



## HUMAN SERVICES COMMITTEE

### Agenda

Tuesday, December 20, 2011

12:00 pm

Madison Avenue Meeting Room

500 SW Madison

- |                            |  |
|----------------------------|--|
| Discussion/Possible Action | I. Social Services Funding Process – Initial Discussion (Attachment) |
| Discussion/Possible Action | II. Communications Plan Annual Report (Attachment)                   |
| Information                | III. Other Business  |

**The January 4 meeting has been canceled.**

#### **Next Scheduled Meeting**

Wednesday, January 18, 2012 at 12:00 pm

Madison Avenue Meeting Room, 500 SW Madison Ave

#### **Agenda**

None at this time

# MEMORANDUM

**DATE:** December 14, 2011  
**TO:** Human Services Committee  
**FROM:** Ken Gibb, Director, Community Development Department   
**SUBJECT:** Social Service Funding Preview

## I. Background

The City has for many years provided funds to agencies that assist Corvallis residents with their social service needs. In compliance with Council Policy 00-6.05, funding priorities are reviewed annually for the upcoming year's allocation process.

The City contracts with United Way of Benton and Linn Counties to manage the social service allocation process.

## II. Discussion

United Way and City Staff will provide HSC with a preview of issues related to the upcoming social service allocation process. Attached is an outline of changes that United Way is considering over the next few years and implications for the City's allocation process.

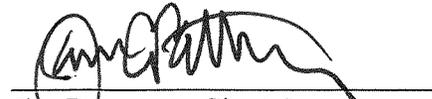
## III. Action Requested

No action is requested at this time. Staff anticipates bringing the annual priority setting and calendar items to HSC in January.

**Review and Concur:**

  
\_\_\_\_\_  
Nancy Brewer, Finance Director

**Review and Concur:**

  
\_\_\_\_\_  
Jim Patterson, City Manager

Enclosures:  
United Way – grants program update

# United Way—grants program update

Human Service Committee 12/20/11

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*Informational: current phase of grants process evolution*

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## Overview

- United Way's mission is to "increase the organized capacity of people in Benton & Lincoln Counties to care for one another"
- We believe we wouldn't be doing our job if we weren't looking at systems-level capacity and effectiveness
- We are in process of developing what we're calling "Vision Councils" in each of our three impact areas (education, income, health)—we're actively mining and leveraging best practices from other United Way's working to accomplish the same goal of Advancing the Common Good:
  - Conscious of becoming more proactive in our approach to working with the community
  - Committed to continue building on work started w/ most recent Needs Assessment
  - Developing mechanism to continue nurturing the knowledge base gleaned from Needs Assessment
  - Facilitate conversations with issues-based focus to identify priorities
- Just getting started—envision a 3-yr process—but we believe this will impact both our community's ability to care for those in need (efficiency), as well as provide additional "return on investment" to community members and donors (effectiveness)
  - We recognize the value of UW "being at the table" and collaborating with the City; however,
  - We need to evaluate the cost-effectiveness of how we manage operations, therefore
  - Council will receive proposals from us going forward on where/how the City and United Way can collaborate

## Aims

- More efficient for United Way, applicant agencies, volunteers
- Enhanced quality of review
- Increased responsiveness to community need (issue-focused)

## Assumptions

- All City SSF dollars released to UW continue to be disbursed to agencies on a monthly basis per our agreement with the City of Corvallis.

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**INTER**

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**OFFICE**

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**MEMO**

**To:** Human Services Committee  
**From:** Ellen Volmert, Assistant City Manager *EV*  
**Subject:** Communications Plan Annual Report  
**Date:** December 6, 2011

**PURPOSE**

Provide a report on the activities and outcomes of the last year relative to the 2007 Comprehensive Communications Plan and three year action plan and prepare for the upcoming plan revision process.

**BACKGROUND**

The City Council first adopted a comprehensive communications plan in 2004. In 2007, a revised plan and a new three year action plan were adopted (attached). Part of the action plan is to provide the Council with periodic reports on progress under the plan. The plans identify the lead role for each action, potential partners, target audiences, measures of success, timeframe for accomplishment, and any additional resources required.

**DISCUSSION**

Attached is the Communications Scorecard for 2010/2011 highlighting the communications efforts of the last year and a half. This is a somewhat streamlined format from prior scorecards, indicating the major actions under each category and an over all "grade" but without comprehensive metrics data which is attached separately. This format should make it easier to follow the progress in each category and avoid duplication of metric information which may apply to several action items. Overall, significant progress was achieved (or is being achieved) in the areas of web design and content with the current project that will result in a new, more functional site going live by April 2012, communications collaboration being incorporated into the OSU/City scope of work, and continued refinement of the annual report card which this year earned the City the Alan and Helen Berg Good Governance Award. Other goals and anticipated actions were not achieved such as incorporating communications into leadership meetings with Benton County and 509J, improved citizen survey responses on the usefulness of existing vehicles, or successful tracking of a number of measures included in the current action plan.

The City Council approved two year communications enhancement ended as of June 2011, including the temporary communications specialist part time position. Most of the 2010/11 enhancement funds were utilized for the website content management replacement project now underway. The regular communications budget for 2011/12 was reduced to eliminate recording of City Council meetings for viewing on the government access television channel and the City's website, as well as moving the City newsletter from monthly to quarterly (plus the annual report card special issue). A possible change for next year's budget could be eliminating hard copies of the newsletter and moving back to a monthly publication only available on-line.

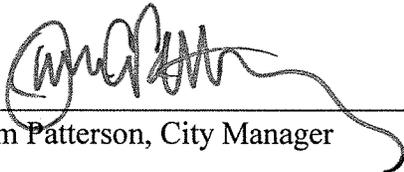
The 3 year communications action plan is now at an end and a new three year plan, plus review and revision of the Comprehensive Communications Plan is scheduled to begin in the coming months. The process for creating and reviewing the plans in the past has included input through a City Council survey, input from departments, and data mining from prior reports and metrics on how to improve the plans.

**FINANCIAL IMPACT**

The report is for information only and does not have a financial impact.

**RECOMMENDATION**

That the Human Services Committee recommends that the City Council accept the report.

A handwritten signature in black ink, appearing to read "Jim Patterson", is written over a horizontal line. The signature is stylized and cursive.

Jim Patterson, City Manager

**COMMUNICATIONS SCORECARD: EXECUTIVE SUMMARY**  
**REVIEW: 2010/11**  
**Created 11/2011**

Functions/Performance Measures Action Plan Goal Areas	2010/11	Average Score
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**Goal Area: City Produced Communications**

Focus is on communications products directly produced by the City. Success is measured based on the number of volunteer inquiries generated by the website and volunteer hours associated with outreach; citizen survey responses on the government cable channel and websites; survey response rates; and the extent to which the City's key messages are repeated throughout different communication products.

There has been a slight increase in volunteer hours since the volunteer landing page was added to the website. Since the website conversion is not complete, we have yet to see the impact of the new website design and function on citizen attitude survey responses. With the elimination of videotaping of City Council meetings in July 2011, it would be anticipated that the government cable channel may see a reduction in responses indicating it is a preferred source of information. Likewise, moving from a monthly to a quarterly newsletter may have the same result, however full impact will likely not be seen until the 2012 survey. The City's annual report card won the League of Oregon Cities Alan and Helen Berg Good Governance Award and is part of the City's attaining a Certificate of Excellence by the ICMA Center of Performance Measurement. Content available on the website continues to expand. The key message of the City using tax dollars wisely continues to resonate with the community, consistently receiving 60+% agreement in the citizen survey.

<b>Grade</b>
<b>B+</b>

**Goal Area: Collaboration**

Focus is on community interconnectivity, partnerships, forming an ad hoc technical advisory group, increased connections internally on groups working on communications projects, expanding training for employees, and incorporating communications into the agendas for joint meetings with other local governments. Performance measures include increasing the number of links provided on the website and the number of community websites linking to the City; number of program hours produced for cable television; number of actionable items coming from joint meetings; and, number of requests for assistance in improving websites.

The OSU/City scoping committee is working on collaborative communications and a Media Guide and training was provided in 2010 for employees. A number of local websites are important sources of visitors to the City's website including VisitCorvallis and OSU.

<b>Grade</b>
<b>C+</b>

**Goal Area: Evaluation**

Focus is on performance measurement, analysis and course corrections. Success is measured by the maintenance of quarterly meetings with the GT editorial staff; actionable recommendations by the technical advisory group and from joint meetings with Benton County, 509J, and OSU; timely completion of the annual review report; and, the number of new initiatives to stay up to date with technology audiences want and expect for communications.

Many measures in the Action Plan have proved difficult or impossible to measure and the large number of measures makes analysis difficult to complete. Revising and prioritizing measures will be a part of next year's review. The City had several successes however, in the area of keeping up on technologies as several new programs were implemented over the last two years or are in process such as the web conversion and a new social media policy (due by the end of the year). New programs such as on-line police reports and the new recreation software directly impact communications from the community. The ad hoc committee sunsetted when the casual staffing to support it ended, but resulted in some actionable recommendations. The current scoping committee on OSU/City collaborations includes collaborative communications efforts.

<b>Grade</b>
<b>B-</b>

**Goal Area: Fiscal Strategy**

Focus is on reviewing financial strategies outreach plan adopted in 2003/2004 for budget reduction process, evaluating and adapting for the current financial situation, including assessing the interest of other local government partners in joint efforts and using the temporary additional communications staffing to increase training and resources for employee use. The performance measures include an increase in the citizen survey responses indicating the City uses tax dollars wisely; number of visitors to financial information on the website; and, hours of training provided.

A marketing plan was created for the financial situation last year and actions implemented included outreach on reductions in force service implications and a financial condition website

and home page banner. Survey responses on use of tax dollars remain largely unchanged however. Action plan anticipated the City might do more communications in collaboration with others and that has not occurred.

Grade
C

**Goal Area: Internal Communications**

Focus is on improving the quality and quantity of internal communications for City employees and volunteers so that they provide correct information in their contacts with the public and connect their job with the values and goals of the organization. Success is measured based upon training provided to employees on communications and public process facilitation, including professional organization participation and activities that utilize the acquired competencies; the percentage of employees responding that they find the intranet an important source of information; and, an increase in the number of face to face communications opportunities for employees.

Annual employee surveys have been maintained and refined over the last three years. The employee on-line newsletter is published monthly. Most importantly, considerable content has been added to the City's intranet (Cityshare) and it is becoming an increasingly important communications tool. More face to face meetings are expected over the next year, especially pertaining to the budget and core responsibility areas. Staff also benefits from the improved public website currently under design. One area not yet completed is an improved Cityshare training calendar which is part of the City's sustainability goals.

Grade
B

**Goal Area: Media**

Focus is on positive, productive media relations. Success is measured in number of published columns or media stories and the ratio of positive to negative; the number of media connections created through work with the regional public information officer network; increasing numbers of survey respondents agreeing the City does a good job communicating the key messages; and, the number agreeing with the key messages.

The City has maintained overall positive media relations with a two to one positive to negative ratio of news articles. Meetings with GT editorial staff have continued and there have been over 1200 visits to the City's web News Room. A Media Guide for staff was completed in 2010 followed by media training. Media training also remains part of the City Council's orientation process.

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<b>Grade</b>
<b>B-</b>

**Goal Area: Website Design and Content Management**

A major focus area for the last three years, this goal area includes actions for planning and implementing improvements to the City's web presence including design, functionality, and content. Success is measured by citizen survey responses; number of visitors and depth of visits; number of best practices implemented; number of social networking opportunities; increased content; proportion of initial vertical space devoted to key messages; increase in resources devoted to the website; and, reduction of out of date information contained on the website.

This area has been a priority effort over the last two years with the completion of a web survey, web plan, scope of work, Request for Proposals, and selection of a new content management system currently in design. The new site is expected to go live in the first quarter of 2012 with greatly improved functionality, design, and ADA compliance.

<b>Grade</b>
<b>B+</b>

**COMMUNICATIONS SCORECARD: PERFORMANCE MEASURES  
SUMMARY  
REVIEW: 2010/11  
Created 11/2011**

Several measures in the Action Plan were not able to be tracked or have become somewhat irrelevant due to technological or operational changes during the period. These will be corrected in the next Action Plan as well as prioritizing and limiting the number of measures to those with the most significant return on investment. The following are the most significant performance measures tracked over the 2010/2011 period which form the basis for the grades indicated on the Scorecard.

From the Citizen Attitude Survey

Increasing percent of CAS respondents agreeing with the key messages.

Receive good value in services for the taxes paid	2010=63%	2009=63%
Agree with the overall direction the City is taking	2010=64%	2009=69%
Agree with the job Corvallis government does at welcoming citizen involvement	2010=67%	2009=65%

Increased percent of respondents indicating web is a preferred information source (not asked in 2010)	2011=68%	2009=59%
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Increased percent of respondents indicating channel 21 is a preferred information source (not asked in 2010)	2011=11%	2009=16%
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Increased percent of respondents indicating the newsletter is a preferred information source (not asked in 2010)	2011=68%	2009=76%
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Increased CAS response rate	response rate has continued to decrease in the past two years and is about in the middle of rates for other communities. Work should be done however, to examine the practices of the cities with the highest rates.
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Increased number of respondents indicating they had visited the website (2011=62%)	2010=56%	2009=63%
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Respondents indicating e-business opportunities are a priority	only asked in 2009=67%
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From Channel 21

Number of hours of government channel original programming produced	2010=60
Number of cross over opportunities between channel 21 programming and other communications	remained the same through 2010/11 with budget slides from the website running on channel 21 and council meeting videos running on the website. This will be reduced for 2011/12 due to eliminating taping

From the Website

Increased number of volunteer inquiries	4,000 visits to the volunteer page
Increased number of volunteer hours	2.5% increase in 2010
Number of links from City sites to community groups	Currently = 5
Number of links from community sites to City sites – not measured. However, statistics for where visitors come from to get to the City site reveals a few common local sites including Visit Corvallis. OSU, and corvalliscommunitypages.com. Other most common are Google, Oregon.gov, yahoo, Comcast, aol, ask.com, and Facebook	
Number of requests of MIS/communications staff	Currently about 20 per month to the webmaster
RSS or other subscription areas added	4 added at the end of 2009/2010 and substantially enhanced feature in the new website being created
Best practices incorporated into the scope of work for the web replacement RFP	Completed
Number of visitors to the media news room site	1267 distinct visits
Number of social networking sites (note: Library Twitter and Facebook sites each have Over 1,000 followers/likes)	8 (likely to grow substantially with the new social media administrative Policy due to be completed in Dec.

Proportion of initial home page devoted to key messages

Not consistent but What's New and banner that can be used=35%

Reduce outdated materials on the web

In process as part of the web conversion

Number of new initiatives generated by emphasis on evaluating and trying out new technologies to stay up to date with how audiences want and expect to interact and learn about their City.

Website conversion underway. Social Media policy underway. New technologies added including Recreation system, Fire responses, Development Services permit system, Police on-line reporting system, Google translator, and citywide access to Language Line services. Weed abatement response system underway.

From the Media

Increase ratio of positive to negative articles

almost no change from 2009/10 to 2010/11, about 2 to 1 positive to negative

Maintain quarterly meetings of leadership with GT editorial staff

Meetings have been maintained

Other Measures

Number of meetings of the ad hoc communications advisory group and the number of actionable recommendations produced

Group was dependent upon casual communications staffing and was eliminated when the position was eliminated. When in Existence, actionable recommendations were gained Regarding the Parks & Recreation Activity Guide, "the City" newsletter, and the annual report card

Incorporate communications into joint meetings with OSU, Benton County, and 509J

Periodic meetings with Benton County and 509J have not focused on communications. Communication collaboration is a part of the current OSU scoping committee work

Internal communications increased

Substantially increased content on the City's intranet. Maintained annual employee surveys and monthly newsletters. Completed Diversity and Inclusion and Career Development Plans which contain action item recommendations for communications. Media Guide created and media training held in 2010.

Increase in percent of employees indicating that the intranet is an important source of information.  
Increase in the percent of employees indicating they found what they were looking for when they went to the intranet.

2009= 66% indicated it was very or somewhat helpful. Not asked in 2010 or 2011 as a general question

Increase in the number of face to face opportunities for employees to hear about citywide issues and initiatives.

Not measured, but there were additional meetings last year re: financial condition

# **Comprehensive Communications Plan**



**City of Corvallis**

**September 2007**

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## **Introduction**

In 2003, the City Council adopted citizen involvement as one of its overarching values and set a goal to create a comprehensive communications plan. The City Council adopted the first Comprehensive Communications Plan (CCP), along with a three year action plan in 2004. Staff has reported on the progress of these plans each year, with a three year Communications Scorecard (Appendix D) produced earlier this year. The scorecard can also be used to measure progress under the new Plans relative to the original baselines.

This 2007 Comprehensive Communications Plan revises and expands upon the original in response to what has been learned, changing goals and priorities, changing communications trends, new concepts and opportunities, and changes to the profile of the primary audiences for communications, Corvallis residents and voters. The 2007 Plan was created through reviewing progress under the 2004 plan, other best practice models within local government, new environment and audience data, and feedback from City leadership (City Council and senior staff), communications staff (newsletter and web teams), and the Committee for Citizen Involvement.

A new three year action plan is also attached (Appendix A), along with a sample communications job description (Appendix C) and a summary of the City's 2003 Financial Strategy Outreach Plan (Appendix E). As with the prior plans, the 2007 CCP includes performance measurement and annual reporting to assure the goals and objectives are being attained.

## Executive Summary

The guiding principles, goals and objectives of this Comprehensive Communications Plan continue most of those developed in 2004, with somewhat of a change in emphasis based on the 2007/2008 City Council's focus on financial planning and leveraging partnerships. Guiding principles include: tell our own story; be proactive, provide early opportunities for information and engagement, continue overall decentralization of communications programs, provide open, inclusive, and two-way communications, use strong themes rather than scattered messages, be collaborative, and make audiences "thirsty" for information by reaching them where they live, where they already connect with the City, and by and audience focus that appeals to what is important to them.

Goals include promoting citizen understanding of services and activities and their value, letting people know the "how" and "why" as well as the "what" of City services and activities, ensuring a consistent message, listening to responses, promoting broader and more effective input and engagement, providing accurate and timely information, and building effective ways to communicate key messages.

Key Messages under the Plan remain;

- City activities and services have positive results for our community.
- City services are essential to the quality of life in Corvallis.
- The City is truly interested in listening to its residents and values community input.
- The City spends money wisely and provides good value for the cost involved.

Primary audiences also remain unchanged, residents and voters of Corvallis. Important secondary audiences include non-resident business and community leaders, legislative representatives, other local public agency partners, and non-resident employees of Corvallis employers, including the City.

## Situation Analysis

The environment for communications programs is influenced by both national and local trends. Nationally, economic trends such as the importance of being a community where the "creative class" wants to be, is essential to a healthy economy and to attracting individuals who want to contribute to the community and are likely to participate in civic engagement opportunities. General information technology trends also are changing how people give and receive information, especially as they allow people more freedom to interact with information and with each other whenever they want to, wherever they are. These trends also bring new expectations and needs, and an increasing "overload" of information that complicates the job of communicating City messages to our constituencies.

National, regional, and local demographic trends are towards increasing diversity, especially relating to age and ethnicity. This increases the complexity of

the tools and tactics needed to reach a more diverse audience and the need for specialized skills such as new language skills and cultural competency. As new generations reach adulthood and voting age, messages must be delivered in ways that resonate with their own values and preferences and communications plans must take these differing values into account if they are to be successful.

Statewide and locally, there continues to be instability in government financing systems, creating a bleak local government financial picture which is reflected in the City Council goal's emphasis on fiscal strategy. This situation is worsened by a national climate of taxpayer fatigue and negative messaging relative to government in general. These increase the importance and difficulty of effectively communicating especially the last key message, that the City uses taxpayer dollars wisely. More detail regarding the external environment and audience analysis is contained in Appendix B, Situational Analysis.



Corvallis voters:

- About 57% of all Benton County voters
- Majority are over 45
- About 3/4ths do not have children in Corvallis public K-12 schools
- Most have lived in Corvallis for over 10 years
- Most indicate they vote on City issues
- Most are cable television subscribers.

Corvallis residents define the following aspects as critical for a healthy community:

- Job opportunities
- Quality K-12 education
- Meeting the basic food, shelter and clothing needs of all
- Diversity
- A safe environment
- A variety of social and health care options
- Quality public services such as law enforcement, transportation and parks



Strengths and Opportunities

Corvallis' strengths relative to communications include a highly educated citizenry with a high number of active and retired government employees. It has

also been judged as one of the most creative cities in its population class. This corresponds to a relatively high level of technology literacy, which is both a strength and a driver of expectations. The City has been proactive in forming committees to help prepare the organization for increasing diversity and examining long term financial stability for core services and economic development. The community also has a strong history of civic activism and of searching out collaboration opportunities. An example is the recent partnership with 509J for management of the cable public access channel. Voters consistently respond in the Citizen Attitude Survey that they would like to know more about City services and activities so there is an interest in having the City expand current efforts. Finally, there has been an increase in available resources under the 2004 Plan especially in regards to capital outlay funds through a cable access fee, funding for a return to direct mail of the City newsletter, and contract funding for televising (and now videostreaming on the web) City Council meetings.

There are a number of City initiatives underway with potential for integration with this Plan, including sustainability, diversity and employee career development/talent management. The City also enjoys an advantage in that the major sources of information about the City are identified by voters as City generated publications.

Things that are working well include the newsletter and special inserts, the Parks and Recreation Activity Guide, televising City Council meetings a number of times per week, increased web information (although the web consistently is judged a weakness as well) and use of the web especially by potential businesses, employees and residents.

New opportunities to explore were identified as additional collaborations, expanded use of subscription lists for City information posted to the web or distributed by email, and expanding the City's website as a primary source of information about the City by adding a feature such as OSU Today that draws in and provides one point of contact for non-City generated news articles about the City.

#### Weaknesses, Obstacles and Challenges

Challenges and obstacles from the overall environment are described in the situation analysis; however, surveys and meetings with communications groups also identified additional areas. The most important of these include: lack of focus and consistency; lack of adequate, consistent and appropriate resources, especially staffing resources; better balance in the decentralized approach; current website design and content management; speed of adapting new technologies for communications uses; a need to increase the visibility of the work of Council committees; need for improved cultural competency; need to move from information that is "presented" to information that is "managed" in form and content; underutilization of radio; lack of audience focus to communications; inconsistent messaging; and just the nature of some of the key messages, especially the wise use of taxpayer dollars which "swims against the tide" of national messaging on government.

### Strategies and Tactics

Strategy areas identified in the Plan include needed resources, system structure, and audience focus. Tactics for each strategy area are summarized in the three year action plan and include: increased areas of collaboration; creation of a specific plan focused on fiscal strategy; website design and content management; other City produced communications; media; and performance reporting. Some of the recommended action items include formation of an ad hoc technical advisory committee of local external communications and marketing experts, formation of a Web Steering Committee along the lines of the current Sustainability Steering Committee, and increased communications staffing to assure implementation of the action plan.

### Program Evaluation

Performance measures have been selected based on their feasibility and meaning as well as on their ability to be reproduced each year. For each specific action within the three year action plan, key indicators are identified and will be reported on annually under the Plan.

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## **Goals and Objectives**

The guiding principles, goals and objectives identified in the 2004 Comprehensive Communications Plan were largely confirmed in the research for the 2007 Plan. The City Council's 2007/2008 goal has changed somewhat to reflect an emphasis on financial planning and leveraging partnerships. The goal states, "Develop a fiscal strategy for core City services, including a comprehensive and collaborative communication plan to increase citizen understanding of City budgets and services." Citizen involvement continues to be an overarching City Council value. Several statements within the Vision 2020 Statement also relate to goals and values that must be reflected in this Plan. These include:

- A wide range of methods is used to gather citizens' ideas...mail and telephone surveys, neighborhood meetings, ward meetings, passive and interactive electronic communication, comment corners throughout the community, public hearings, and, in some cases, City Council initiated advisory referendum.
- Boards and commissions are effective and objective forums for discussing issues, including a Committee for Citizen Involvement charged with informing and assisting citizens on how to become involved and how to be most effective at participating in community land use decisions.
- Corvallis has a highly participatory government that when necessary, accepting higher costs and extended time periods for making decisions in order to maximize citizen involvement.

The ultimate ideal state could be summarized as providing a fully inclusive two-way communications system that serves residents and voters who want to engage in that system. Guiding principles in the development and implementation of this Plan are as follows:

- Tell our own story. The City must take responsibility for telling our own story vs. expecting someone else to do it.
- Be proactive. Along with telling our own story, the City must take responsibility to proactively initiate communications and dialogue rather than simply responding to issues and events as they occur.
- Provide for early opportunities for information and engagement. The most efficient and effective process for problem solving depends upon getting as much of the needed information into the process as early as possible. Additionally, for many citizens, "the process is the product" meaning that public confidence and acceptance in the outcome is greatly influenced by whether or not they have had real opportunities for engagement in a way that can influence the ultimate outcome.
- Be decentralized. The City's current communications efforts are primarily decentralized in staff support and in planning for individual outreach efforts. Decentralization compliments the principle of open communications as well. However, as mentioned in the 2004 Plan, within the decentralized system there must be a commitment to presenting a consistent, focused message to the community. This Plan continues to

emphasize the decentralized approach, but based upon results to date, also recommends changes to the amount of centralized resources designed to support departmental and citywide efforts to improve consistency and reinforcement of key messages.

- Provide open, inclusive communications, with an emphasis on two-way communications. Open communications refers both to the flow of information within the City organization and between the organization and the community. Open communications also refers to inclusiveness which is best attained through the use of simple, non-technical language easy for the general public to understand. It also requires that we identify who we are not reaching or hearing from, and what we could do differently to engage a broader and more diverse citizenry in City issues. Emphasizing two-way communication is simply the principle that we want to engage in a dialogue with the community and not a monologue of information from the City to the community. This is especially important in addressing the City Council's focus on financial planning where the City will need voter priorities to create a services/funding match. Inclusive communications also means reaching out in new ways for audience sectors with special needs such as those who do not read English, students, or working households with less time to devote to city issues.
- Use strong themes, not scattered messages. Strong themes increase the efficiency of a communications program and the City will continue to look for multiple ways to reach different populations and reinforce the key messages detailed below. Success under this principle is therefore dependent not only upon the messages, but on the channels of communication as well.
- Be collaborative. The City is already engaged in a wide variety of partnerships, including some partnerships in the communications area such as the regional public information officers' network. However, there is professional and community expertise in communications, marketing, public participation, and technology that could expand the City resources available to support this Plan. Facilitating partnerships in communications, especially with other local public entities facing many of the same problems, can create synergy for all.
- Make them "thirsty." Rather than the old adage, "you can lead a horse to water, but you can't make it drink," as a communications approach, the Plan utilizes the principle, "you can't make it drink, but you can make it thirsty." To be successful, the City must maintain and focus on reaching people where they are and connecting our issues and services to their needs and values so that citizens see "what's in it for me?" and feel they have a stake in the outcome. The City must also look to how people want to give and receive information, what their expectations for communications are, and how those are changing.

Working under these guiding principles, the following goals and objectives are adopted for this Plan and for the 2007 Action Plan (Appendix A):

- 
- Promote citizen understanding of City services and issues and a connection between the services they use and how those services fit within the overall program and budget of the City.
  - Build an understanding of City services and their value.
  - Let people know the "how" and "why" of issues, and not just the "what."
  - Ensure a consistent message is conveyed that is both accurate and timely.
  - Listen to the responses and requests citizens communicate with the City and ensure timely and accurate feedback.
  - Promote broader and more effective engagement of citizens in the affairs of the City.
  - Provide citizens an accurate idea of the City's responsibilities, issues, and problems.
  - Seek citizen input about priorities and preferences and build support for providing additional financial resources where needed to maintain those priorities and preferences.
  - Build effective ways to communicate key messages to citizens at their "point of connection," that is, where they live, where they receive services, and where they already have an existing interest or value.

## **Key Messages**

Key communications messages are also largely unchanged from the original 2004 Plan. The four key messages are:

- City activities and services have positive results for our community;
- City services are essential to the quality of life in Corvallis;
- The City is truly interested in listening to its residents and values community input; and,
- The City spends money wisely and provides good value for the cost involved.

The 2007/2008 City Council goal especially emphasizes the importance of this last message. Appendix D, the 2007 Communications Scorecard, summarizes the progress made over the three years of the initial plan, to communicate these messages. While progress is shown, the need for additional progress, especially for this last message, is apparent. While in 2006, almost 90% of survey respondents agreed that the City provides quality services and a similar number gave the City overall excellent or good marks for the job it does providing services, less than half agreed the City uses tax dollars wisely (40.2%) or listens to residents and values community input (49.5%). A fairly steady majority of 55-60% of respondents would like to know more about City government indicating that they are in fact “thirsty” for more information than is being provided to them under the present system and methods.

Therefore, the financial strategy communications effort that is the focus for the 2007/2008 City Council goal will need to focus on strategies and tactics to generate much more significant progress relative to perceptions of how the City currently uses its existing financial resources. In the hierarchy of communications effects, this starts with exposure and awareness as a precondition to building an understanding of the need for additional resources, service reductions, or a combination of both, a context for examining preferences and ultimately to forming support for specific options and taking action through involvement and voting. Recommendations for strategies and tactics that would do this are detailed further in this Plan and the 2007-2010 Action Plan.

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## Strategies and Tactics

The strategies and tactics are designed to capitalize on the strengths and opportunities identified above and correct prior strategies or the lack of strategies where results have not been achieved (areas of weakness, obstacles, and challenges identified). Tactics are identified in Appendix A the Three Year Action Plan. Each reflects some combination of two overarching strategies; a consistent audience focused approach, and providing somewhat more centralized and robust communications structure and resources. This includes reliance on additional resources, both those already being implemented such as the MIS staff reorganization and the addition this fiscal year of a casual Volunteer Coordinator position and the addition of new communications staffing in the City Manager's Office (CMO). These strategy areas are briefly described below.

### Audience Focus

One reason why government communications can be full of jargon, boring, and hard to follow is when the focus of the communications is on what the City wants to say, rather than on audience needs and attitudes. Many of the challenges and opportunities identified above refer to changes in how people want to receive information and the lack of change in how the City is preparing and distributing its information.

The success of this Plan therefore, especially relating to connecting the work of the City in a very personal way to residents' quality of life and to building an understanding of how financial resources connect with that work, relies upon reaching voters and residents with messages they can relate to, in ways they respond to, and where they already interact with the City. In other words, it relies on how well do we do not in forcing them to "drink" the information, but in making them "thirsty" for information and for real engagement in City issues. To do this, City officials and employees must do a much better job of consistently utilizing "teachable moments" which already exist to consistently reinforce those key messages in customer contacts. Additional centralized staff resources are essential to retaining this consistency of focus in action through training and supporting on-going awareness of such opportunities.

Looking beyond where residents and voters already connect with the City, is the need to connect the community livability that is important to them and to their view of a healthy community, with the services, activities, and decision-making of the City. Our audience already largely understands "what" City services and activities are and "how" well they are delivered. There is far less understanding of "why" the City does what it does in terms of their outcomes for the community or the outcomes if the services were no longer offered. Nor is strong enough understanding of "how much" these services and activities require in resources and the connection of their tax and fee dollars to these ultimate community outcomes.

Ultimately, the tactics under this strategy must go beyond simply making the information and engagement opportunities available, to devising ways to make voters thirsty for it. If the City can successfully do that, it will increase both agreement with the key messages and the degree of broad based interactivity and two-way communications envisioned by the Vision 2020 ideal.

#### Resources and System Strategy/Structure

Consistently, the feedback on current communications efforts came back to questions of resources vs. expectations - whether discussing citywide communications, department communications functions, or specific communications tools such as the website. The success of this Plan in providing the consistent priority to communications that the Vision, City Council goal, and citizen feedback say it should have, will depend in large part on the success of the City in developing and devoting additional resources to the communications function. While, CMO, MIS, and departmental communications staff have done a good job with existing resources, experience under the prior Plan and challenges presented by the changing communications environment, require additional resources to make additional progress, especially on more difficult and complex local government issues.

The resource strategy is also not simply about more vs. less, but centralized vs. decentralized - financial resources, staff resources, and outside resources, whether consultant or volunteer. The City Council goal states this well in its emphasis on using a collaborative approach with other government agencies to maximize the effectiveness of all agencies' resources. While City staff already participates in professional organizations and partnerships which extend the amount of resources available for communications, many opportunities for further collaborations are identified in the Action Plan. One example is the formation of an outside ad hoc committee of community members active in marketing and communications fields who could be called upon to offer advice and external feedback to City staff on communications efforts. This group would also be a connection point and sounding board relative to new communications and collaboration opportunities. However, coordinating, partnering, collaborating, and networking functions themselves take staff time and must be factored into the resources required to make collaboration a success.

Part of the weakness in the consistency of communications and messaging relate to the lack of consistency of staff time available from the City Manager's Office and within departments as well. The current decentralized approach leaves departmental staff with the question, "If I am to devote more time to communications, what else can I stop doing?" At the same time, the lack of centralized strategy and support, for example relative to the website, presents a time issue for departmental staff not only in keeping materials added and up to date, but in maintaining standards for design, consistent content, and determining priorities. Meeting people where they connect with the City requires

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a decentralized approach, but also more centralized support resources to show employees what needs to be communicated and how to apply that to their day to day activities.

Appendix C summarizes the potential competencies and functions that such a communications specialist would bring to the City, in support of current staffing. This report recommends that the City include this as a full time, regular FTE enhancement in the 2008/2009 proposed budget. Estimated costs for this level of support would be approximately \$75,000 in salary and benefits the first year and less than \$5,000 in one time start up costs such as furniture and equipment. An evaluation would be done in the second and third years of the action plan to measure the additional progress possible through these additional resources as well as what "gaps" remain that might be resolved by moving to a full time position.

Beyond the new staff recommended, it would also be recommended that the web management structure be revised to more closely mirror that of the current Sustainability Initiative including a Technical Advisory Committee similar to the existing Web Team, but adding a Web Steering Committee that could include all department directors as well as other department staff. A Web Steering Committee along the line of the current Sustainability Steering Committee would support the work of the Web Team, MIS web technical support staff and CMO communications staff in providing overall vision, priority setting, and structure for the City's website. For general communications, it is recommended that the two staff communications teams, newsletter and web, periodically hold joint meetings to discuss staff perspectives overall on current communications efforts and to review annual communications performance reports (reports will also continue to be reviewed by senior staff, the CCI, Human Services Committee, and the City Council).

## **Program Evaluation**

One of the strengths of the current communications program is its annual reporting and performance measurement feature. While there are not currently performance measures for communications included in the national and state measurement programs in which the City participates, the City has several years of history on measures from both the original CCP and the annual CAS. The City has also been, and will continue to be, vigorous in pursuing recognition, such as award programs, for its communications efforts as another way to evaluate success. The City has won three awards either nationally or statewide relative to its communications efforts since 2004.

There are some measures identified in the original Plan that have proven to be either ineffective or impractical to collect (website hits for example). The only measure which was found to have less than 50% support in the City Council survey, was completion of emergency public information annexes (to the City's Emergency Operations Plan) which is a very targeted and specific type of communications effort.

The measures under this plan provide for continuation of the most relevant existing measures, revision of some existing measures, and the addition of new measures to evaluate new efforts. Performance measures have been selected based upon their feasibility and meaning as well as on their ability to be reproduced year after year for comparison purposes. Measures for each project area are identified in the 2007 Action Plan (Appendix A).

APPENDIX A		Communications Plan		- 3 Year Action Plan					
Comprehensive Sep-07									
Goal/Plan Area and Channel of Communication	Action	Lead Role and/or Communicator	Potential Partners	Target Audience	Requires Additional Budget Resources	Measures of Success	2007/2008	2008/2009	2009/2010
Collaboration	Examine web link policies and revise to encourage and promote community interconnectivity. Look for opportunities to provide a link to City sites from other community organizations.	MIS/CMO	Benton County/ 509J School District/ OSU/ Chamber Coalition/ Non-profit agencies	Web users	No, but is supported by planned MIS reorganization with more dedicated resources to web technology	Increase in the number of links on the website and increase to the number of community group websites allowing interconnectivity with the City. Track which sites are most successful in delivering visitors to the City website.	x	x	x
Collaboration	Develop and expand cable television partnership with 509J, especially relating to providing additional government channel programming and technology projects, possibly in conjunction with Benton County as well.	CMO	Benton County/ 509J School District/ OSU/ Chamber Coalition/ Non-profit agencies	Cable television viewers	Yes, increased staffing resources	Number of program hours produced, viewer satisfaction, and number of crossover opportunities created (programming videostreamed to website etc.)	x	x	x
Collaboration	Form an ad hoc technical advisory volunteer committee of marketing and communications specialists within the community and utilize for feedback and expertise in the implementation of the action plan.	CMO	OSU faculty, public affairs officers of major employers,	City officials and staff responsible for communications programs and their analysis	Requires additional staff time to organize, facilitate and coordinate as well as to incorporate input into program review	Number of meetings of the committee, number of recommendations from the committee which are adopted	x	x	x
Collaboration	Incorporate communications partnerships into the agendas for joint meetings of government agencies, specifically of the City, OSU, 509J, and Benton County to ensure visibility and leadership involvement in discussing potential projects.	CMO	Benton County/ 509J School District	Local Government Leadership	No	Number of discussions triggered by including this topic on joint meeting agendas, number of actionable items coming out of these discussions.	x	x	x
Collaboration	Quarterly joint meetings of web team and newsletter team to discuss overall communications strategy and project progress.	CMO/MIS	Department representatives to these teams	MIS and CMO staff working on the communications plan and web management	No	Number of joint meetings, number of actionable ideas developed through the joint meetings	x	x	x
Collaboration	Utilize expanded communications staffing and MIS web staffing to expand training for managers and supervisors on website capability so that they know when they have a story or need for info how the web might be used as a tool to help them be successful.	CMO/MIS	Web consultants, other local government agencies interested in joint training opportunities on this topic	Department supervisors and communications staff	Yes, additional staff support through the MIS reorganization and proposed communications staffing	Number of requests for MIS/Communications staff assistance in improving web use, number of unique visitors to webpages developed as a result of the training.		x	x
Fiscal Strategy	Review Financial Strategies Outreach Plan (Appendix E) and evaluate lessons learned for incorporation into a new financial strategy marketing plan. Estimated that this would require Year 1 devoted to the development of the strategy, Year 2 begin communications campaign focused on connections of City services and activities to community livability and personal impacts and Year 3 move that campaign into connection between these services, activities and outcomes and available funding.	CMO/ Finance/ All Departments	Core Services Committee Budget Commission, other community local governments	Corvallis voters and residents, non-profit agencies, legislative representatives, employees	Yes, in the form of additional staff resources	Increase in CAS respondents indicating they agree the City uses tax dollars wisely, number of unique visitors to the City's "taxpayer" webpage, requests for copies of the budget in brief, budget annual report, or annual performance report (proposed to begin in 2008).	x	x	x
Fiscal Strategy	Determine the level of interest by other local government partners in developing a collaborative financial strategy outreach and communications plan that would promote understanding of local government finance issues from a taxpayer and community member point of view.	CMO/ Finance	Benton County/ 509J School District	Corvallis voters and residents, non-profit agencies, legislative representatives, employees	Yes, additional staff resources and potentially additional resources to create new products	Agreement by other local government bodies to participate in the collaboration, same indicators as for review of Financial Strategies Outreach Plan above.	x	x	x
Fiscal Strategy	Utilize additional communications staffing to increase communication with departments and development of training on the comprehensive plan and to build awareness of "teachable moments" and how to incorporate focused communications into day to day contacts with customers.	CMO	Regional PIO Network, consultants or trainers, department staff	Employees and officials of the City and any participating partners	Yes, in the form of additional staff resources	Hours of training provided, employee survey responses that they increasingly have used such moments, CAS respondents indicating the City uses tax dollars wisely.	x	x	x

Website Design and Content Management - Audience Research	Incorporate web questions into the 2007 CAS for both current users and non-users. Develop and implement a web-based survey of web users.	CMO/MIS/ Web Team	Department Directors	Web users and potential users	No	Response rate to CAS questions and improved ratings over time, Number of responses to web survey and improved ratings over time	x	x	x
Website Design and Content Management - Audience Research	Use research to prioritize expanded RSS, listserv and subscription services and topics, with an emphasis on services, their impacts, and their funding. Use the web and other technology to allow visitors to "pull" information and engagement opportunities to them based on their self defined areas of interest. ex. My OSU News	CMO/MIS/ Web Team	Department Directors	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	surveys completed, number of subscription areas added		x	x
Website Design and Content Management - Audience Research	Use research to prioritize e-business initiatives based on customer demand	CMO/MIS/ Web Team	Department Directors	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Surveys completed, e-business prioritized action plan and resource needs completed	x	x	x
Website Design and Content Management - Audience Research	Work with media to ensure media web pages meet their needs.	CMO/MIS/ Web Team	Department Directors	Media and indirectly, their audiences	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Number of visitors to media webpage, depth of visits to media webpage	x	x	x
Website Design and Content Management - General Research	Research alternative web software that is more user friendly and that helps to analyze content and design for improvement.	CMO/MIS/ Web Team	consultant assistance and/or professional association networking	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Recommendations completed and acted upon relative to response software.		x	x
Website Design and Content Management - General Research	Explore citizen request/response software to improve tracking of issues of concern and accountability for responsiveness.	CMO/MIS/ Web Team	Department Directors	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization			x	x
Website Design and Content Management - General Research	Best practices review and analysis, including "GASP" for graphics, ambiance, style and presentation and for continuity, hospitality	CMO/MIS/ Web Team	networks, consultants, ad hoc committee	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Number of best practices implemented on the website, recognition award for website design and content for cities of our size		x	x
Website Design and Content Management - Tactics	Based on research, make the city website a place that community residents see and use to connect with others in our community.	CMO/MIS/ Web Team	CCI, boards and commissions, departments	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Number of social networking opportunities on the website and number of visitors utilizing social networking opportunities on the website.			x
Website Design and Content Management - Tactics	Redesign website based on research and establish standards that avoid design mistakes, best utilize vertical space, offer instructions, minimize scrolling, simplify and summarize text with links for more info, maintain strong brand identity on all pages, provide easy and standardized navigation, avoid burying the most popular and important information, allow multi-directional sorting and search, increase videostreaming use, and increase opportunities for interactivity. Utilize new best practices for the web video training series.	CMO/MIS/ Web Team	consultant, ad hoc committee, networking with other regional local governments	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Redesign completed, ratings in surveys increasingly positive, increased content available		x	x
Website Design and Content Management - Tactics	Consider a "Corvallis Today" news site from the home page that grabs and summarizes stories from the media about Corvallis (similar to OSU Today) site.	CMO/MIS/ Web Team	news websites	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Implementation of the feature		x	x

Website Design and Content Management - Tactics	Create priorities for stories relating to the key messages for the most valuable webpage space and inclusion on the home page.	CMO/MIS/ Web Team	Department Directors	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Proportion of home page initial vertical space devoted to key messages.	x	x	x
Website Design and Content Management - Tactics	Expand resources devoted to both design and content management of the City's website, both technical and communications staffing and . Use these additional competencies and staff capacity, along with survey results and best practices review to develop a plan and standards for the website as well as a phased and evolutionary improvement process based on this analysis.	CMO/MIS/Departments	City Council, Budget Commission	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Completed plan, increased staff resources approved, improved ratings by, and increased numbers of, website users	x	x	x
Website Design and Content Management - Tactics	Establish audience focused "tabs" from the home page that direct users to audience focused web pages for residents, taxpayers, visitors, and businesses.	CMO/MIS/ Web Team	Departments	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Increased percentage of CAS respondents indicating the website is a preferred source of information about the City, increase in the number of unique visitors to the website.		x	x
Website Design and Content Management - Tactics	Clarify roles of City staff in developing and maintaining web page content as well as the expected relationship of maintained content to key messages. Make communications everyone's job.	CMO/MIS/ Web Team	Departments	existing and potential web users	Yes, both increased communications staffing and increased MIS resources devoted to the web through their reorganization	Reduce out of date materials on the website, increase proportion of employees with specific communication goals included in their annual reviews, out year survey responses indicating web is a preferred source of information about the City.	x	x	x
City Produced Communications	Publicize volunteer opportunities, including service on boards and commissions, through the May issue of "the City" and through expanded volunteer information on the website and in all City facilities, including board and commission vacancies and volunteer job opportunities. Improve resources and registration.	CMO/MIS/Volunteer Coordinator	Department staff, Mayor	Potential volunteers and recognition for existing volunteers	No, should be supported within the additional web staff support included in the MIS reorganization and with the increased volunteer staffing in this year's budget.	Number of volunteer inquiries generated by the website and other facility visibility. Total hours of volunteer time.	x	x	x
City Produced Communications	Boards and Commissions training and role clarification relative to connecting key messages with specific stakeholders and constituencies.	CMO/Board and Commission staff support	Depts./Boards and Commissions	Board and Commission members, especially orientation for new members	Yes, requires additional staff resources as identified in this Plan.	Board and Commission members indicating that they have the training and information they need to participate in communications programs as identified and feel comfortable doing so.		x	x
City Produced Communications	Maximize the strength of the government access channel 21 as a communications tool through continued programming such as annual budget presentations, cablecasting of public meetings, use of 509J students as additional resources, and development of video programming on key issues (ex. watershed).	CMO/ Public Works	Departments and project staff, 509J partnership and faculty support, 509J firm students, Benton County public information staff, potential private project sponsors.	Cable television viewers and potential crossover use on the website.	Yes in the form of increased staff resources required and potential equipment use funded by cable access fees.	Increased percentage of CAS respondents indicating the government channel is a preferred source of information about the City, number of unique visitors to videostreamed webpages.	x	x	x
City Produced Communications	Continue to use dedicated funding from cable access fees for technology capital improvements and for expanding cable programming equipment for the use of City staff and the general public.	CMO/Public Works	509J School District		Yes	Complete the purchase. Number of employees trained.	X		
City Produced Communications	In order to reach people where they live; watch for, create, and take advantage of special events, campaigns, already underway by the City or others. Meet with every department and identify what is needed to build key message development into every project/issue. Assist with planning and implementing. Evaluate community events and participation as a communications and outreach tool.	CMO	Department staff	residents and voters already connecting with the City on specific projects	Yes, additional communications staffing as recommended.	extent to which the key messages are repeated throughout city communications, especially project communications.		x	x
City Produced Communications	Audit all city produced communications for simplicity, consistent messaging, jargon, and text/graphic balance and identification of "gaps" for discussion with departments for how to address. Develop guides and checklists to help departmental staff recognize issues with communications messaging and methods.	CMO	Department directors and staff support and participation	City officials, employees and volunteers	Yes, additional communications staffing.	Percentage of communication products audited. Percentage of product producers indicating they find the guide/checklists useful.		x	x

City Produced Communications	Coordinate with volunteer coordinator and MIS web staff to create volunteer webpage and tactics to improve the visibility of volunteer opportunities with the City, including board and commission vacancies.	CMO/MIS/ Volunteer Coordinator	boards and commission members, CCI	residents and volunteers	Yes, additional communications staffing and MIS staff for the web under their reorganization	Increase in the number of volunteer hours, increase in the number of new volunteers, increase in the number of inquiries regarding volunteer opportunities	x	x	x
City Produced Communications	Create a media guide for employees to assist them in both proactive use of the media and appropriate responses to media requests. Provide additional consultation for staff dealing with media or creating communication products.	CMO	Department communications staff, PIO network	Staff and officials	Yes, additional staff resources	Increase in media articles and in ratio of positive to negative.		x	x
City Produced Communications	Utilize the diversity strategic plan being created to examine special populations and communications/service needs.	CMO/ Diversity Initiative Steering Committee	Departments, City officials, Employer Diversity Partnership, CAD, and other stakeholder groups	Diverse subgroups of residents and voters	Unknown as plan is not yet drafted	Increase in the diversity of residents engaged in communication processes or as volunteers.		x	x
City Produced Communications	Evaluate ways in which to inform residents through the City's website and look for interactive ways to engage them in this information (ex. Fun Facts).	CMO/ Depts.	Consultants		Unknown	Number of responses or "hits" on the sites and CAS respondents indicating they do use the site	X	X	X
City Produced Communications	Continue to survey employees periodically on internal communications and employee engagement opportunities that support the City as an Employer of Choice.	CMO	Depts./Employees		No new monies	Survey completed and analyzed. Recommendations completed.	X		X
City Produced Communications	Utilize consultant assistance (could be the ad hoc advisory committee) to analyze the drop in CAS response rates and evaluate options to improve.	CMO	consultant, ad hoc committee, possibly OSU graduate class project	Voters	Maybe additional funding for consultant	Increased response rates for future CAS.		x	x
City Produced Communications	Ensure employees, officials, boards, etc. are informed of the creation of the plan, the concepts of key messages and primary audiences, what these are for the City, and understand their role in the Plan's success, including how to incorporate communications goals into their performance goals and how to look for "teachable moments" in their day to day connections with citizens. Establish a training plan that provides these competencies as well as proactive media relations, effective interpersonal communications, group/meeting facilitation, presentations, and customer service skills training.	CMO	Depts./Employees/ Boards	Direct audiences are employees and board volunteers; indirect audiences are residents and voters.		Training plan developed and implemented. Number of trainings and positive participant evaluations. Increase in percentage of CAS respondents indicating that the City does a good job of communicating on key messages and agreeing with the key messages.	X	X	X
Internal Communications	training on meeting facilitation and effective public participation processes, additional support for staff involvement in public relations, communications and public participation professional organizations. Encouragement of continuing education in communications and participation processes, including certification.	CMO/ Departments	Outside trainers, consultants	City employees, officials, volunteers	yes, both new staffing and approval to allow existing staff the additional time needed for participation.	Number of employees receiving training and participating as active members of professional organizations. Number of activities that utilized additional competencies acquired.	x	x	x
Internal Communications	Create an intranet plan and redesign. Develop guidelines for what should be on the intranet and a plan to ensure everything identified is there. Examine how the technology can be used to ensure consistent messaging to employees and to make it easier for employees to do business with the City.	CMO/MIS	Departments, Web Team	City Employees	Yes, both through MIS reorganization and new staff resources as recommended.	Increase in the percentage of employees indicating that the intranet is an important source of information. Increase in the percentage of employees indicating they found what they were looking for when they went to the intranet.	x	x	x
Internal Communications	Increase the face to face opportunities employees have to hear about citywide issues and initiatives.	CMO/ Department Directors	Coordination with diversity initiative strategic and action plans.	City Employees, officials, volunteers	Increased emphasis on citywide news in existing department meetings, but also increasing number of cross-department interaction opportunities	Increase in the number of face to face opportunities each year.	x	x	x
Media	Explore with GT the option of continuing City generated columns periodically for the GT.	City Manager, Mayor and Council President	City Council, CCI, CMO and Department staff to create examples and the columns if reinstated.	GT readers	No	Number of published columns. Number of published columns reinforcing key messages.	X	X	X
Media	Continue to explore with the regional public information officers network, option to use that group to increase connections with local media representatives and reporters.	CMO	PIO Network, radio stations, department staff	Media audience	No	Number of media connections created through the network.	x	x	x

Media	Develop support and guidelines for the production of public service announcements for radio and increase the number of radio interviews and contacts by City officials and employees.	CMO	PIO Network, radio stations, department staff	local radio listeners	Maybe - Purchase digital audio recording equipment and staff time to develop training and guides to maximize radio.	Number of radio psa spots broadcast, number of radio interviews broadcast	X	X	X
Media	Identify and publicize counter examples to background negative messaging environment.	CMO	Department staff and officials	residents and voters	Yes, identified additional staffing	Increasing CAS respondent percentage of agreement with the key messages		X	X
Media	Centralize records of media coverage and proactive media contacts (such as press releases)	CMO	Depts.	Leadership and communications teams	No	Increase in the number of CAS respondents who agree the City is doing a good job in communicating key messages.	X	X	X
Evaluation	Meet quarterly with editorial staff of the Gazette Times.	CMO	Mayor, City Manager and Council President	GT editorial and reporting staff	No	Maintenance of meeting effort	X	X	X
Evaluation	Formation of an ad hoc technical advisory committee of local communications and marketing experts/professionals	CMO	Local communications and public affairs professionals	Communications and department staff	Yes, additional staff support	Number of actionable recommendations generated by the committee	X	X	X
Evaluation	Measure the results of each year's efforts and report to staff communications teams, senior staff, CCI, and the City Council. Recommend changes based on those results.	CMO/All Depts./Mayor and City Council	Media/CCI/Boards and Commissions	City officials, communications and department staff	No	Timely completion of the review report and recommendations. Implementation of recommendations. Progress on key indicators.	X	X	X
Evaluation	Share the comprehensive communications plan, action plan, and annual report information, in joint leadership meetings with Benton County, OSU, and 509J and ask that they share with the City any similar information which they have collected.	City Council/CMO	Benton County/ 509J School District/OSU	All participating agencies	No	Number of actionable recommendations generated by the meetings.	X	X	X
Evaluation	Evaluate and try out new technologies to stay up to date with how audiences want and expect to interact and learn about their City.	CMO/MIS/All departments	Web team, communications staff in all departments	residents and voters, technology users	Yes, both through MIS reorganization and new staff resources as recommended.	Number of new initiatives generated by this emphasis. User satisfaction with pilot projects Number of pilot projects moved to full implementation.	X	X	X