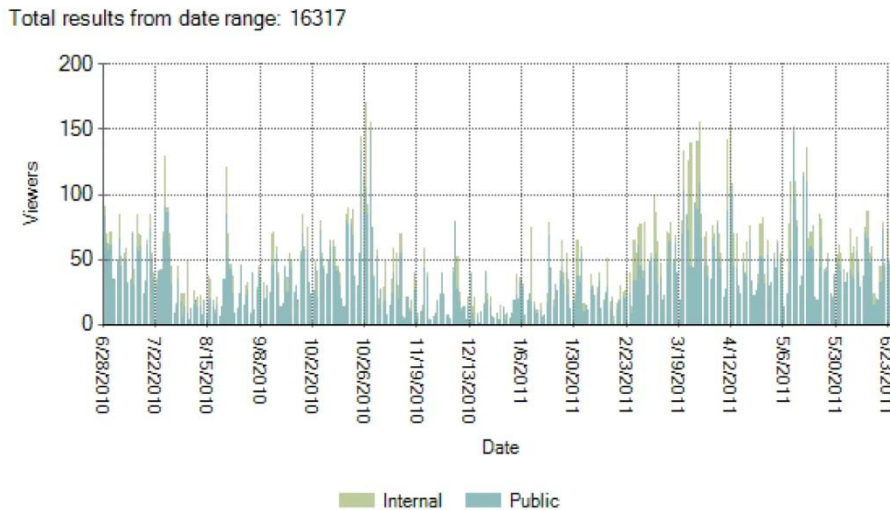
Top Ten Report

Top 10 archives from 5/1/2011 to 6/1/2011 viewed by public viewers only



Total Viewers Report

View all clips in the past 365 days viewed by all viewers.



- **Challenges**

Due to the demand for product to support external communications and the web, the Gov Channel is able absorb the costs of training videos and other productions intended for internal audiences. Effective July 1, the bulk of these productions will be outsourced. However, clients will continue to receive the highest quality and most cost effective products from contractors, who are registered vendors and/or SBE Certified.

A rate sheet will assist them in planning their internal video needs for FY12. The goal is to continue serving them with. Staff will continue to provide videos for use on the Gov Channel, on the web, and on social media outlets such as Facebook and GOVTube. The intent is to remain to ensure production of high quality, cost effective videos.

FY12 Updated Rate Fees:

Corporate Communications will work in conjunction with each department to ensure professional TV services, video compatibility and quality control from beginning to end of project.

Our assistance will include: Initial client meeting, production coordination, hiring of contractors (producer, writer, videographer, editor), providing video gear and editing equipment, as well as master archiving in tape library, master DVD production, hard drive transfer and Granicus archival.

Service Provided	Production/Coordination (Wendy Bing)	Producing/Writing	Videography	Editing	Granicus/Facebook or GOVTube (YouTube but City of Charlotte owned)
Service to include	<p>Initial client meeting – Project Brief filled out</p> <p>Coordination and hiring of professional contractors</p> <p>Gear and edit bay assignment</p> <p>Oversee all aspects of production from beginning to end. (services and contractors/not content)</p> <p>All in-house services, professionalism, compatibility and quality control</p>	Each project will vary depending on type of project, script complexity and field time that producer may need to attend	<p>30 minute pick up/deliver & travel time + 3.5 hours of taping on location</p> <p>Full set of gear to include mics, lights, etc...</p>	<p>Access to edit system to include:</p> <p>Title graphic/music</p> <p>Credit page/logo</p> <p>Master video saved in tape library for up to one year/then burned onto a DVD</p> <p>DVD master (DVD stock supplied by client)</p> <p>Hard drive transfer of all assets, if applicable</p>	<p>Final product converted, uploaded, and archived on Granicus</p> <p>Link sent to client</p>
Half day rate	N/A	\$200 to \$400 per minute of video	\$150.00	\$200.00	N/A
Full day rate	N/A		\$300.00	\$400.00	N/A

Public Records Requests

Staff has facilitated the fulfillment of public records requests from the public and general media. Staff tracks responses and archives those that re-occur frequently. The goal is to develop a system that tracks the number of requests handled corporately.

Links to the Corporate Strategy

Serve The Customer. Corporate Communications & Marketing 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 & Marketing in a decentralized environment.

Manage Resources. The GOV Channel is able to affect 80% of a complete technological transformation of television studio assets on \$50,000 capital budget, 50% less than it 2 years ago. 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.

Strategic Initiatives

Provide centralized media tracking and reporting. Development of strategic messaging for staff and Council based on issues tracked

Provide centralized media buying. Ensure cost savings through net purchase of media buys by 12 out of 14 key business units

Proactive communication of infrastructure and construction projects. Develop a minimum of 4 communications and media events to promote and educate Council and public about high-profile projects

Enhance communication for strategic focus areas. Develop series of webcasts focusing on latest developments and work of focus area committees

Enhance communication for strategic focus areas. Develop communication plan for City focus areas

Increase awareness of City environmental initiatives. Continue communication efforts for Power 2 Charlotte program

Provide opportunities to improve communication to facilitate the City's cultural change philosophy. Develop internal communication plan and campaign to brand the change and define the new culture.

Encourage healthy nutritional habits among employees. Host a cooking class to encourage healthy preparation of meals

Create a balanced workplace for employees. Host a quarterly wellness event for employees

Develop employee training plans. Completion of 50% of training plans for each employee

City Manager, Corporate Communications Centralized Media Tracking		
Corporate Objective: Develop Collaborative Solutions		
DEPARTMENT Initiative: Provide centralized media tracking and reporting		
Measure: Development of strategic messaging for staff and Council based on issues tracked		
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 Centralized media buying		
Corporate Objective: Develop collaborative solutions		
DEPARTMENT Initiative: Provide centralized media buying		
Measure: Ensure cost savings through net purchase of media buys by 12 out of 14 key business units		
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 net and gross media purchases		
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: Strategic Communications Team	Tracking/Reporting Responsibility: Keith Richardson
Notes/Assumptions:		

City Manager, Corporate Communications Communication of infrastructure/construction projects		
Corporate Objective: Enhance Customer Service		
DEPARTMENT Initiative: Proactive communication of infrastructure and construction projects		
Measure: Develop a minimum of 4 communications and media events to promote and educate Council and public about 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: Keith Richardson/Michelle Gutt	Tracking/Reporting Responsibility: Michelle Gutt
Notes/Assumptions:		

City Manager, Corporate Communications
Focus Area Communication

Corporate Objective: Enhance Customer Service

DEPARTMENT Initiative: Enhance communication for strategic focus areas

Measure: Develop series of webcasts focusing on latest developments and work of focus area committees

Units of Measure: Number of webcasts

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)
 Ensure each focus area is adequately covered by communications efforts

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) Gov Channel manager will track progress of efforts/

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

Target Setting

Responsibility: Corp Comm. Management Team

Accountability for Meeting

Target: Strategic communications team and Gov Channel Manager

Tracking/Reporting

Responsibility: Wendy Bing

Notes/Assumptions:

<u>City Manager, Corporate Communications</u> Focus Area Communication		
Corporate Objective: Enhance Customer Service		
DEPARTMENT Initiative: Enhance communication for strategic focus areas		
Measure: Develop communication plan for City 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 ensure the development of a comprehensive plan to addresses each focus area		
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)		
Data Contact: (Name the person responsible for this measure) Kim McMillan		
Target Setting Responsibility: Corp Comm. Management Team	Accountability for Meeting Target: Strategic communications team	Tracking/Reporting Responsibility: Catherine Bonfiglio
Notes/Assumptions:		

City Manager, Corporate Communications
Environment Focus Area Communication for Employees

Corporate Objective: Enhance Customer Service

DEPARTMENT Initiative: Increase awareness of City environmental initiatives

Measure: Continue communication efforts for Power 2 Charlotte program

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 citizens 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:

**City Manager, Corporate Communications
Internal Communications Plan for Organizational Change**

Corporate Objective: Achieve Positive Employee Climate

DEPARTMENT Initiative: Provide opportunities to improve communication to facilitate the City's cultural change philosophy

Measure: Development of internal communication plan and campaign to brand the change and define the new culture.

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)
Instill a sense in employees to approach work differently, act as one organization and not be department centric

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) Communication tactics identified will be tracked and measured

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

Target Setting Responsibility: CC&M Management Team

Accountability for Meeting Target: Citywide communications team assembled and ODL staff

Tracking/Reporting Responsibility: Craig Harmon, Kim McMillan, Keith Richardson

Notes/Assumptions:

<u>City Manager, Corporate Communications</u> Nutritional wellness		
Corporate Objective: Achieve positive employee climate		
DEPARTMENT Initiative: Encourage healthy nutritional habits among employees		
Measure: Host a cooking class to encourage healthy preparation of meals		
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		
DEPARTMENT Initiative: Create a balanced workplace for employees		
Measure: Host a quarterly wellness event for employees		
Units of Measure: Number of class (2)	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
Employee Training Plans

Corporate Objective: Promote learning and growth

DEPARTMENT Initiative: Develop employee training plans

Measure: Completion of 50% of training plans for each employee

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 improve the skills of staff by providing opportunities to learn new methods and technologies

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: