



# Work and Performance Plan FY2019 (PID)

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## DEPARTMENT KEY INITIATIVES

### Key Initiative #1 -- Implement/Optimize Technology to Maximize Communication Efforts

**Link to Strategic Business Plan:**

No

**Description:**

During FY2019, PID will make multiple technical upgrades to our systems and processes. We are implementing a new streaming video platform for County meetings and videos, automating and expanding our public records request system, making MeckNC.gov more ADA compliant and revamping and updating MeckWeb. We have also updated video cameras and editing systems, adding capability and creativity to our communication products.

**Rationale:**

Utilizing existing and added resources, PID will be positioned to utilize technology as required by employees and residents.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

Beginning July 1, 2018, we will work on the following:

- Implement new streaming video service—Q2 FY19
- Public Records request upgrade/software implementation—Q4 FY19
- ADA compliance; Continue to remediate web content per accessibility guidelines—Q4 FY19
- Add a secure and accessible forms solution—Q4 FY19

**Outcomes/Measures:**

Outcomes/Measures: (add other measurements?--PI is looking at FY19 proposed measures and waiting for OMB approval; will add with their consultation)

- Usability of MeckNC.gov: Community Survey results: 1. When visiting www.MeckNC.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]
- Website engagement rate: Service Level Indicators: 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)
- Website visitor's satisfaction survey: Service Level Indicators: 3. Website Visitors Satisfaction Survey [SLI] Possible responses for each: 3. SA + A/all responses
- MeckWeb Ease of Navigation Employee Climate Survey: The MeckWeb pages are easy to navigate (SA + A/all responses) [ECS]



## Key Initiative #2 -- Update and Implement FY19 County Communications and Operations Framework

**Link to Strategic Business Plan:**

No

**Description:**

PID will create a new communications and operations framework based on County strategic direction as well as priorities from the County Manager, Executive Team, and the Board of County Commissioners. We will update the plan for regular, ongoing communication needs as well as more emergent issues throughout the year.

The FY19 Framework will include:

- Updates to internal and external communications strategy, media and community relations strategy, and communication channels and tactics;
- Review of internal staff communication operations, standard operating procedures and staff training and development opportunities; and
- Review of PID questions on community survey and key performance indicators and metrics.

PID will update the plan for regular, ongoing communications needs, as well as emergent issues throughout the year.

**Rationale:**

A communication plan operations framework helps the department and the County achieve its strategic goals.

**Completion Date:**

- ET initial guidance and feedback on areas to address in communications and operations framework: Q1 FY19
- PID Draft Framework to ET for feedback: Q2 FY19
- Final Framework approved by ET: Mid to late Q2 FY19
- Implementation of Final Plan: Mid to late Q2

**Updates/Project Milestones:**

FY19 plan updated and implemented by the end of the FY19 1st quarter.

Updates will include all internal and external communication channel changes, as well as media relations, community survey and key performance indicator results.

**Outcomes/Measures:**

- Use of County Social Media: 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)
- 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)]
- News Stories posted to MCNC.gov resulting in views per story by website visitor: 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)
- Internal News Content: Meck County Employee Climate Survey: 1. I am satisfied with the content of Employee News Now. (SA + A/all responses) [ECS]



## Key Initiative #3 -- Develop and Expand Social Media Channels

**Link to Strategic Business Plan:**

No

**Description:**

Mecklenburg County PID has invested considerable time and resources in the County's Social Media presence and content. We currently have two full-time staff members dedicated to social media. They maintain fresh content, implement the Social Media Strategic Plan and ensure adherence to the County Social Media policy.

**Rationale:**

Social media is the most dynamic, engaging emerging communication tool to continue to effectively inform audiences of County priorities and goals.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

- Use video tailored for social media (recorded and live) to increase reach and engagement.
- Increase responsiveness to questions and feedback across platforms to encourage engagement.
- Identify and participate in "viral opportunities" (i.e.: broadly engaging topics, conversation with partners' viral content, social media challenges, etc.)
- Continue to coordinate with departments to implement best practices, support content creation, and ensure consistency, accuracy, and security of all Mecklenburg County social media accounts.
- Implement social media policy and update as appropriate.
- Increase employee engagement on County social media accounts.

**Outcomes/Measures:**

- Number of Social Media Post Engagements: 1. # of interactions with our posts on Facebook, Twitter, LinkedIn, Instagram [contextual] (Count from Sprout Social)
- Number of Social Media post impressions 2. # of times our posts were displayed in users' feeds on Facebook, Twitter [SLI] (Count from Sprout Social)



## Key Initiative #4 -- Implement Community Relations Strategic Plan

**Link to Strategic Business Plan:**

No

**Description:**

PID continues to proactively identify and meet community leaders and stakeholders in all parts of the County. We also will continue to help organize Board of County Commissioner Community Meetings according to County policy until election season launches. Additionally, Community Relations will research and implement County Manager, Executive Team and Board Chair speaking engagements throughout the community and continue to establish community relations vision which could include a strategic framework.

**Rationale:**

Work with our community to help members better understand County priorities and receive feedback from residents.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

- Community Relations Coordinator will continue to attend local community forums on a regular basis to meet community leaders and develop leads for speaking opportunities and partnerships.
- The Community Relations Coordinator has exceeded the 8-10 speaking events per calendar year target in FY18 and will continue to reach-out to community groups and commissioners after the Nov. election.
- The Community Relations Strategic Plan is ongoing and updated by the end of Q2.
- The Community Relations Coordinator will determine the need, and organize when needed, community events to support the opening of BMC2U projects like the Community Resource Centers, Medic, Brooklyn Village, and others.

**Outcomes/Measures:**

From the FY19 Strategic Business Plan

- Mecklenburg County open and transparent: 1. Do you consider Mecklenburg County government to be open and transparent? [Comm Survey - Yes] (# Yes/total responses)
- # of Community Meetings arranged. Number of community meetings arranged by Community Relations Coordinator [contextual] (Count from spreadsheet)
- First-time attendee rate: # of community engagement survey respondents who indicate they are first time attendees/# of community engagement survey respondents



## Key Initiative #5 -- Improve/Expand Digital Media Production/BOCC Meeting Coverage

**Link to Strategic Business Plan:**

No

**Description:**

Emerging technology requires constant updating of video & digital content across all communication channels. Through upgrades, training and technology, the Digital Content Team ensures Mecklenburg County provides the best quality possible. This helps provide higher level of video services for the Board of County Commissioner meetings, videos and digital media content across our spectrum of channels.

**Rationale:**

Expanding digital footprint will help connect more residents to County services and information.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

Continue digital conversion on all formats

**Outcomes/Measures:**

FY19 Measure: A contextual measure was added to track the number of meetings which are live-streamed in FY19 to better understand how many meetings are live-streamed. With the new video streaming service there are more analytics that can be used for measurement in FY20 once the team learns the software.



## Key Initiative #6 -- Crisis Management

**Link to Strategic Business Plan:**

No

**Description:**

A crisis is an event or series of events that put public safety at risk, disrupt critical services, or demonstrate an override of fiduciary or ethical controls. How the County addresses a crisis has a direct bearing on public trust. Therefore, a crisis management plan is a critical tool for senior leadership to exercise control and coordination to (1) inform the public and set expectations; (2) minimize damage and disruption; and (3) make critical short-term and strategic decisions during times of crisis.

**Rationale:**

A significant component of the plan will be focused around communication in times of crisis -- internally, externally, and with the Board of County Commissioners. The Public Information Department will play a pivotal role in the creation of the communication sections in the plan, and will be a critical resource in the implementation phase.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

- Serve on the internal Crisis Planning Team
- Assist in the risk review of the Public Information Department
- Review current Departmental policies and procedures in light of the gap analysis created by iParametrics
- Implement any structural changes as recommended by iParametrics
- Participate in Crisis Planning Workshop #1
- Assist in the creation of the Draft of the Crisis Plan
- Public Information will be responsible for the creation of template responses for a variety of crisis situations
- Participate in Crisis Planning Workshop #2
- Assist in the determination of communication protocols and escalation Protocols
- Participate in the iParametrics led training and table-top exercises

**Outcomes/Measures:**

- Successful achievement of established updates and project milestones.