



FY2020-2022 STRATEGIC BUSINESS PLAN
Public Information Department

Mecklenburg County, North Carolina





STRATEGIC BUSINESS PLAN:
Public Information Department

Goal PID.1 - To Inform Residents and Stakeholders about County Responsibilities, Services and Results	
Objective PID.1.1 - Effectively identify communication trends for county residents	
Strategy PID.1.1.A - Create direct communications efforts to better serve county residents by utilizing communication methods such as media relations, marketing, advertising, video, social media, the web and multimedia campaigns.	
Actions	(FY2020-22) - Create custom communication plans and marketing and advertising campaigns. (FY2020-22) - Utilize video, digital and multimedia content to enhance communication. (FY2020-22) - Constantly provide County information via the web, social media and the news media. (FY2020-22) - Revise and implement communications based on feedback from the Community Survey and the Employee Climate Survey.
Performance Measure(s)	PID1006 Resident use of County social media PID1008 Resident satisfaction with County communication of information
Objective PID.1.2 - Effectively identify communication trends for internal customers and employees	
Strategy PID.1.2.A - Using evaluation tools and usage data, PID will use multiple communication channels to effectively reach internal audiences	
Actions	(FY2020-22) - Continue to use MeckWeb, Employee News Now, Outlook magazine and social media, including targeted videos, to communicate to employees. Public Information will analyze the results and trends to assess the most effective channels. (FY2020-22) - Routinely evaluate and assess internal communications efforts through surveys and other feedback methods.
Performance Measure(s)	PID2006 Satisfaction with Employee News Now
Objective PID.1.3 - Maintain and monitor content for accuracy, timeliness and compliance	
Strategy PID.1.3.A - Assure all internal and external County content, written or otherwise produced, is accurate	
Actions	(FY2020-22) - All content created by Public Information for internal or external consumption will be reviewed by the Public Information Editorial Board in a two-step review process for spelling, punctuation, accuracy and quality. (FY2020-22) - Continue to review Public Information Editorial Board processes and training to assure that content is clear, professional and consistent for all County written communication, including website content, news releases, brochures, signs, flyers, reports, e-mail messages and newsletters.



STRATEGIC BUSINESS PLAN:
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Goal PID.2 - To Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality and Public/Employee Engagement through a Multiyear, Phased Approach

Objective PID.2.1 - Improve ability to access information via MeckNC.gov while adhering to County style and accessibility guidelines

Strategy PID.2.1.A - Launch planned updates to MeckNC.gov over a three-year period in a systematic, industry accepted approach

Actions	(FY2020) - The Americans with Disabilities Act (ADA) team will complete assessments to assure that all MeckNC.gov content meets accessibility standards and guidelines (FY2020 -22) - Continue to improve efficiency and effectiveness of MeckNC.gov content contributors through regular training and updates by the Web Team (FY2020-22) - Continue to make Web forms accessible from any device (FY2020) - Web Content Editor will continue to make sure that MeckNC.gov is 508 compliant and accessible on all devices by collaboration with assigned webmasters and content contributors
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Performance Measure(s)	PID1005	Usability of MeckNC.gov
	PID2011	MeckNC.gov engagement rate

Objective PID.2.2 - Improve employee access to information via MeckWeb while adhering to County style and accessibility guidelines

Strategy PID.2.2.A - Update the look, feel and functionality of MeckWeb to improve user experience

Actions	(FY2020) - Upgrade MeckWeb platform and branding in SharePoint Online (FY2020-22) - Improve content quality, user experience and permissions on MeckWeb through continuous updates via the redesign in FY19 using third-party vendor software (FY2020) - Improve organization and increase accessibility of information on MeckWeb through regular reviews by the Web Team and third-party software assessment tool
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Total associated costs: FY 2020 - FY 2022

Information Technology	(FY2020)(E)IT costs for upgrades and subscriptions	\$75,000.00
Human Capital	(FY2020)(E)Staff costs for the Web Team	\$251,868.00

Performance Measure(s)	PID2015	MeckWeb ease of navigation
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Goal PID.2 - To Upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality and Public/Employee Engagement through a Multiyear, Phased Approach (cont'd)

Objective PID.2.3 - Continue to implement and monitor digital content for accuracy, timeliness and Americans with Disabilities Act (ADA) compliance

Strategy PID.2.3.A - Implement assessment and remediation for ADA

Actions	(FY2020) - ADA/Web Content Editor will continue to work with our vendor on ADA accessibility and remediation of content across all Web content areas on MeckNC.gov. (FY2020-21) - ADA/Web Content Editor will work with ADA Core Team on coordination of ADA compliance items.
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Performance Measure(s)	PID2040 MeckNC.gov ADA compliance score
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Goal PID.3 - To Build Capacity for Community Engagement and Increase Awareness and Participation in Mecklenburg County

Objective PID.3.1 - Increase resident involvement and awareness of County initiatives, responsibilities and services

Strategy PID.3.1.A - Use community meetings and face-to-face interactions to effectively educate target audiences about major County initiatives

Actions	<p>(FY2020) - Assess effectiveness and success of meetings, then continue to improve the plan to increase engagement and add a position to enhance service delivery. Continue to work with community partners to incorporate digital inclusion strategies into County communications through the Community Relations Coordinator position.</p> <p>(FY2020-22) - The Community Relations Coordinator will complete a scan of all the community engagement efforts across all County departments – This would be a logical first step to understand the real need (and scope of need) for building capacity in this area.</p> <p>(FY2020-22) - The Community Relations Coordinator will establish a County-wide community engagement baseline to understand the real scope of building capacity in this area</p> <p>(FY2020-22) - The Community Relations Coordinator will review best practices from comparable Counties and use guidance from the National Association of Counties to determine a pathway forward. Early research has found that not many major Counties have a dedicated community engagement function separate from Board support. Mecklenburg County is breaking ground in the area of community engagement by providing opportunities for County leadership to communicate directly with residents and stakeholders.</p>
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Performance Measure(s)	<table> <tr> <td>PID1007</td> <td>Resident perception of County transparency</td> </tr> <tr> <td>PID1016</td> <td>Number of community meetings arranged by Community Relations Coordinator</td> </tr> <tr> <td>PID2021</td> <td>Community meeting first-time attendee rate</td> </tr> </table>	PID1007	Resident perception of County transparency	PID1016	Number of community meetings arranged by Community Relations Coordinator	PID2021	Community meeting first-time attendee rate
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Objective PID.3.2 - Increase capacity of other Mecklenburg County departments performing community engagement tasks and continue to build community engagement awareness using accepted best practices and standards

Strategy PID.3.2.A - Community Relations will create a Toolbox on the public facing MeckWeb site for staff assigned to community relations/engagement focused tasks

Actions	<p>(FY2020) - To develop and install a community engagement toolkit and best practices on MeckWeb under the Public Information web page for department partners.</p> <p>(FY2020-22) - For internal stakeholders (departments), the Community Relations Coordinator will analyze quarterly community engagement events for all departments (Departments completed 291 events in 1st Quarter FY16). And will make adjustments/revisions for each quarter in FY2020 and each subsequent year.</p> <p>(FY2020) - The Community Relations Coordinator will interview Department Directors to better understand their community relations needs and how Public Information can support them.</p> <p>(FY2020-22) - The Community Relations Coordinator will measure quarterly metrics on first time</p>
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	attendees and on increased awareness for external stakeholders.	
Performance Measure(s)	PID2039	# of departments utilizing social media toolkit
Objective PID.3.3 - Increase capacity for Mecklenburg County Community Relations		
Strategy PID.3.3.A - Add full-time Community Relations Specialist responsible for support and administration of Board of County Commissioners and youth-focused community relations projects		
Actions	<p>(FY2020) - Recruit and hire Community Relations Specialist.</p> <p>(FY2020-22) - The future Community Relations Specialist will be responsible for managing the Need a Speaker Program requests and all Youth activities. This includes the Charlotte-Mecklenburg Youth Council, Imagine Mecklenburg Art Contest, our ongoing partnership with Charlotte Youth programs and the Charlotte Career Discovery Day.</p> <p>(FY2020-22) - The Community Relations Coordinator will continue to support Board communication and outreach through Town hall planning and marketing during non-election years.</p> <p>(FY2020-22) - The Community Relations Coordinator will continue to engage external stakeholders on major initiatives (Republican National Convention Communication Committee, Census 2020, Digital Inclusion) impacting Mecklenburg County through committees, longer term project plans, communication plans and more intentional and frequent listening sessions for County residents, supported in whole by Public Information and the County Manager's Office.</p>	
Performance Measure(s)	PID1016	Number of community meetings arranged by Community Relations Coordinator
	PID2021	Community meeting first-time attendee rate
Objective PID.3.4 - Create a consistent, easily recognizable County Brand		
Strategy PID.3.4.A - Develop full plan for County branding effort		
Actions	(FY2020) - Create a Request for Proposal (RFP) to select marketing company which specializes branding, research and plan development	
Strategy PID.3.4.B - Implement County branding plan developed in FY2020		
Actions	<p>(FY2021) - Begin a phased-in implementation of the branding plan developed through methods which will be outlined in the plan developed in FY2020</p> <p>(FY2022) - Implement and integrate complete brand identity by coordinating with departments and working with County leadership</p>	



Goal PID.4 - To Create Content for Social Media, Broadcast Media, and Web Channels to Inform and Engage Our Audiences

Objective PID.4.1 - Increase resident/employee involvement and engagement on County social channels by becoming more user-centric in our social media presence

Strategy PID.4.1.A - Consider/identify the audience and the best tools to reach them before content is created with a focus on customer service, engagement and accessibility of information

Actions	(FY2020-22) - Focus on quality visual content that resonates with our audience (livestreaming, mobile video, and original photos) (FY2020-22) - Reduce average response time to <4 hours during business hours (for items requiring a response) (FY2020) - Use available tools to make information as accessible as possible (video captioning, photo descriptions) (FY2020) - Utilize digital content and video in as many platforms and channels as possible to better explain County services and priorities. (FY2020) - Assess effectiveness of action steps and make adjustments based on results.
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Performance Measure(s)	PID1017	Number of post engagements
	PID2026	# of post impressions

Objective PID.4.2 - Coordinate social media presence across County departments to ensure consistency, accuracy and adherence to social media policy and industry standards/best practices

Strategy PID.4.2.A - Implement and maintain a plan that emphasizes a strategic approach to social media across the organization and centralizes social media oversight within public information

Actions	(FY2020) - Include ongoing education as a requirement for departments with social media accounts to ensure a consistent tone, frequency and reliability across the organization. (FY2020-21) - Work with Creative Services Coordinator to see where multi-media fits into social media strategy. Implement the social media policy.
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Objective PID.4.3 - Create videos and broadcast opportunities that utilize the latest technology and educate viewers about County responsibilities, services and results

Strategy PID.4.3.A - Maximize technology and best practice production techniques through graphic/digital design with an emphasis on community engagement

Actions	(FY2020) - To recruit and hire a Digital Designer to design and produce creative assets for web, print, video and social media, collateral material and help unify the County brand.
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Performance Measure(s)	PID1040	Availability rate of BOCC meetings streamed online
	PID1041	Remote broadcasts completed
	PID2031	Use of County Social Media by County Employees
	PID2032	# of campaigns promoted on ENN
	PID2033	# of participants in tutorials and trainings on social media training