

City of Dallas



Communication Plan

Submitted February 2006

Purpose of Briefing

- Review the history of City's communication process
- Provide an overview of the current activities
- Describe the plan essentials
- Outline key messages
- Recommend a list of possible enhancements
- Create a feedback loop between and among citizens and City
- Establish trust and confidence in City through active information-exchange program

History

Late 1970s

- Public Affairs Department
 - Traditional Public Information Activities
 - International Relations
- 14 FTEs
- Budget of \$334,000 (\$846,000 in today's dollars)

History

Early 1980s

- Photography and graphics added
- Cable TV Production
- 20 FTEs
- Budget \$360,000

History

Late 1980s

- Department disbanded
- Less emphasis on coordinated Citywide messages, communication limited to operational messages within the individual departments
- 0 FTEs
- Budget eliminated

History

1990s

- Department-level Public Information
- Various personnel with other primary responsibilities with little or no training
- No consistency of message or coordination
- Approximately 10 FTEs throughout organization
- Budgeted positions confined to departments

History

Early 2000s

- Reestablishment of consolidated PIO function
- Reemphasis on uniform, accurate, consistent city messaging
- Re-designated as a Office under the City Manager
- 15 FTEs – Professional Communicators
- Budget \$400,000+

History

Ambivalence toward PIO

- Inconsistency in how City viewed Public Information
- Image of department as transitory
- Difficulty of maintaining staff
- Support for PIO function intermittent

History

Currently

- Degreed in Communications/PR
 - 3 bachelors, 2 masters, 1 associate
- Experienced professionals
 - Combined 55+ years corporate, governmental, non-profit, and media (print and electronic)
- 6 FTEs
- Budget stabilized for past 3 years

History

Currently

- PR Agency Concept
- Account Executives for departments
- Role – External (Media, Public) and Internal (Employee) Communication
- A few departments have imbedded PIOs
 - DPD, DFR, Park and Recreation

Mission Statement

1. To facilitate an accurate and consistent flow of information with the City's various audiences
 - Residents and businesses
 - Elected and Appointed Officials
 - City Staff

Mission Statement

2. To serve as the City's contact point/liaison with the news media

- Assisting media members do their job
- Developing proactive stories

Current Activities

Active Public Information Program

News Releases (253 in 04/05)

Media Advisories (158 in 04/05)

News Conferences (17 in 04/05)

Spanish Outreach (636 requests in 04/05)

Media Relations

Media Queries and Responses (Over 500 in 04/05)

Media Briefing Breakfasts (3 in 04/05)

Open Records Requests (225 in 04/05 – nearly one
per day)

Packet Distribution (Weekly Info of Council Mtgs.)

24-hour Media Hotline

Current Activities

Regular Publishing of Newsletters

Employee Information (*CityScape*)

Economic Development (*DEconomy*)

Fair Park (*Fair Park Update*)

Convention and Event Services (*NewsLetter*)

Communication and Info. Svcs. (*Inside CIS*)

Storm Water (*Quarterly Newsletter*)

Code Compliance (*Code Briefs*)

Environmental and Health Svcs. (*Newsletter*)

Current Activities

Public Outreach

Calendar/Annual Report

Government Access Channel (6B)

Publications

- Editorial and Design Services

Design, Development and Placing of
Ads

- Town Hall Meetings
- Budget Meetings

Brochures

Door Hangers

Current Activities

Other Methods

Web Site (English/Spanish)

Water Bill Inserts

Promotional Items/Displays

Special Events

“In the News” Clippings

Video Clip Service

Community Outreach

Plan Essentials

- **Identification of Audiences**
- **Development of Key Messages**
- **Delivery Options**
- **Feedback Measures**

Advisory Panel

- Camille Keith – Southwest Airlines
- Liz Oliphant – Oliphant PR
- David Dunnigan – The Harrell Group
- Pete Oppel – Dallas Northeast Chamber
- Jim Washington – The Dallas Weekly
- Stan Levenson – The Levenson Group
- Victor Ornelas – Ornelas and Assocs.

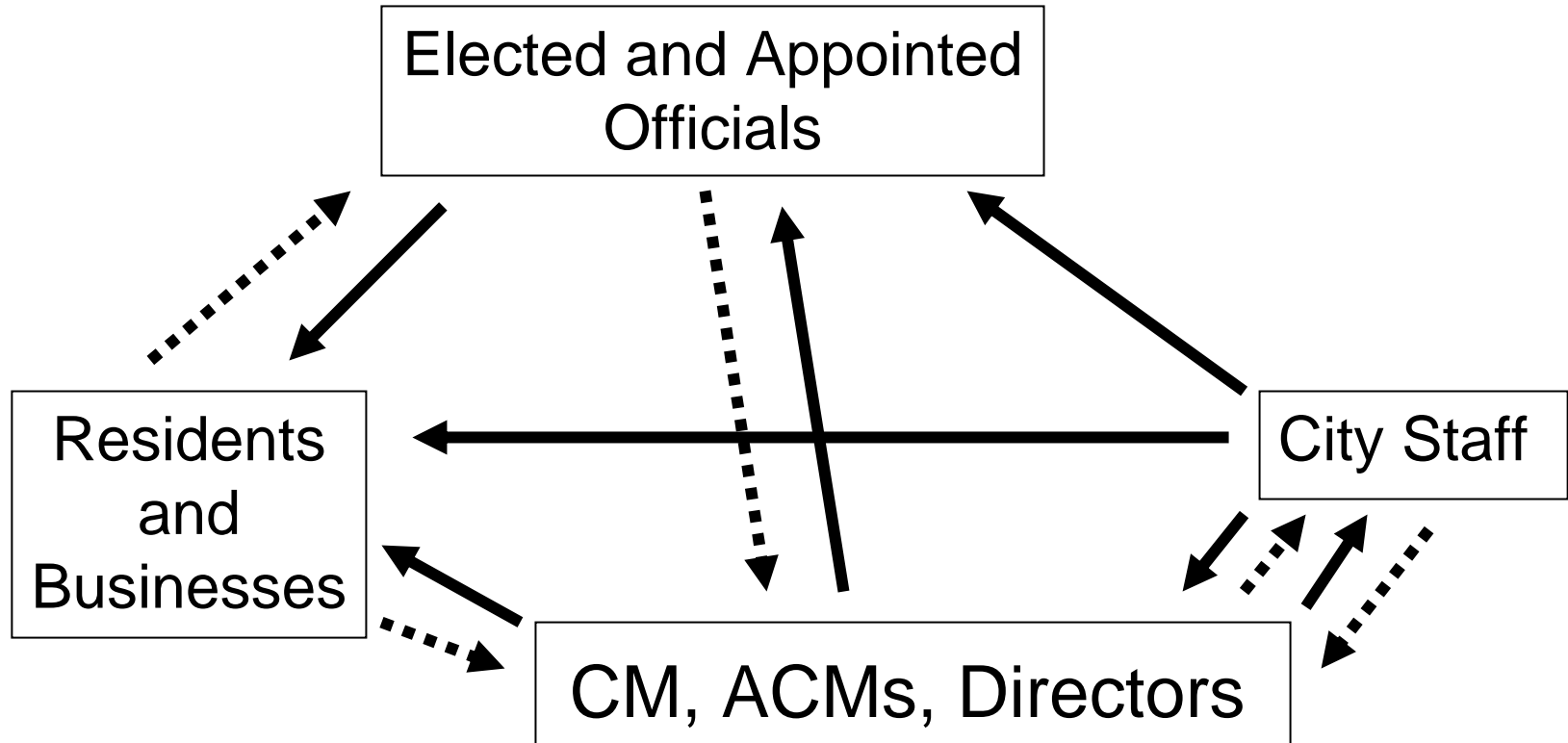
Plan Essentials

Identification of Audiences

- 1. Residents and Businesses**
- 2. Elected and Appointed Officials**
- 3. City Staff**

Communication Plan

Audience Identification and Communication Flow



Direct Communication Flow 

Feedback Loop 

Development of Key Messages



- The City of Dallas is responsive to residents and businesses, and is committed to delivering high quality customer service, utilizing the Key Focus Areas as guideposts

Development of Key Messages



- The City of Dallas strives to maintain a high level of value to the customer, assuring fiscal accountability
- The City takes responsibility for errors and immediately initiates remedial action

Communication Plan

Delivery Options



<i>Audience</i>	Residents and Businesses	Elected and Appointed Officials	City Staff
<i>Current Delivery Methods</i>	<p>Face-to-face Meetings</p> <ul style="list-style-type: none"> * Special Events * Community-based Organizations * Town Hall Meetings * District Discussions <p>Media-based Coverage</p> <ul style="list-style-type: none"> * News Releases * Media Advisories * News Conferences * Weekly Newspapers * Radio/TV/Daily Newspaper <p>Internet</p> <ul style="list-style-type: none"> * City web site, Eng/Spanish * E-mail Outreach <p>Neighborhood Associations</p> <ul style="list-style-type: none"> * E-mail address lists * Service Area Coordinators * ACM/Director Outreach <p>Cable Access Channel</p> <ul style="list-style-type: none"> * Channel 6B * Weekly Council Meetings <p>City Venues and Publications</p> <ul style="list-style-type: none"> * Multi-purpose Centers * Libraries * Service Centers * Recreation Centers 	<p>Memorandums</p> <ul style="list-style-type: none"> * Regularly Scheduled * Special Purpose <p>Briefings</p> <ul style="list-style-type: none"> * Regular Briefing Meeting * Committee Meetings * Special Purpose <p>E-mail Messages</p> <ul style="list-style-type: none"> * Special Interest Messages <p>Council Agenda Packet</p> <ul style="list-style-type: none"> * Weekly Information Sharing * City Business Background <p>Reports</p> <ul style="list-style-type: none"> * General Interest * Special Purpose <p>Face-to-face Meetings</p> <ul style="list-style-type: none"> * Clarification Purposes * Research on various topics <p>Studies</p> <ul style="list-style-type: none"> * Management Efficiencies * Single Issue Studies 	<p>Let Me Speak to the Manager</p> <ul style="list-style-type: none"> * E-mail Messages * Intranet Site * Live Interactive Meetings <p>E-Mail Announcements</p> <ul style="list-style-type: none"> * Items of Interest * Important Updates <p>Intranet Web Site</p> <ul style="list-style-type: none"> * Critical HR Information * Other Internal Messages <p>Staff Meetings</p> <ul style="list-style-type: none"> * Information Sharing * Departmental Information <p>Informal Fact-to-face</p> <ul style="list-style-type: none"> * Site Visits by Senior Managers <p>Pay Stubs</p> <ul style="list-style-type: none"> * Information Shared via Fliers <p>Internal Newsletters</p> <ul style="list-style-type: none"> * Citywide * Department-specific <p>Bulletin Boards</p> <ul style="list-style-type: none"> * Fliers * Information Sheets

Communication Plan

Possible Enhancements



<i>Audience</i>	Residents and Businesses	Elected and Appointed Officials	City Staff
<i>Possible Enhancements</i> *	<p>Strategic Positioning Papers</p> <ul style="list-style-type: none"> * Looking at Important Issues * Developing Responses * Telling the City's side <p>Quarterly Newspaper Insert</p> <ul style="list-style-type: none"> * Editorial Content Supplied <p>Schools Partnership</p> <ul style="list-style-type: none"> * Creating Synergies with Schools <p>Weekly Cable Television Program</p> <ul style="list-style-type: none"> * Updates on City Services * Responding to Hot Topics <p>Email Listserv Service</p> <ul style="list-style-type: none"> * Customized Subscription Service 	<p>Strategic Positioning Papers</p> <ul style="list-style-type: none"> * Looking at Important Issues * Developing Responses * Telling the City's side <p>Op-Ed Pieces</p> <ul style="list-style-type: none"> * Discussion of Key Focus Area * Budget Explanation * Citywide Issues <p>Development of Presentation Material</p> <ul style="list-style-type: none"> * Customized * General <p>Spokesperson Training</p> <ul style="list-style-type: none"> * Tools and Techniques 	<p>Closed Circuit Television Programming</p> <ul style="list-style-type: none"> * Internal Messages through 8B <p>Upgraded Intranet</p> <ul style="list-style-type: none"> * Easier Navigation * Department Web Pages

* Scope of enhancements dependent on funding

Communication Plan

Possible Enhancements



<i>Audience</i>	Residents and Businesses	Elected and Appointed Officials	City Staff
<i>Future Enhancements</i>	Reverse 911-311 * Alerts and Information Outward Broadband WiFi * Wired for Instant Communication Education-based Behavior Change * Instilling New Behaviors Early On e.g. Creating recycling habits in grade schoolers		

Feedback Loop

Citizen Surveys

Readership Assessments

Informal Reviews

Communication Audits

Information-Exchange

Create opportunities to use various communication channels to stimulate a two-way exchange of information and communication:

- Interactive website
- Speakers Bureau
- Council District Discussions
- Citizen Surveys

Communication Plan



Budget

Additional Resources Required	6-month	Full Year
Website Improvements	Budgeted in 05/06	
Additional staffing (3 FTEs)	\$120,000	\$240,000
Media Relations Specialists (2)		
Cable TV Producer		
Newspaper Inserts (1 per quarter)	\$86,000	\$172,000
Media Tracking Service	\$8,000	\$16,000
Speakers Bureau Training and Equipment	<u>\$5,000</u>	<u>\$10,000</u>
TOTAL	\$219,000	\$438,000

Media Training

“Spokesperson Training” seminar can be tailored and offered to Council and management staff

An overview of media relations and prepares the interviewee to answer questions from a perspective of understanding the motivation behind the questions



Calendar

The following is an proposed annual proactive schedule of positive story preparation and pitching to local, regional and national media.

Calendar

March

- The Trinity River Corridor – What's next?
- The Comprehensive Land Use Plan – What's in it?
- The Basics of Starting A Business
- Earned Income Tax Credit – Are you eligible?
- Complying with Codes – A City Strategy

April

- The City's Environmental Management System – Protecting our resources
- Staff Accountability – Taking responsibility for delivering City services
- Budgeting for Outcomes – How City Hall safeguards your money
- Making the Library Work for You
- Preserving the Landfill – Making it last

Calendar

May

- Park and Recreation gets ready for Summer
- Bahama Beach Sets Sights on Summer
- Maintaining a Safe Home – Police tips on vacation safeguards
- Neighborhood Associations – Their critical place in our communities

June

- Fair Housing Update – Equal access to all
- WiFi in Dallas – When will it come?
- How Public Works and Transportation Affects You
- Dallas Executive Airport – The smart alternative

Calendar

July

- Doing Business on the Southside – The advantages of location
- Dallas as a Business Incubator
- Cranes – The Official Bird of Dallas
- Caring for All of Dallas – Health and welfare of residents

August

- Budgeting Process Gains Steam
- Using the Library Resources for School Work
- Fire Safety in the Home



Calendar

September

- Cultural Programs Help Define Diversity
- Hispanic Contributions to the City of Dallas
- The Trinity River Corridor – Latest news
- Paying Traffic and Parking Fines Online

October

- Public Safety Goals – An update
- Treating the Environment with Respect – City involvement
- Doing Business with Dallas – How to register your company
- Minority/Women Owned Businesses – Flourishing with the City's help
- Benchmarking Dallas – Comparing ourselves to other cities

Calendar

November

- Merit Pay Earned not Given – A look at how City employees are evaluated
- Water is a Precious Commodity
- 311 – Your Portal to City Services
- Convention Center – Showing Dallas' best side
- Efficiencies Gained – Efficiency Team meeting needs

December

- Service Area Managers – Your voice at City Hall
- Animal Services – Nationally recognized team
- Seasonal Safety in the Home – Police show how to protect your purchases
- Fire Safety Around the Tree
- A Look Back at 2006

Questions

Questions and Answers