



COMMUNICATIONS &
PUBLIC AFFAIRS

2020



JULY 1, 2019 – JUNE 30, 2020
TOWN OF CHAPEL HILL



Letter from the Director



Communications and Public Affairs (CaPA) celebrated a number of achievements in FY 2018-19. Our strategic planning includes analysis of engagement across all communication channels as we create messaging that conveys Town goals and priorities. We collaborate closely with the Town's internal teams and convene quarterly meetings of public communicators from across Orange County.

Followers on the Town's social media channels have increased 20 percent over last year. We created 104 pieces of video content covering Town events, Council meeting recaps and key Town initiatives for Facebook, YouTube, and Twitter. Social media coordination is the aim of a new Social Media Team organized by CaPA. The staff team helped develop the Town's new social media policy and

next looks to implement procedures and strategy. Our photography archive <https://chapelhill.photoshelter.com> is a growing resource used extensively by departments and external clients including media.

During FY 2018-19 CaPA managed public communications during large scale emergencies, including large crowd demonstrations, Hurricanes Florence and Michael, OWASA water main break emergency and Winter Storm Diego. CaPA also provides communications support for Halloween on Franklin Street. We also organized the Good Neighbor Liaisons program, a network of residents who share and redistribute essential Town communications within neighborhoods.

Since the beginning of 2019, CaPA has received and responded to almost 200 public records requests. The Records Manager has been working with interns to bring order to the Town's records storage in the archives. A Records Management Procedures document has been approved and becomes effective October 1.

In FY 2018-19, CaPA received a number of awards from NC City and County Communicators (NC3C) and has been nominated for a national award by 3CMA in September.

In FY 2019-20, CaPA will continue its focus on core services. Our emphasis will be on providing information to the public in a variety of forms, providing governance support, maintaining public records and responding to records requests, and supporting the Town's advisory board system.

Our top priority for 2020 is the launch of a redesigned Town website, one that will be streamlined to reduce and better organize content. We have reached out to the public for feedback on the site; and have collaborated with a user design experience class from the UNC-Chapel Hill School of Media and Journalism that conducted usability testing on the current website. And we shared the preliminary design with the public in early August. More at <https://bit.ly/31p4PqF>

The Town's 2nd annual Peoples Academy begins on October 3rd and will be supported by the Housing and Community Department. CaPA looks forward to future full staffing when we have capacity to resume our focus on this strategic priority that makes strong connections between the Peoples Academy and recruitment efforts for Town Advisory Boards and Commission.

Our department provides:

- Communications & Public Information
 - Governance Support
 - Public Records
 - Citizen Participation
-

– Sabrina Oliver, Director of Communications & Public Affairs

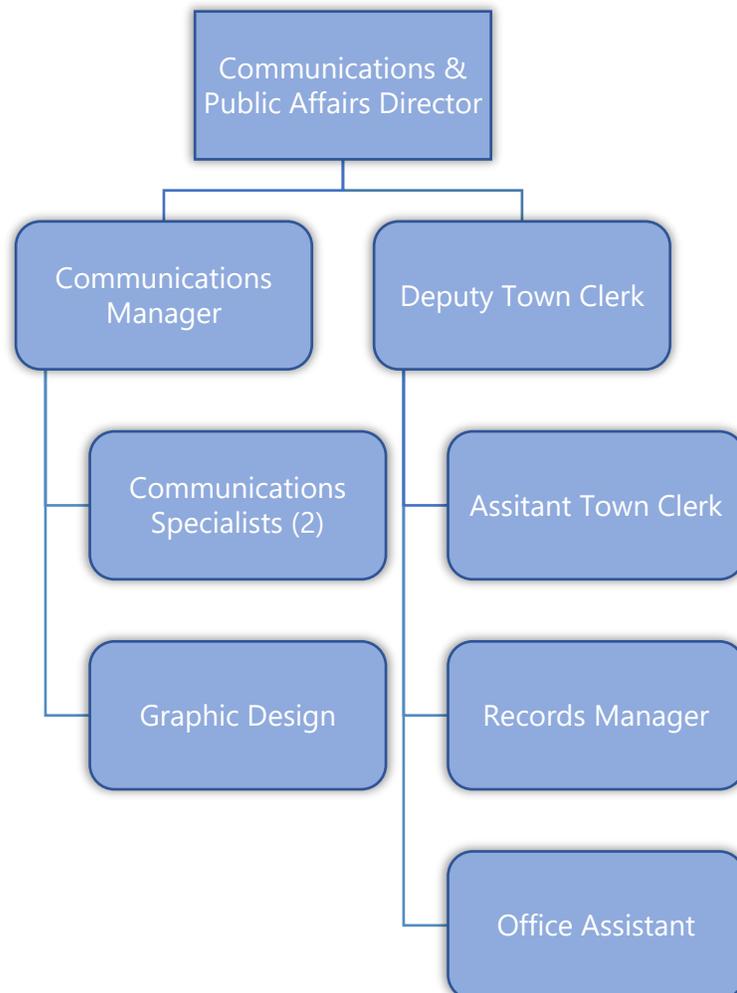
Our Mission

To encourage public participation in Town government, and to support the Town's strategic directions through news media relations, internal and external communications, vital records maintenance and provision, public education and service programs, and marketing activities.

Our Guiding & Governing Documents

- 2017-2020 Strategic Communications Plan
- Social Media Policy
- Records Management Policy
- Records Management & Imaging Procedures
- Graphic Standards Manual
- Communications Dashboards
- Council Procedures Manual
- Advisory Board Policy
- CaPA How-To Documents
- Emergency Communications Guide

Our Department



Our Strengths, Weaknesses, Opportunities, and Challenges

Strengths What we can build on	Opportunities How we can grow
<ol style="list-style-type: none"> 1. Experienced, energetic, talented staff 2. Positivity and teamwork 3. Professional development opportunities 4. Extensive data collection (e.g. social media engagement, website analytics, public records) 5. Trusted relationships with other departments 6. Responsiveness to internal and external clients 7. Strong local and statewide connections (Orange County communicators, NC3C, 3CMA, NC Association of Municipal Clerks, International Inst. of Mun. Clerks) 8. Emergency communications 9. Social media engagement continues to rise 	<ol style="list-style-type: none"> 1. Interdepartmental collaboration 2. New perspectives/ideas of new Town Manager 3. Website redesign in 2019 4. Increasing video production and quality of stories 5. Council Survey 6. Social Media Team 7. Strategic Communications Plan (2017-2020) 8. Prioritization of key strategic messages 9. Community partnering – UNC JM School, UNC SILS 10. Neighborhood Liaisons 11. Process improvements 12. Posting completed public records requests on the Town’s open data portal
Weaknesses What we can shore up	Challenges What we should monitor
<ol style="list-style-type: none"> 1. Gov TV Studio Sustainability (i.e. aging and outmoded equipment w/ constant failures) 2. Website splintering – Departments creating separate websites 3. Prioritization 4. Getting better at communicating to internal customers about the types of services CaPA offers 5. Closed-captioning of Council Meetings (required by law) 	<ol style="list-style-type: none"> 1. Boards and Commissions oversight and sustainability 2. Career progression for CaPA staff 3. Brand Identity – Multiple sub-brands emerging in form of departmental logos and missions 4. Strategic planning 5. Reimagining processes 6. Volume of requests (community news bureau) 7. Compliance with the Law 8. Friday workload in distributing agenda packets

Departmental Performance Measures Overview (mark 'X' if performance from the most recent data collection period is at or above target)

Mission-level Measures		At or above target
1.	Percentage of community satisfied or very satisfied with overall effectiveness of Town communication with public.	☒
2.	Percentage of community satisfied or very satisfied with the level of public involvement in decision-making	☒
3.	Percentage increase in number of subscribers to Chapel Hill eNews, Twitter and Facebook channels	☒

Program-level Measures		
Program	Performance Measure	At or above target
Communications and Public Information	Increase subscribers to Chapel Hill eNews, Twitter and Facebook channels by a combined increase of 10 percent each fiscal year.	☒
Communications and Public Information	Meet or exceed the regional benchmark of 2013 Community Survey's results of 51% satisfaction with "availability of information about Town Programs and Services."	☒
Communications and Public Information	Meet or exceed the regional benchmark of 2013 Community Survey's results of 48% satisfaction with "quality of Town website"	☒
Citizen Participation	Approximate number of Council Meeting attendees	☒
Citizen Participation	Approximate number of Live streaming Web Views (Council and Advisory Board Meetings)	☒
Citizen Participation	Approximate number of Archived streaming Web Views (Council and Advisory Board Meetings)	☒
Citizen Participation	Approximate number of Live & Archived streaming Web Views (Other Events)	☒
Citizen Participation	Satisfaction rate with Town Website	☒
Citizen Participation	Satisfaction rate with eNews updates	☒
Citizen Participation	Meet or exceed the 2013 Community Survey's results of 60% satisfaction with "participate in local decisions/volunteering."	☒
Citizen Participation	Meet or exceed the regional benchmark of 2013 Community Survey's results of 40% satisfaction with "Level of public involvement in decision making."	☒
Citizen Participation	Meet or exceed the 2013 Community Survey's results of 58% satisfaction with "access to Mayor and Town Council."	☒
Public Records	Number of records requests received by CaPA	☒
Governance Support	Percentage of the time that the Council Business Meeting agenda is posted at least four days prior to the meeting.	☒
Governance Support	Percentage of the time that the Council Business Meeting video is posted within 24 hours.	☒

DEPARTMENTAL
STRATEGIC INITIATIVES



Initiative 1: **Create a Peoples Academy** that will provide community members with the necessary skills and knowledge to effectively engage with town and county governments

Project Manager(s): Sarah Poulton and Beth Vazquez (PLEASE CHECK WITH HOUSING AND COMMUNITY.)

Strategic Alignment

<i>Departmental SWOC</i> - This initiative addresses: Challenge # 1
<i>Strategic Plan</i> - This initiative addresses: Vibrant & Inclusive Community, Objective Choose an item. Initiative Choose an item.

Actions

Action 1.1: Program moved to Housing and Community

Action 1.1 This program moved to Housing and Community due to lack of staffing resources in CaPA. CaPA’s Assistant Town Clerk (Boards and Commissions) position was replaced with the Records Manager position, thus leaving the Boards and Commissions responsibilities without resources, including the Peoples Academy, a program that is fundamental in providing opportunities to community members to learn about their local government and participate.

Action 1.2: [Insert the action here]

Action 1.2 will begin in Choose an item and anticipated to end in Choose an item

Action 1.3: [Insert the action here]

Action 1.3 will begin in Choose an item and anticipated to end in Choose an item

Performance

Performance Measure 1:	Evaluations from Academy Participants
Performance Measure 2:	Applications to Boards and Commissions from Participants

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Business Meetings and Training	\$6,000		
Total			

Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting new funding/resources in next year’s budget to complete this initiative	<input type="checkbox"/>

Initiative 2: Website Redesign

Project Manager(s): Catherine Lazorko

Strategic Alignment

Departmental SWOC- This initiative addresses: [Opportunity # 3](#)

Strategic Plan- This initiative addresses: [Collaborative & Innovative Organization](#), Objective 3, Initiative Choose an item.

Actions

Action 2.1: Edit-a-thons for site mapping, content revision and page building. (July to October 2019)

Action 2.1 will begin in Choose an item and anticipated to end in Choose an item

Action 2.2: Website Content Style Guidelines and Governance Policy (October 2019)

Action 2.2 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 2.3: User Testing (December 2019)

Action 2.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 2.4: Training on CMS (January 2020)

Action 2.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 2.5: Launch (February 2020)

Action 2.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Performance

Performance Measure 1:	2020 Community Survey - % satisfaction with the Town website
Performance Measure 2:	Website Analytics (# of total webpages, top searches, and that top pages visited reflect site map organization)
Performance Measure 3:	Engagement via social media, website feedback and surveys
Performance Measure 4:	UNC Media and Journalism School testing of revised website

Resources

Account Name

FY20 Budget

FY21 Estimate

FY22 Estimate

Web Services	\$14,800		
Supplemental PEG Funds	\$15,325		
Total			

Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input checked="" type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input checked="" type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

Initiative 3: Neighborhoods Ambassadors

Project Manager(s): Catherine Lazorko and Beth Vazquez

Strategic Alignment

<i>Departmental SWOC</i> - This initiative addresses: Opportunity # 10
<i>Strategic Plan</i> - This initiative addresses: Vibrant & Inclusive Community , Objective 2, Initiative Choose an item.

Actions

Action 3.1: Reissue e-news survey to Neighborhood Liaisons to determine current participation levels.

Action 3.1 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 3.2: Identify existing Neighborhood Associations/HOAs

Action 3.2 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 3.3: Pilot a program to connect neighborhoods with Town news and opportunities to engage

Action 3.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Performance

Performance Measure 1:	#s of neighborhood liaisons
Performance Measure 2:	#s of neighborhood associations/HOAs
Performance Measure 3:	Create program pilot in Action 3

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Staff Resources Only	\$0		
Total			

Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input checked="" type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

Initiative 4: Social Media Strategy

Project Manager(s): Catherine Lazorko

Strategic Alignment

<i>Departmental SWOC</i> - This initiative addresses: Opportunity # 4
<i>Strategic Plan</i> - This initiative addresses: Collaborative & Innovative Organization , Objective Choose an item. Initiative Choose an item.

Actions

Action 4.1: Complete Procedures of Social Media Policy (includes employee communication outreach)

Action 4.1 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 4.2: Select a Town-wide social media management platform for coordination and analytics

Action 4.2 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Action 4.3: Create a plan for coordinating messaging and reporting engagement across all Town channels

Action 4.3 will begin in [FY2020](#) and anticipated to end in [FY2020](#)

Performance

Performance Measure 1:	#s of social media registrations by departments
Performance Measure 2:	Social media procedures are completed and posted for all employees
Performance Measure 3:	Social media management platform is secured with plan for scheduling, tracking and coordination.

Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
10130-60130	\$3,000		
Total			

Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input checked="" type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input checked="" type="checkbox"/>
We anticipate requesting new funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>