CHARLOTTE.

Corporate Communications & Marketing
FY 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, strategy, and priorities of the five focus areas.

The division serves all areas of the organization including the City Manager's Office, Support Services, Departments 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 and the North Carolina League of Municipalities.

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 intranet and internet sites.

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- Full service communication consulting services for individual departments 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.

- Project management and strategic planning to ensure that key messages reflect the organization's goals and are delivered in a consistent manner. Staff has developed strategic planning documents to guide our work flow and serve our customers.

FY 2011 Budget : **$1,970,399**
FY 2013 Budget: **$2,012,184**

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.

FY2013 Strategic Initiatives

- **Develop Collaborative Solutions**

  o **Initiative:** Provide centralized web resources and communication services for citywide initiatives
    Measure: Expand on developed newsroom, news and publications and large scale events sites by utilizing available automated processes
    Challenges: Re-establishing guidelines and standards to better guide organizational focus in the web environments and documenting and communicating standard operating procedures for making new requests, troubleshooting, using web-based tools effectively, and maintaining sites

- **Enhance Customer Service**

  o **Initiative #1:** Ensure operation preparedness in the event of emergencies and large scale events
    Measure: Establish and operate a joint information center for the Democratic National Convention
    Challenges: Funding for upgrades, which are not covered by DNC security grants and balancing communication between on-going city services and security threats

  o **Initiative #2:** Be proactive in communicating infrastructure/construction projects

Measure: Develop and implement a communication plan for the "big idea" capital investment plan
Challenge: Communicating the complexity surrounding the new process for selection of capital projects

- o **Initiative #3:** Enhance communication for strategic focus areas
  Measure: Implement communication plans for the focus areas including 5 web pages with supporting videos
  Challenge: Ensuring the linkage of specific department initiatives to the City Council's focus areas

- **Achieve Positive Employee Climate**

  - o **Initiative #1:** Provide opportunities to improve communication to facilitate the City's cultural change philosophy
    Measure: Implement an internal communication plan for internal transformational initiatives that impact the work force (ex. DNC)
    Challenges: Ensuring communication connects with employees of all levels throughout the organization

  - o **Initiative #2:** Encourage healthy nutritional habits (Wellness)
    Measure: Host a department field trip to the Center City Farmer's market
    Challenges: Ensure the event provides practical steps employees can use in preparation of their meals and snacks

  - o **Initiative #3:** Create a healthy and balanced work environment
    Measure: Conduct two Wellness seminars focusing on work/life balance
    Challenge: With an increasing workload and the upcoming DNC in which staff will play a large role, the division may be challenged to ensure opportunities to facilitate a work/life balance while still meeting deadlines

- **Promote Learning Growth**

  - o **Initiative #1:** Employee Training Plans
    Measure: Completion of FY 2013 training plans for each employee
    Challenge: Time constraints brought on by increasing workload and deadlines for the upcoming DNC

  - o **Initiative #2:** Employee Training Plans
    Measure: Align employee training plans to close gaps identified in each staff member's DISC profile
    Challenge: Finding specific training geared toward stretching employees in their identified performance gaps

Links to the Corporate Objectives

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 departments.

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

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

Creative Services

The Creative Services team 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.

Creative Services is constantly striving to maintain a level of departmental brand/image consistency across the organization while still taking into consideration the unique identity and types of services each department provides. We're constantly analyzing and enhancing our communication strategy, workflow processes and project procedures to be most effective in working with different departments and their staff.

Accomplishments
- Developed a brand/look for ERP & Culture Shift that would capture the "new dawn" of City thinking – a bright, vibrant, energetic, fresh approach to thinking, acting and leading.

- Continued to improve the strategic intent of CMUD and Storm Water utility bill inserts including content, graphics, calls- to-action and measurement of effectiveness.

- Consistent, recurring projects completed include: design of and assistance with promotion for the Police Community Relations 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.

- Develop Corporate Communications & Marketing Guide to explain the steps involved in working through strategy development and the creative, production and marketing processes.

- Support the Council staff in providing communication resources to promote Council members' district meetings while maintaining their bios, web pages and promotion of the City Council Show, *Queen City Limits.*

Challenges

We continue to streamline our production process in an effort to keep pace with an increasing design, print and photography project load within a flat budget. As departments have less money to contract many of these services, they have become more dependent upon our assistance. While this has stretched our resources, it has allowed us to identify another gap, which is a continuing lack of corporate design standards throughout the organization.

In order to meet the demand for services from departments across the organization coupled with Corporate Communications & Marketing's project load, we are having discussions with several departments to create a pool of freelance dollars for digital design services. This will help us meet the growing need for website development and maintenance, enhancing electronic based communication tools such as mobile apps in addition to brand management.

We are going to contract for digital designer positions under the direction of the Creative Services Manager to better meet organizational goals.

Web Governance/Management

CC&M, 311, the OCIO and Mecklenburg County have developed an organizational structure to better manage the web in addition to other web-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.

As technology shifts and changes, so do expectations and opportunities. We strive to provide a satisfying user experience for a broad spectrum of residents, businesses, internal clients and customers. Knowing how to best meet expectations and streamline various changing technologies is the constant challenge in a web environment.

By the end of FY2013, there will be a few large projects to complete which impact our web presence. They include the CharMeck.org outsourcing/hosted project which is currently underway, a forthcoming report on ADA compliance, and a post-DNC event upgrade to SharePoint 2010 for CharMeck.org.

Accomplishments
- **CharlotteNC.gov portal:** Staff adjusted the main tab feature on the CharlotteNC.gov portal so that it is compatible with most browsers, including mobile. Staff also added a rotating advertisement pane, enabling them to highlight more events, news items and other promotions without sacrificing valuable real estate on the home page. Rotators have also been added to the CharMeck.org and Citizen Service portals.

- **Newsroom:** The centralized newsroom has helped reduce staff time dedicated to the number of calls requesting information such as biographies, headshots, basic City data and images.

- **Website Hosting:** Staff assisted the OCIO in drafting business requirements for an RFP for website hosting and managed services. Staff was also highly involved in reviewing bids, getting input from site owners across the organization, selecting the vendor and negotiating the contract.

- **Focus Areas:**   The Environment Focus Area site was launched this summer, and the remaining focus area pages are being created.

- **GovDelivery e-newsletter template:**   Back in January, GovDelivery rolled out an upgraded interface and introduced its advanced bulletin editor (ABE), which gives users the ability to create professional, attractive electronic newsletters. Staff has been highly involved in testing ABE before opening it up to all administrators, which has helped GovDelivery improve the product. Staff used CMail, its email newsletter, as a pilot for ABE. Staff anticipates other departments will follow suit, such as Utilities and Charlotte's International Cabinet.

- **Analytics:**   Site traffic and analytics, including a mobile component due to the MyCharlotte app and mobile site(s), have been added to the monthly reports in order to develop a metric standard for web content. As staff builds more data and utilizes it to develop web strategy, they will share the findings with other departments and encourage them to also use analytics in their strategy development.

- **Electronic surveys:**   Staff developed a variety of web-based surveys for the City Clerk, Utilities, Business Support Services and CC&M for a variety of purposes ranging from telecommunications equipment needs to a skills assessment for a Joint Information Center.

- **CNet:** Staff spent considerable time turning their attention to CNet in order to prepare the site for migration from SharePoint 2007 to SharePoint 2010. A contractor was hired to conduct a site audit, which is helping them focus on streamlining CNet's design, layout and home page content. Meanwhile, staff continues to manage the home page and update entries provided by departments, as well as update news, podcasts and videos for specific events that run on CNet. Staff utilizes the collaborative side of CNet (cityspaces) to communicate with the City's site owners and County web managers.

Challenges

The change in the web-hosting project underway offers both a challenge and opportunity as we look toward the upgrade project. Moving the current CharMeck environment "as-is" no later than June 2012 and communicating timely to internal stakeholders will be a challenge. However, simultaneously documenting areas to improve as we move toward an upgrade is the opportunity. For example, we want an improved system management tool to better manage processes, streamline access permissions, apply more efficient workflows and better manage site assets such as site and page templates, layouts, documents and graphics. We also need to thoroughly round out what we've started around web guidelines – writing, layout, branding and processes --for both intra- and internet environments.

So, the web hosting project will help us begin preparations for the upgrade, which will officially get underway after the DNC event in September 2012. There will be resource challenges for us related to these two large projects, and at the same time, preparing for web-based communications during the event, as well as maintaining a large site on a normal day-to-day basis.

Additionally, there are other projects that necessarily involve CharMeck. A study is under way in the City to improve accessibility (ADA) for our facilities, programs, services and communication channels. This includes CharMeck.org. Our upgrade planning will necessarily take the results of the study into account. To mitigate these challenges, we will:

- Re-establish guidelines and standards to better guide organizational focus in the web environments.

- Document and communicate standard operating procedures for making new requests, troubleshooting, using web-based tools effectively, and maintaining sites.

- Utilize established governance to keep energies focused on efforts which support our strategy.

- Effectively prioritize and manage time around those priorities.

- Utilize resources in the organization effectively, where the skills match the need. Ensure alignment between the corporate and department objectives for each task.

Interactive Media/GOV Channel

GOV Channel staff continues to prioritize and define functions and roles with internal and external stakeholders, 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 areas for the departments and strategic communications delivered to residents.

Staff continues to provide high quality, cost-effective products and supports various vehicles and formats that meet clients' needs. Maintaining each service is vital to the support of our internal and external clients, keeping communications open, adding new media for public access to government services, and ensuring an efficient process.

Staff will strategically use social media, the channel, the HTTP site and City website to educate and inform residents of our services, policies and actions as well as CNet and the Training Channel to educate and inform employees of polices and City Manager initiatives.

Staff will provide specialized videos and messages to support the focus area web pages, City-wide campaigns, and Emergency Preparedness to include large-scale events.

Essential Functions and Support include:
- Inter-departmental collaboration
- News coverage
- Provide internal services information on CNet
- Assist in continuity planning for Corporate Communications & Marketing
- Cover live City Council meetings
- Support departmental branding initiatives
- Maintain live connection between LEC and GOV Channel/charlottenc.gov
- Maintain IP Video Relay from Police and Fire Academy to CMGC
- Produce the Mayor's show: *On Point: With Mayor Foxx*
- Produce *Queen City Limits*
- Produce *City Source*
- Fulfill ongoing video conversions for departments
- Provide DVD dubbing
- 24/7 coverage during DNC event September 4-6, 2012
- Support media relations (Media training)
- Support chamber functions with coordination and hiring on booth operator/Invoicing

- Support Chamber equipment research, bidding, installation and on-going maintenance of equipment

Challenges:
While providing 24/7 coverage, the GOV Channel has to comply with the FCC regulations by providing closed captioning for all produced materials. Currently, we are not funded for mandate. Creating programming for and operating a 24/7 operation will require supplemental support for staff. Therefore, the number of vendors will increase in order to function in two 12 - hour shifts. To cover these contractors, additional funding will need to be increased during this activity, at which point we cannot cover.

At this point, we also foresee rising costs associated with support to the Council Chamber ranging from coordination to on-going equipment maintenance. With the upcoming addendum to the Chamber Usage Policy that identifies appropriate users to access the Council Chamber, we are concerned about its lack of requirements for these users. Without these necessary boundaries, we anticipate lack of support staff's availability, coordination and invoicing, equipment failure and down time due to increased wear and tear resulting in an increase in our operating budget for maintenance costs.

With increased access to the Chamber, we do recommend closer management of this facility. And most importantly, we request revisions to the reservation form outlining any facility costs.

City Manager, Corporate Communications
Centralized Web Resources/Communications Services

Corporate Objective: Develop Collaborative Solutions

DEPARTMENT Initiative: Provide centralized web resources and communication services for Citywide initiatives

Measure: Expand on developed newsroom, news and publications, and large scale events sites by utilizing available automated processes

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 division's ability to centralize information into corporate resources

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) Shawn Proffitt

Target Setting Responsibility: Kim McMillan	**Accountability for Meeting Target:** Web Team	**Tracking/Reporting Responsibility:** Shawn Proffitt

Notes/Assumptions:

City Manager, Corporate Communications
Web Guidelines

Corporate Objective: Develop collaborative solutions

DEPARTMENT Initiative: Leverage existing resources and establish continuity across department web pages

Measure: Create web templates and overarching web guidelines (CNet and CharMeck)

Units of Measure: Percentages	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 create consistent corporate web standards

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) N/A

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 DNC Joint Information Center
Corporate Objective: Enhance Customer Service   **DEPARTMENT Initiative:** Ensure operational preparedness for emergencies and large scale events
Measure: Establish and operate a Joint Information Center for the 2012 Democratic National Convention

Units of Measure: Number of events	**Frequency of Update:** twice a year

Measurement Intent: To communicate the impacts of the DNC to City Services
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	**Tracking/Reporting Responsibility:** Kim McMillan
Notes/Assumptions: 		

City Manager, Corporate Communications CIP Communication		
Corporate Objective: Enhance Customer Service **DEPARTMENT Initiative:** Be proactive in communicating infrastructure/construction projects		
Measure: Develop and implement a communication plan for the "big ideas" capital investment plan		
Units of Measure: Percentages	**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) Communicate the new vision for the City's Capital Investment Plan		
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/Michelle Gutt		
Target Setting Responsibility: Kim McMillan	**Accountability for Meeting Target:** Keith Richardson and 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: Implement communication plans for the City's focus areas including 5 web pages with supporting video		
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 strategy behind the City's devotion of resources and funding		
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: CC&M Management Team	**Accountability for Meeting Target:** Strategic communications team	**Tracking/Reporting Responsibility:** Catherine Bonfiglio
Notes/Assumptions:		

City Manager, Corporate Communications **Transformational Initiatives**

Corporate Objective: Enhance Customer Service

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

Measure: Implement an internal communication plan for internal transformational initiatives that impact the work force (ex. DNC)

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)
Inspire employees to collaborate more and act in the interest of one organization in lieu of being strictly department focused

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: CC&M Management Team	Accountability for Meeting Target: Citywide communications team assembled and ODL staff	Tracking/Reporting Responsibility: Kim McMillan, Craig Harmon and Keith Richardson

Notes/Assumptions:

City Manager, Corporate Communications Nutritional wellness		
Corporate Objective: Achieve positive employee climate **DEPARTMENT Initiative:** Encourage healthy nutritional habits among employees		
Measure: Host a field trip to the Center City's Farmers' Market		
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) Gwen Jenkins		
Target Setting Responsibility: Kim McMillan	**Accountability for Meeting Target:** CC&M Management Team	**Tracking/Reporting Responsibility:** Gwen Jenkins
Notes/Assumptions:		

City Manager, Corporate Communications 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) Gwen Jenkins		
Target Setting Responsibility: Kim McMillan	**Accountability for Meeting Target:** CC&M Management Team	**Tracking/Reporting Responsibility:** Gwen Jenkins
Notes/Assumptions:		

City Manager, Corporate Communications **Employee Training Plans**		
Corporate Objective: Promote learning and growth			
DEPARTMENT Initiative: Develop employee training plans		
Measure: Completion of 100% 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:		

City Manager, Corporate Communications Employee Training Plans		
Corporate Objective: Promote learning and growth **DEPARTMENT Initiative:** Develop employee training plans		
Measure: Align all employee training plans to close gaps identified in each employee's DISC profiles		
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) Wendy Bing		
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:		