



FY2017-2019 STRATEGIC BUSINESS PLAN Public Information





Public Information Department

OUR VISION

To be the best local government Public Information Department

OUR MISSION

Telling the Mecklenburg County Story



“We couldn’t do what we do without all the help and great service we receive from Public Information!” – from a customer on annual Customer Satisfaction Survey



STRATEGIC BUSINESS PLAN: PUBLIC INFORMATION DEPARTMENT

OUR ENVIRONMENT

Mecklenburg County Public Information

We provide comprehensive communication services for Mecklenburg County government, including all departments, the County Manager and Executive team, and the Mecklenburg Board of County Commissioners. Our mission is to tell Mecklenburg County's story to the one million residents who call Mecklenburg County home.

Public Information (PI) manages direct and internal communication for our key stakeholders. Activities include consulting, developing and implementing communication plans, crisis communication management, media relations, managing the County's Internet/Intranet, community relations and social media footprint.

Public Information by-the-numbers:

- (a) 21 full-time employees, 1 part-time employee, 1 MYEP Intern**
- (b) Annual budget is almost \$2.5 million per year**
- (c) Manage over 20,000 web pages, documents, and images and support over 100 departmental content contributors annually**
- (d) Use social media platforms to effectively reach all residents**

We are a web-based organization that must adapt to changing technology and stay close to our customers at the same time. Communication demands from departments continue to grow and the need for Mecklenburg County to continue to be open and transparent will continue to grow for the next three years and beyond.



STRATEGIC BUSINESS PLAN: PUBLIC INFORMATION DEPARTMENT

OUR GOALS

- 1) To inform, educate and engage residents and stakeholders about County responsibilities, services and results.
- 2) To inform, educate and engage County employees about the policies, procedures and information they need to be successful at their jobs.

“As Mecklenburg County strives to meet the Vision of being the best local government service provider, Public Information continues to push harder and higher to meet that vision.”
Public Information Director Danny Diehl

DEPARTMENT DIRECTOR’S MESSAGE

DANNY DIEHL,
Public Information Director

Responding to the present and planning for the future is how Public Information (PI) fulfills its mission of “Telling the Mecklenburg County Story.”

The 22-member staff includes professionals with skills and expertise that were unknown as little as five years ago.

Today, PI includes a social media coordinator, a social media specialist, a community relations coordinator, a creative services coordinator, a six-person web services team, two videographers and six public information officers.

The diversity is needed because effective communication today means mastering the multiple channels our customers use to receive County information.

In 2015, a single story may be told five or more different ways. It can be in the form of a news release, a County-all email, a web story, a tweet, a Facebook post, a video or in-person during a community meeting.

Our three-year plan tries to anticipate what channels are coming next, what resources will be needed to effectively use those channels, and what skills will be required among PI professionals to maximize our resources and fulfill our mission and vision.



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GOAL 1: To Inform Residents and Stakeholders about County Responsibilities, Services and Results

Objective 1: Effectively identify Communication Trends for county residents

Strategy	Evaluate and assess direct communications efforts to better serve County residents.		
Actions	◇	<ol style="list-style-type: none"> 1. Create custom communication plans and marketing and advertising campaigns. 2. Utilize video, digital and multimedia content to enhance communication. 3. Constantly provide County information via the web, social media and the news media. 	
	Total associated costs: FY 2017 – FY 2019		
	Human Capital	Addition of one Public Information Specialist position in FY19 budget.	\$64,849.20 per position in FY19. Unit: PID2000, Function:M1194
	Information Technology	Continued MCNC.gov web enhancements (FY18-19). Costs associated with new position above.	\$50,000 per year, FY18, FY19 (N) ISR request. \$5,500 each (costs associated with new position)
	Communications	Various marketing and advertising costs as well as costs associated with media relations or other non-traditional communication methods* *(Dependent on needs of departments based on requests from their strategic plans)	TBD
	Assets/Facilities	Asset & Facility Management space assessment includes 21 staff members plus possible additional 5 new staff (FY17-19). Part of BMC2U with AFM.	TBD from AFM



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Performance Measures	♦ Meck County Community Survey: 1. Please indicate whether or not you have used the following Mecklenburg County social media resources. (for each resource: # checked/total number respondents)
	♦ Meck County Community Survey: 2. Mecklenburg County does a good job communicating information to the public. [Comm Survey- (True or False (# true/all responses)]
	♦ Mecklenburg County Community Survey: 3. # of News Stories posted to MCNC.gov resulting in views per story by website visitor. [KPI] (# stories with visitor views/# stories posted)
Comment	<p>FY16 results for the three aforementioned performance measures: 1. Facebook = 19% Twitter = 6% YouTube = 9% Instagram = 4% 2. 35% 3. 100%</p> <p>*MCNC.gov Web upgrade phase 2 is scheduled for FY16.</p> <p>Success in three years: Establish a coordinated Public Information process to receive requests, turn them into communication plans and help PI customers achieve their communication goals. Create an archived repository of plans to identify best practices and utilize those tactics that are effective.</p> <p>ROI: Additional staff and co-supervision of Education/Information Coordinators will allow for increased communication externally and internally and result in enhanced overall coordination of public information efforts. This will help all PI customers to achieve their communications goals and foster a community that is better educated about County services and responsibilities.</p>



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GOAL 1: To Inform Residents and Stakeholders about County Responsibilities, Services and Results (cont'd)

Objective 2: Effectively identify Communication Trends for internal customers

Strategy	Evaluate and assess internal communications efforts.		
Actions	<p>◊ In FY 18, we will use MeckWeb, Employee News Now, <i>Outlook</i> magazine and social media to communicate to employees. We will request that all budgeted items for Employee Fest will be in PI Budget for FY17-FY19 to increase employee satisfaction and communicate that they are our most valuable asset. Employee Fest expenses were paid from NDP funds. This was not approved for FY18. All expenses will continue to be paid from NDP per Mike Bryant.</p> <p>In FY18, we will continue to use MeckWeb, Employee News Now, <i>Outlook</i> magazine and social media to communicate to employees. We will analyze the results and trends to assess the most effective channels. In FY19, we will continue to use MeckWeb, Employee News Now, <i>Outlook</i> magazine and social media to communicate to employees. We will analyze the results and trends to assess the most effective channels.</p>		
	Total associated costs: FY 2017 – FY 2019		
	Human Capital	Addition of one Public Information Specialist position for internal communication as part of Goal 1, Objective 1.	\$64,849.20 per position in FY19. Unit: PID2000, Function:M1194
	Information Technology	<p>MeckWeb Upgrade (FY18-19):</p> <p>FY17:Collaborate with ITS for upcoming changes to the Office 365 platform. Purchase third party tools to manage permissions and team site structure.</p> <p>FY18:</p> <ol style="list-style-type: none"> 1. Upgrade MeckWeb to SharePoint 2016 2. Costs associated with new position above. <p>FY19:</p> <ol style="list-style-type: none"> 1. Improve content quality, user experience and permissions on MeckWeb 2. Improve organization and increase accessibility of information on MeckWeb 3. Upgrade MCNC.gov to SharePoint 20 	\$ITS to estimate
	Communications	TBA*	TBA
	*(Dependent on needs of departments based on		



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		requests from their strategic plans)	
	Assets/Facilities	N/A	N/A
Performance Measures	◆	Meck County Employee Climate Survey: 1. I am satisfied with the frequency of Employee News Now. (SA + A/all responses) [ECS]	
	◆	Meck County Employee Climate Survey: 2. I am satisfied with the content of Employee News Now. (SA + A/all responses) [ECS]	
	◆	Meck County Employee Climate Survey: 3. NEW ECS - Mecklenburg County does a good job communicating information to employees (SA + A/all responses)	
Comment	<p>FY16 results for the three aforementioned performance measures:</p> <ol style="list-style-type: none"> 1. 96% 2. 95% 3. Baseline <p>Success in three years: Steady, continued increases in satisfaction and trust results from the Community and Employee Climate surveys will be key indicators of overall success. Meeting and exceeding specific awareness and participation goals for specific, department communication and marketing plans will also indicate success.</p> <p>ROI: Additional staff and co-supervision of Education/Information Coordinators will allow for increased communication externally and internally and result in enhanced overall coordination of public information efforts. This will help all PI customers to achieve their communications goals and foster a community that is better educated and informed about County services and responsibilities.</p>		



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GOAL 2: To Improve MecklenburgCountyNC.Gov (new url: MeckNC.gov) for Additional Functionality and Public Engagement through a Multiyear, Phased Approach of Upgrades and Enhancements

Objective 1: Improve ability to access information electronically via the website and regularly fix broken links

Strategy	Launch planned updates to MCNC.gov (Mecknc.gov) over a three-year period in a systematic, industry accepted approach.		
Actions	◇	<p>FY17:</p> <ol style="list-style-type: none"> 1. Make Web Forms accessible from any device. (\$40K) (Not Funded) 2. Move MCNC.gov (Mecknc.gov) hosting to Microsoft Azure environment (\$300K, ITS cost) 3. Ensure that broken links are addressed by content contributors through collaboration with assigned webmasters and PID assigned resource <p>FY18:</p> <ol style="list-style-type: none"> 1. Ensure all Mecknc.gov content meets accessibility standards and guidelines (\$60K was approved) 2. Improve efficiency and effectiveness of Mecknc.gov content contributors (see Human Capital cost below) 3. Make Web forms accessible from any device. (\$40K was approved) 4. Web Content Editor will maintain accessibility standards and ensure that broken links are addressed by content contributors with assigned webmasters <p>FY19:</p> <ol style="list-style-type: none"> 1. Upgrade MeckNC.gov to SharePoint 2016 (\$150) 	
Total associated costs: FY 2017 – FY 2019			
	Human Capital	Add one Web Content Editor position in FY18; Add one Webmaster position in FY19.	\$85,012.20 per position; \$85,012.20 total for FY18 (N) Web Content Editor Position- No current job title listed. \$85,012.20 for FY19 Webmaster position (N). Unit: PID2000, Function:M1407
	Information Technology	<ol style="list-style-type: none"> 1. Tech Reserve funding requests for upgrades 2. Technology increases to support added positions 3. Costs associated with new position 	\$640,000 (over FY18-19) \$5,500 (costs associated with



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				each new position)
	Communications		TBA	TBA
	Assets/Facilities		May need space assessment based on any additional positions approved	TBA
Performance Measures	♦ Service Level Indicators & Community Survey results: 1. When visiting www.MecklenburgCountyNC.gov, how often are you able to find what you are looking for? [Comm Survey]. Possible response for each: 1. Often, sometimes, rarely, never, don't know [Comm Survey]			
	♦ Service Level Indicators & Community Survey results: 2. Website Engagement Rate [SLI]. Possible response for each: 2. (Number of visitors who visit between 3 and 7 pages on the website)/ (total number of visitors to the website)			
	♦ Service Level Indicators & Community Survey results: 3. Website Visitors Satisfaction Survey [SLI] Possible responses for each: 3. SA + A/all responses			
Comment	<p>FY16 results for the three aforementioned performance measures:</p> <ol style="list-style-type: none"> 1. 97% 2. 26% 3. 92% <p>Success in three years: Success for this goal will be to continue maintaining, evaluating, and improving technical aspects of the web site, ensuring that MecklenburgCountyNC.gov provides fast, accessible information for our customers. In three years, we should also be able to reduce the cost to host the site by moving away from the City and independently hosting our pages through existing contracts. This will further reduce downtime and service interruptions, and provide greater flexibility and control over our pages.</p> <p>ROI: Increased website functionality will provide ease of access to information for customers resulting in increased customer engagement and more knowledge of County responsibilities and services.</p>			



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GOAL 2: To Improve MecklenburgCountyNC.Gov (new url:MeckNC.gov) for Additional Functionality and Public Engagement through a Multiyear, Phased Approach of Upgrades and Enhancements (cont'd)

Objective 2: Increase functionality and ease of use of MeckWeb and regularly fix broken links

Strategy	Update the look, feel and functionality of MeckWeb to improve user experience.		
Actions	<ul style="list-style-type: none"> ◇ FY17: <ol style="list-style-type: none"> 1. Collaborate with ITS for upcoming changes to the Office 365 platform. 2. Purchase third party tools to manage permissions and team site structure. 3. Ensure that broken links are addressed by content contributors through collaboration with assigned webmasters and PID assigned resource FY18: <ol style="list-style-type: none"> 1. Upgrade MeckWeb platform and branding to SharePoint 2016 FY19: <ol style="list-style-type: none"> 1. Improve content quality, user experience and permissions on MeckWeb 2. Improve organization and increase accessibility of information on MeckWeb 3. Upgrade MeckNC.gov to SharePoint 2016 		
	Total associated costs: FY 2017 – FY 2019		
	Human Capital	* Added Webmaster position and added Web Editor position (Positions requested as part of goal 1 above) will support this objective.	\$0
	Information Technology	<ol style="list-style-type: none"> 1. Tech Reserve funding requests for upgrades 2. Technology increases to support added positions. 3. Costs associated with new position *Funding from objective 1 will be used here as well.	\$0
	Communications	TBA	TBA
	Assets/Facilities	N/A	N/A
Performance Measures	◇	Employee Climate Survey: 1. County-wide news and information provided on MeckWeb is useful. (SA + A/all responses) [ECS]	
	◇	Employee Climate Survey: 2. The MeckWeb pages are easy to navigate (SA + A/all responses) [ECS]	
	◇	Employee Climate Survey: 3. The content on MeckWeb is well organized (SA + A/all responses) [ECS]	



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Comment	<p>FY16 results for the three aforementioned performance measures:</p> <ol style="list-style-type: none">1. 92%2. 85%3. 86% <p>Success in three years: Success for this goal will be to continue maintaining, evaluating, and improving technical aspects of the web site, ensuring that MecklenburgCountyNC.gov provides fast, accessible information for our customers. In three years, we should also be able to reduce the cost to host the site by moving away from the City and independently hosting our pages through existing contracts. This will further reduce downtime and service interruptions, and provide greater flexibility and control over our pages.</p> <p>ROI: Increased website functionality will provide ease of access to information for customers resulting in increased customer engagement and increased knowledge of County responsibilities and services.</p>
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GOAL 3: Increase the Visibility of Mecklenburg County Government Using PI Community Relations

Objective 1: Engage the community in County initiatives; increase resident awareness of County responsibilities

Strategy	Use community meetings and face-to-face interactions to effectively educate target audiences about major County initiatives.		
Actions	<p>◇ FY17: Create a Community Relations Strategic Plan to allow for better planning and ease of holding meetings with residents and stakeholders.</p> <p>FY18: Assess effectiveness and success of FY17 meetings, then continue to improve the plan to increase engagement.</p> <p>FY19: Assess effectiveness and success of FY18 meetings, then continue to improve the plan to increase engagement and add a position to enhance service delivery.</p>		
	Total associated costs: FY 2017 – FY 2019		
	Human Capital	Add one position in the FY19 budget period This would be a Public Information Specialist position titled Community Relations Specialist	\$64,849.20 FY19 (N) Unit: PIO2000, Function:M1194
	Information Technology	Costs associated with new position	\$5,500
Performance Measures	<p>◇ Community Survey & Contextual Measures: 1. Do you consider Mecklenburg County government to be open and transparent? [Comm Survey - Yes] (# Yes/total responses)</p> <p>◇ Community Survey & Contextual Measures: 2. Number of community meetings arranged by Community Relations Coordinator [contextual] (Count from spreadsheet)</p>		
Comment	<p>FY16 results for the three aforementioned performance measures:</p> <ol style="list-style-type: none"> 46% 49 <p>Success in three years: Success in three years will be a vibrant, active, continuous community meeting program and schedule that ensures Mecklenburg County government is constantly face-to-face and reaching residents, customers and stakeholders with worthwhile information.</p> <p>ROI: Residents report on the annual Community Survey being better educated about the services provided and the strategic priorities of Mecklenburg County through increased engagement with residents using face-to-face meetings, attending events and being involved in the community.</p>		



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GOAL 4: Increase Social Media Engagement with County Residents and County Employees

Objective 1: Increase resident involvement and engagement on all social channels by becoming more user-centric in our social media presence

Strategy	Consider/identify the audience before a post is made. Focus on customer service, engagement and accessibility of information.		
Actions	<p>◇ FY17: Monitor channels and reports to better understand the audience, take note of recurring themes/questions and consider creative ways to address them. Assess needs for social media such as image library, tools and software.</p> <p>FY18: Assess effectiveness of FY17 action steps and make adjustments based on results.</p> <p>FY19: Assess effectiveness of FY18 action steps and make adjustments based on results.</p>		
	Total associated costs: FY 2017-FY 2019		
	Human Capital	Add one position for FY17 to support social media needs. Approved. A social media specialist was hired in Nov. 2016. Public Information Specialist position to be titled Social Media Specialist *Using Mayor’s Youth Employment program to provide one high school intern per summer to enhance social media or community relations (Summer FY17-FY18 was successful)	\$64,849.20 FY17 (N) Unit: PIO2000, Function:M1194
	Information Technology	Costs associated with new position	\$5,500
	Assets/Facilities	May need space assessment based on any additional positions approved (BMC2U focus from AFM)	TBA
Performance Measures	<p>◇ Service Level Measure and Contextual Measure: 1. Number of interactions with posts and social profiles [social media engagement] [contextual] (Count from Sprout Social)</p> <p>◇ Service Level Measure and Contextual Measure: 2. Social Media Reach- # of retweets, # of Facebook shares [SLI] (Count from Sprout Social)</p>		



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Comment	<p>FY16 results for the three aforementioned performance measures:</p> <ol style="list-style-type: none">1. 24,3522. 13,548 <p>Success in three years: Success in this effort will be to create a consistent social media presence that provides instant, accurate County information to the largest audience possible. This will require a coordinated effort and developing a Social Media Strategic Plan to guide our development across current and future channels.</p> <p>ROI: Employees that are better educated about how to use social media and how to interact with the County when using social media. Increased awareness and engagement with residents and employees.</p>
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GOAL 4: Increase Social Media Engagement with County Residents and County Employees (cont'd)

Objective 2: Coordinate social media presence across all departments to ensure consistency, accuracy and adherence to social media policy and industry standards/best practices

Strategy	Create a plan to ensure long-term success and a centralized method for monitoring.			
Action	◇	Manage content inventory and maintain a content posting schedule. Include ongoing education as a requirement for departments with social media accounts to ensure a consistent tone, frequency and reliability across the organization. (FY17-FY19)		
	Total associated costs: FY 2017-FY 2019			
	Human Capital	Utilize the added position in Goal 4, Objective 1 to assist with this objective.	\$0	
	Information Technology		\$0	
Performance Measures	◇	<p>Proposed measure for FY17, FY18 & FY19 to determine effectiveness is to add a question on the Employee Climate survey for each year asking employees about involvement with social media related to customer service and County services. Question TBD with OMB input on a SA, A, N, D, SD scale.</p> <p>Proposed: for each resource: # checked/total number respondents</p> <p>Data used for this objective is the fact that we know several departments including Health, CSS, Park & Rec and LUESA use social media. The departmental data of users is aggregated in the numbers in the previous objective 1. We would be able to breakout the data in a coordinated plan for the next three fiscal years.</p>		
Comment		<p>Success in three years: Success in three years will be a seamless, coordinated social media presence across the enterprise that does not duplicate effort and takes advantage of the latest technology. In three years, a Social Media Strategic Plan and Process will be completed and available to all employees and constant training and help will be available and contributors come and go.</p> <p>ROI: Employees that are better educated about how to use social media and how to interact with the County when using social media. Increased awareness and engagement with residents and employees.</p>		



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GOAL 4: Increase Social Media Engagement with County Residents and County Employees (cont'd)

Objective 3: Increase employee awareness of and engagement with the County's social media presence

Strategy	Use social media channels to make employees aware of County services and encourage employee participation with those channels.		
Actions	<p>◇ FY17: Use results from FY16 employee social media survey to help expand employee participation in County social media channels</p> <p>FY18: Assess effectiveness of FY17 action steps and make adjustments based on results.</p> <p>FY19: Assess effectiveness of FY18 action steps and make adjustments based on results.</p>		
	Total associated costs:		\$0
	Human Capital	No added needs as the above two requested positions would cover this need	N/A
	Information Technology	No added needs here as the above upgrades would cover the need	N/A
	Communications	N/A	TBA
Performance Measure	<p>◇ Use social media channels to make employees aware of County services and encourage employee participation with those channels. Proposed ECS questions: Please indicate whether or not you have used the following Mecklenburg County social media resources</p>		
Comment	<p>Success in three years: Continued growth and participation with all County social media channels will highlight the success of this goal. As we continue to push more and more information through social media, awareness and participation numbers will continue to climb. Also committed to seeking and implementing new channels as they become available</p> <p>ROI: Employees that are better educated about how to use social media and how to interact with the County when using social media. Increased awareness and engagement with residents and employees.</p>		



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GOAL 5: Maintain Environmental Sustainability of Operations			
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines			
Strategy	Monitor department practices to ensure adherence to environmentally preferable purchasing (EPP) guidelines		
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County’s Sustainability Manager to track and meet the department’s environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the importance of adhering to the County’s environmentally preferable purchasing (EPP) guidelines • Enforce the department’s adherence to the County’s EPP guidelines by monitoring purchasing habits • Embrace new and innovative opportunities for improving the environmental-friendliness of the department’s purchasing habits When making purchasing decisions, consider the full cost of the products—environmental, social, <i>and</i> economic 		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Total associated costs: FY 2017 – FY 2019</td> <td style="width: 20%; text-align: center;">\$0</td> </tr> </table>	Total associated costs: FY 2017 – FY 2019	\$0
Total associated costs: FY 2017 – FY 2019	\$0		
Performance Measures	<ul style="list-style-type: none"> ◇ 1. Dollars spent on recycled paper / Dollars spent on all paper purchases ◇ 2. Dollars spent on environmentally preferable office supplies / Dollars spent on all office supplies ◇ 3. Dollars spent on remanufactured printer cartridges / Dollars spent on all printer cartridges 		
Comment	<p>Success in three years: Continued adherence to environmentally preferable purchasing guidelines.</p> <p>Performance data used for this goal: Result of performance measures.</p> <p>FY16 Results:</p> <ul style="list-style-type: none"> 1. 98% 2. 22% 3. 1% 		



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GOAL 5: Maintain Environmental Sustainability of Operations (cont'd)

Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)

Strategy	Support employee involvement in environmentally-friendly activities (via the County's Work Green program)	
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County's Sustainability Manager to track and meet the department's environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the <i>importance</i> of participating in the County's Work Green program • Educate department employees on <i>opportunities</i> to participate in the County's Work Green program—via educational opportunities (i.e. Lunch & Learns), volunteer opportunities, alternative commuting (i.e. carpooling, mass-transit, walking, or cycling), and other unique employee engagement campaigns • Enforce the department's participation to the County's Work Green program by consistently monitoring performance 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measure	◇ Total number of Work Green credits earned by the department's employees	
Comment	<p>Success in three years: Constant opportunities for PI staff members to learn about and participate in environmentally friendly activities.</p> <p>Performance data used for this goal: PI participation in the Work Green program</p> <p>FY16 Results: 32 Work Green credits earned.</p>	