



# MeckACTs

## Cabinet Member Workplan

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## Section 1: Annual Goals

# 1. Internal/External Comm.

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Follow Strategic Communication Plan and proactively communicate information about Mecklenburg County programs, services and results to all partners and stakeholders using all communication channels.

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Communicate County Priorities and Programs Strategically using media relations, internal communications, direct communications, marketing, and all other County communication channels to successfully communicate County programs and priorities, Department events and programs and respond to crisis in a comprehensive way for FY23.

**Rationale**

Consistent, prioritized, proactive communication to targeted audiences raises community awareness about County programs, services, and results. PID will continually assess and prioritize content and match the information with the most effective communication channel(s), maximizing reach and effectiveness.

**Action Steps** List the actions/events that need to take place.

In Fiscal Year 2023, Public Information will finalize and implement a new Strategic Communication Plan for County programs, services, and results to our target audiences. PI will also continue to adapt and lead all pandemic communication efforts, as well as manage crisis communication incidents involving County residents or resources. PID will also develop Service Level Agreements with County departments and partners, such as MEDIC, The Sheriff's Office, and the Library, to provide communication/marketing services that help them to reach desired audiences and achieve stated goals, and utilize the PID Editorial Board to ensure clear, consistent written communication, and adherence to brand standards. Additionally, the PID SLT will work to establish a consistent, department-wide project management system.

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

Use of MeckNC.gov; Use of County Social Media: Meck County Community Survey: 1. Please indicate whether or not you have used the following Mecklenburg County web or social media resources. (for each resource: # checked/total number respondents) Target - 40% • Resident awareness of County initiatives – Average result of Community Survey questions – Target 40% response SA+A/all responses (CS).  
• Communicating Info to the Public: Meck County Community Survey: 2. Mecklenburg County does a good job communicating information to the public. [Comm Survey- (True or False (# true/all responses)) (no target, contextual measure) • Internal News Content: Meck County Employee Climate Survey: 1. I am satisfied with the content of Employee News Now. (SA + A/all responses) [ECS] (no target, contextual measure)  
SLA Success: Metrics to measure success will be developed in FY23 as baseline data is collected and then reviewed for viability/sustainability with SP&E

## 2. Web

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Continue to Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality/Reliability

**Rationale**

A state-of-the-art website and employee Intranet are vital communication channels to raise awareness of the County's programs, services and results. Funding from Tech Reserve was approved for this upgrade.

**Action Steps** List the actions/events that need to take place.

**Continue to Upgrade and Enhance MeckNC.gov and MeckWeb.**

1. Web Services is working on an overhaul and upgrade of MeckNC for graphic design, functionality, compliance with new ADA standards, and compliance with County branding. The project should be completed by June 2023.
2. MeckWeb will have continued improvements to HR content, and branding compliance as we continue to try to make the site more intuitive and easier to navigate.

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

**Usability of MeckNC.gov: Community Survey results:**

1. When visiting MeckNC.gov, how often are you able to find what you are looking for? - Target 40% SA+A/all responses

**MeckNC.gov Total Page Views: Service Level Indicators:**

1. Pageviews is a metric defined as the total number of pages viewed and is indicative of how much of your content is being read. This is an important figure to monitor after the excitement of COVID wears off and things return to "normal". *Target: 10 million / yr.*

**MeckNC.gov provides digital equity and accessibility: Service Level Indicators:**

1. MeckNC.gov's Web Content Accessibility Guidelines (WCAG 2.1) Compliance score. The industry standard recent changed from WCAG 2.0 to WCAG 2.1. The Accessibility Score indicates how accessible a website is based on the performance in automated and semi-automated tests on a 100 pt scale. *Target Industry Benchmark: 82.*

**MeckWeb Ease of Navigation Employee Climate Survey:**

1. The MeckWeb pages are easy to navigate – Target 40% SA + A/all responses (ECS)

# 3. Social Media/Digital

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Provide Social Media, Broadcast Media, and Web Channels to Inform and Engage All Audiences

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Make all channels engaging and meaningful to our audiences by determining the right message for the right platform.

**Rationale**

Social media is Mecklenburg County’s most dynamic, engaging and growing communication channel. PID can instantly inform hundreds of thousands about a developing crisis, as well as other important information about County programs, services and results.

Additionally, PI will continue broadcasting Board of County Commissioners meetings and special events live. We will continue to expand access for the blind, deaf and hard of hearing, and Spanish speakers. PI will continue to use best practices and innovation to develop improved creative digital and graphic content and will continue to implement the County’s new branding package and standards throughout the enterprise.

**Action Steps** List the actions/events that need to take place.

Mecklenburg County has invested considerable time and resources in the County's Social Media presence and content as well the quality of all broadcast video products. We will continue to look for ways to implement new, innovative technology to this important medium and maintain and expand video best practices including continued contact with social media platform representatives. The volatility and instability of the last three years on social media necessitates a base year. We will use data collected in FY23 to make justifications about the most effective messaging going forward.

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

- Number of Social Media post engagements: # of interactions with our posts on Facebook, Twitter, LinkedIn, Instagram (FY23 baseline new target)
- Number of Social Media post impressions: # of times our posts were displayed in users’ feeds on Facebook, Twitter (FY23 baseline, new target)
- Number of broadcasts (count, no target)

In FY23, PID will make this a baseline year to set targets. This is due to varying engagement rates/broadcasts over the last two years due to COVID that are not reflective of real engagement.

# 4. Community Relations

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Utilize PI's Community Relations resources to engage the community and increase awareness and participation in Mecklenburg County government.

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Goal PID.3 – To build capacity for public participation and increase awareness and participation in Mecklenburg County.

## Rationale

Community Relations is dedicated to the relationship between residents and County government; builds trust within the community by providing public participation services that are inclusive, transparent, and effective; will undertake and encourage actions that build trust and credibility for County government among residents.

**Action Steps** List the actions/events that need to take place.

1. Community Relations will increase resident involvement and awareness of County initiatives, responsibilities, and services by following the guiding principles of inclusive, transparent, and effective and deploy strategies listed in the FY23-25 SBP (attached).
2. Follow best practices including, but not limited to the International Association for Public Participation (IAP2) planning process and techniques.
3. Community Relations will be proactive in serving the Board of County Commissioners and County Manager's Office desired outcomes related to public participation (services including but not limited to preparing written correspondence, speeches, etc., managing projects, and reporting results).

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

1. Community Survey - % increase year over year
  - "I am satisfied with the amount of opportunities for resident participation in County policy development and decision making." (new question proposed for FY23, no target)
2. % attendance at in-person and virtual events managed by Community Relations (FY23 baseline year)
3. Sponsor events across all County districts. (no target)



# 5. Marketing

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Develop a Strategic Marketing Plan and Policy to ensure paid Mecklenburg County campaigns are targeted, effective, and consistent with the County's Brand Standards

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

During FY23, PID's new Marketing Coordinator will develop and begin implementing a Marketing Policy and Plan for paid County marketing efforts. The plan will include a marketing campaign calendar to help coordinate and eliminate duplication and competition between County agencies. Custom marketing plans and templates featuring the County's brand will also be available to PI customers

**Rationale**

Mecklenburg County marketing efforts should be coordinated to maximize efficiency and effectiveness. The PID Marketing Coordinator is the first resource dedicated to this effort. Demand for this service will grow as departments see the benefits of coordinating efforts, and PID will need additional resources soon to manage this effort.

**Action Steps** List the actions/events that need to take place.

- 1) Form relationships with all County Departments to identify marketing needs (to include one-time projects and recurring projects), establish marketing goals, and collaborate to achieve desired outcomes.
- 2) Create a County-wide marketing calendar to plan and prepare for all (known) marketing projects/campaigns.
- 3) Conduct a Marketing Vendor Assessment to evaluate the current vendors used, encourage use of in-house resources in PID, and utilize County marketing dollars in the most effective way
- 4) Mid FY23, assess and identify the personnel needs of PI Marketing.

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

- 1) The marketing metrics used to determine success will be determined per project. Industry-standard marketing KPI categories include participant generation/attrition rates, website traffic (per month, new vs. returning visitors, average time on page), traffic/leads plus engagement rate from social media. *For example, a new Park & Rec program offered might measure success by the number of registrants and/or revenue generated.*
- 2) Completion and utilization of a comprehensive marketing calendar. (output, no measure)
- 3) Reduction in the number of outside vendors used and an increase in the number of campaigns created in-house. (new measure proposed for FY23)

# 6. Department Equity Action Plan

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Advance Racial Equity by Implementing the County's Racial Equity Action Plan

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

## Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and understand the experiences, skills, and competencies needed to execute on our equity plan.

**Action Steps** List the actions/events that need to take place.

- Complete FY20-22 County Equity Action Plan
  - Document progress on Existing County EAP
  - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Create or Re-Establish Department-Specific Equity Action Team in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

FY20-22 County Equity Action Plan Completed and Progress Documented

Department Equity Action Plan Completed

Department re-establishment or creation of Department Equity Action Team in alignment with OEI Sequencing

