

City of Dallas



Communication Plan

Submitted April 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 positions
- Budget of \$334,000 (\$846,000 in today's dollars)



History

Early 1980s

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



History

Late 1980s

- Department disbanded
- Less emphasis on coordinated Citywide messages, communication limited to operational messages within the individual departments
- 0 positions
- 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
- Messaging was irregular
- Approximately 10 positions
- 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
- 10-12 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)
- 8 budgeted positions
- 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 – 101 in 1Q
05/06)

Packet Distribution (Weekly Info of Council Mtgs.)

24-hour Media Hotline 214-957-9602



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

Develop Presentations for Executives



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.



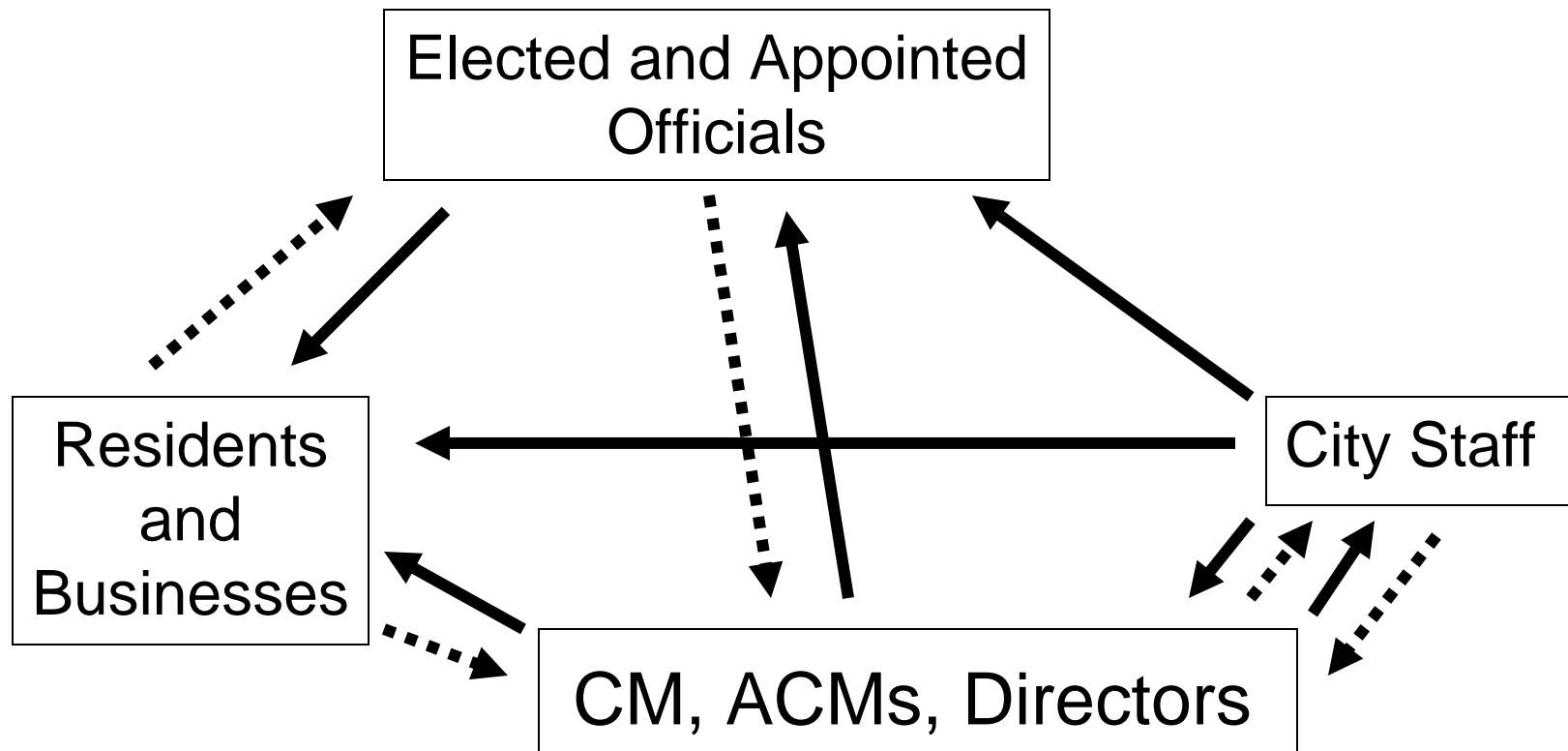
Plan Essentials

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



Audience	Residents and Businesses	Elected and Appointed Officials	City Staff
<p><i>Current Delivery Methods</i></p>	<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 (2 FTEs)	\$80,000	\$160,000
Media Relations Specialist		
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	\$179,000	\$358,000



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 a proposed annual proactive schedule of positive story preparation and pitching to local, regional and national media.



Calendar

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

Communication Plan



Questions

Questions and Answers