



# Work and Performance Plan FY2022 (PID)

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Daniel Diehl, Public Information Department



## SECTION 1: DEPARTMENT KEY INITIATIVES

### Key Initiative #1 -- Follow Strategic Communication Plan & Proactively Update Pandemic Response to Inform Residents

**Link to Strategic Business Plan:**

Yes

**Description:**

Use proactive communication strategies to Inform residents, stakeholders and County employees about the latest developments regarding the COVID-19 pandemic.

In Fiscal Year 2022, Public Information will continue to follow our Strategic Communication Plan and broadly communicate County programs, services, and results to our target audiences. PI will also continue to lead the communication effort regarding the constantly changing communication message and needs related to the pandemic. Public Information will also continue providing comprehensive communication services to our customers, as well as respond to corporate and departmental needs to reach desired audiences and achieve the goals.

**Rationale:**

Constant, proactive communication is key to raising community awareness about COVID-19 developments and the County's other programs, services, and results. As employees and services return in-person, PI will continue the flow of communication on all channels, while constantly looking for ways to be more innovative and strategic.

**Completion Date:**

6/30/2022

**Updates/Project Milestones:**

Beginning July 1, 2021, will work on the following:

- 1) Overcommunicate on all available channels and constantly respond, react and provide updates about the pandemic.
- 2) Use the multiple phases of Welcome Back Mecklenburg to inform employees about returning to the office and how to stay safe.
- 3) Use Cares ACT funds to update and continue paid marketing campaigns with current pandemic messaging and guidance, concentrating on reaching those marginalized and disproportionately affected.
- 4) Continue Public Information Editorial Board review process to correct spelling, fix punctuation, check for accuracy and improve quality of all County written communication, and review public records requests.
- 5) Public Information will continue to use multiple communication channels such as video chats, MeckWeb, Employee News Now and Your County Manager emails, and employee town halls to effectively reach employees/internal audiences.
- 6) Identify best internal communication practices and work with departments to effectively communicate using strategic and innovative approaches to achieve desired results for PI and our customers.
- 7) Continue leading and responding to crisis communication incidents in a timely, accurate, transparent manner, using established and trusted crisis communication plans, COOP plans and protocols to be transparent, protect the County's reputation, and maintain public trust.
- 8) Continue to partner with OMB in the Budget Public Engagement process and promotion of the Manager's Budget.
- 9) Work with HR and our business partner leads to identify and reclassify vacant positions into public information officers who work for Public Information but are primarily assigned to large departments with substantial Public Information needs as identified by OMB.

**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))]



• Internal News Content: Meck County Employee Climate Survey: 1. I am satisfied with the content of Employee News Now. (SA + A/all responses) [ECS]

**Director Comments: (Year-end)**

**Executive Team Comments: (Year-end)**



## Key Initiative #2 -- Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality

**Link to Strategic Business Plan:**

Yes

**Description:**

Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality - MeckNC.gov and MeckWeb continue ongoing design, infrastructure, ADA and technical improvements. Beginning in FY2021, the Web Services Team will work with IT to start an overhaul and upgrade of MeckNC, as well as a project to improve functionality for MeckWeb.

**Rationale:**

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

**Completion Date:**

06/30/2022

**Updates/Project Milestones:**

Beginning July 1, 2021, will begin work on the following:

- 1) Improve ability to access information via MeckNC.gov while adhering to County style and accessibility guidelines.
- 2) Overhaul of MeckWeb to improve the user experience.
- 3) Continue to implement and monitor digital content for accuracy, timeliness and Americans with Disabilities Act (ADA) compliance.
- 4) Create and manage an improved County policy library and archiving system on MeckWeb so that employees have easy access to read all policies that apply to them.
- 5) Improve the ability for employees to find the important Human Resources information that applies to them.

**Outcomes/Measures:**

- 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?
- 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)
- MeckWeb Ease of Navigation Employee Climate Survey: The MeckWeb pages are easy to navigate (SA + A/all responses) [ECS]

**Director Comments: (Year-end)****Executive Team Comments: (Year-end)**



## Key Initiative #3 -- Provide Social Media, Broadcast Media, and Web Channels to Inform and Engage

### Link to Strategic Business Plan:

Yes

### Description:

Provide Social Media, Broadcast Media, and Web Channels to Inform and Engage Our Audiences - 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. In addition, we have been approved in FY21 to upgrade our broadcast capabilities with The Government Channel and the VCW Conference Center.

### Rationale:

Social media is Mecklenburg County's most dynamic, engaging and growing communication tool to instantly and effectively inform audiences of County programs, services and accomplishments.

### Completion Date:

6/30/2022

### Updates/Project Milestones:

Updates/Project Milestones:

Beginning July 1, 2021, will begin work on the following:

- 1) Consider/identify the audience and the best tools to reach them before content is created with a focus on customer service, engagement, accessibility of information and positioning the County as a trusted resource.
- 2) Coordinate social media presence across County departments to ensure consistency, accuracy and adherence to social media policy and industry standards/best practices.
- 3) Update and maintain a plan that emphasizes a strategic approach to social media across the organization and centralizes social media oversight within public information.
- 4) Create videos and broadcast opportunities that utilize the latest technology and educate viewers about County responsibilities, services and results.
- 5) Maximize technology and best practice production techniques through graphic/digital design with an emphasis on community engagement.
- 6) Continue to exceed ADA compliance by adding language translation options to all broadcasts. And continue to use American Sign Language (ASL) interpreters for live broadcasts.

### 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)

### Director Comments: (Year-end)

### Executive Team Comments: (Year-end)



## Key Initiative #4 -- Engage the Community to Increase Awareness and Participation in Mecklenburg County

**Link to Strategic Business Plan:**

Yes

**Description:**

Description:

Engage the Community to Increase Awareness and Participation in Mecklenburg County Government - This initiative has been and is severely impacted by COVID-19 as well as the lack of staffing in this area due to past and recent resignations. Activities have and will continue to change. We will work collaboratively with County leadership and departments to proactively identify and meet community leaders and stakeholders in all parts of the County when possible.

We will explore ways to help the Board of County Commissioners conduct virtual and in-person Community Meetings according to County policy under our current limitations.

Additionally, we will work with the County Manager, Executive Team and Board Chair to maintain a community relations presence.

The Community Relations Coordinator position was filled in FY21, and PI plans to recruit and hire a Community Relations Manager in FY22.

**Rationale:**

Help key audiences and the community better understand County programs, services and results, and provide direct feedback opportunities to make better informed decisions.

**Completion Date:**

6/30/2022

**Updates/Project Milestones:**

Beginning July 1, 2021, will begin work on the following:

- 1) Increase resident involvement and awareness of County programs, services and responsibilities.
- 2) When possible, use community meetings and face-to-face interactions to effectively educate target audiences about major County initiatives. Continue to take advantage of technology and create WebX and Skype opportunities.
- 3) Increase capacity of other Mecklenburg County departments performing community engagement tasks and continue to build community engagement awareness using accepted best practices and standards.
- 4) Work on a Community Relations Toolkit for Departments on MeckWeb.
- 5) Assist with County event planning for employees, residents and broader community.

**Outcomes/Measures:**

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

- 1) Was the toolkit developed - Y/N (contextual measure)

**Director Comments: (Year-end)****Executive Team Comments: (Year-end)**



## Key Initiative #5 -- Improve and Expand Digital Media Production for BOCC Meetings and Continue to Utilize Digital Media

**Link to Strategic Business Plan:**

Yes

**Description:**

In FY2022, PID will continue broadcasting Board of County Commissioners meetings and special events live. We will also 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. As mentioned above, we are also upgrading our broadcast capabilities at The Government Channel and VCW Conference Center.

**Rationale:**

Enhancing our digital communication channels, making creative content more engaging, and communicating the Mecklenburg County brand helps connect and familiarize more residents with County services and information.

**Completion Date:**

6/30/2022

**Updates/Project Milestones:**

Beginning July 1, 2021, will begin work on the following:

- 1) Continue to broadcast all BOCC meetings on any browser or smartphone; regular meetings also broadcasted via our official County Twitter channel
- 2) Promote all live videos at watch.mecknc.gov to all audiences via the County website, social media and local media.
- 3) Continue to use "rapid response" portable broadcast equipment package to broadcast live County news conferences and other County related news events.

**Outcomes/Measures:**

- Availability percentage rate of BOCC meetings streamed online – target 80% (contextual measure)
- Number of remote broadcasts completed in FY21 – number (contextual measure).

**Director Comments: (Year-end)****Executive Team Comments: (Year-end)**



## Key Initiative #6 -- Equity and Inclusion Initiative

**Link to Strategic Business Plan:**

Yes

**Description:**

Continue the implementation of the County's Equity Action Plan.

**Rationale:**

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

**Completion Date:**

This is a multi-year project (FY2020-FY2022).

**Updates/Project Milestones:**

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 Equity Action Plan items for those departments with specific accountabilities.

**Outcomes/Measures:**

End of Year Reporting

**Director Comments: (Year-end)****Executive Team Comments: (Year-end)**





## Key Initiative #7 -- Implement County Marketing Coordination

**Link to Strategic Business Plan:**

No

**Description:**

Public Information has added a Marketing Coordinator position to begin organizing advertising efforts across the enterprise. This person will audit where and how County money is being spent and begin to develop a plan to better manage and use those funds strategically and efficiently.

**Rationale:**

Mecklenburg County spends millions of dollars each year raising awareness for dozens of programs, services and results. Most efforts occur in isolation, with little or no strategic planning to maximize the spending or produce quantifiable results. It will be the coordinator's responsibility to connect these plans, coordinate the efforts and achieve the stated goals.

**Completion Date:**

6/30/21

**Updates/Project Milestones:**

Beginning July 1, 2021, we will work on the following:

- 1) Create job description and begin recruiting for the Marketing Coordinator
- 2) Develop a 30/60/90 plan to begin organizing County marketing efforts
- 3) Begin meeting with Departments with marketing money to connect their plans to others and create a broader, more comprehensive strategy to maximize the effectiveness of the marketing campaigns
- 4) Develop a strategic marketing plan for the County that includes recommendations for additional marketing resources needed to expand the program.

**Outcomes/Measures:****Director Comments: (Year-end)****Executive Team Comments: (Year-end)**