



2017 Business Plan

Department of Communications and Creative Services

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2017 COMMUNICATIONS AND CREATIVE SERVICES BUSINESS PLAN

Departmental Mission Statement

To clearly and accurately communicate information of key City services, programs, messages and values; to foster an engaged and informed citizenry; to provide leadership in further strengthening and promoting West Allis' "brand" as a benchmark for superior municipal government service through all City communication tools including publications, phone, internet, municipal television, video production, media relations and social media; and to serve as a resource to City departments for delivery of their specific communication needs.

Values:

- Understanding and responding to the needs of our citizens and fostering open, responsive and accessible communications is our highest priority.
- Truth, accuracy, transparency and candor in governance and communication are essential for an open and free dialogue, mutual respect and trust between citizens and those who govern.
- Communications tools and methods must be effective and adaptable to reach and serve diverse groups, ensuring equal access and awareness, a cornerstone of democracy and open government.

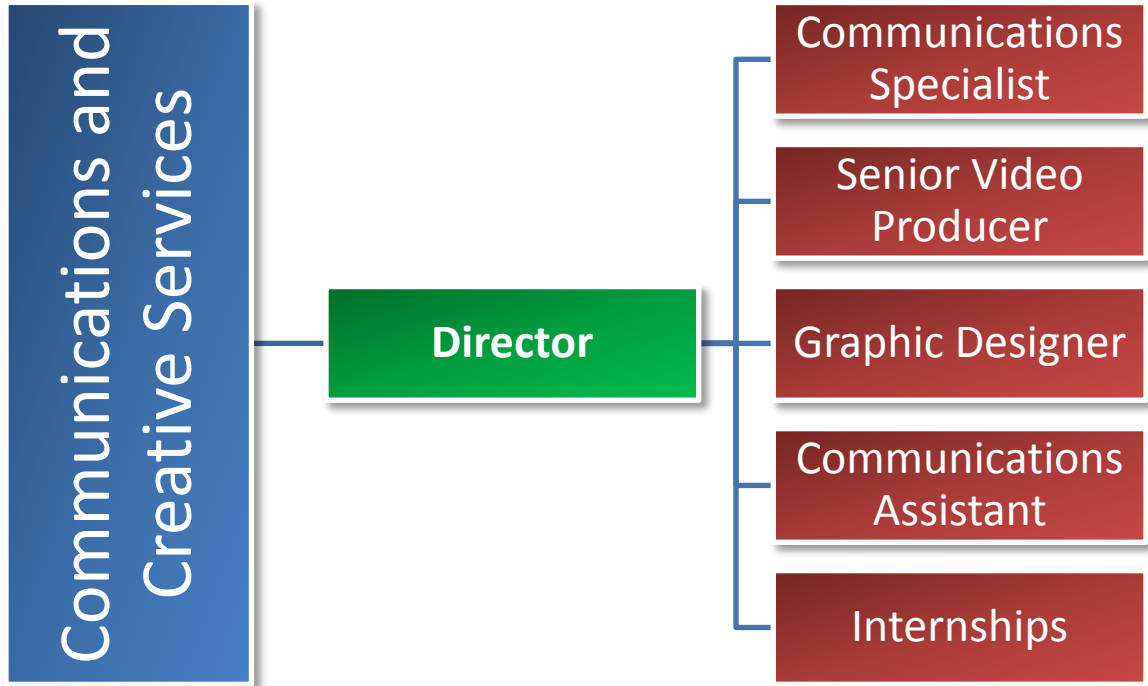
Executive Summary

Provide open, honest and easy access to city government to residents, media and the general public. Provide accurate and timely information, strive for transparency and excellence, encourage understanding and participation in city government while enhancing awareness and pride in the City's rich history, accomplishments, programs and services.

To facilitate and serve as a resource to City departments to manage their individual communication needs effectively and efficiently.

Support the Council and City management in planning, communicating and implementing programs, services and goals that promote and/or impact our overall quality of life, healthy economy, development, and the safety and welfare of our citizenry.

ORGANIZATIONAL STRUCTURE



FUNCTIONAL STRUCTURE



COMMUNICATIONS PROGRAM SERVICES AND SERVICE LEVELS

Service: Publications/Graphic Design/Brand Compliance

Develop and produce community newsletter called It's Your City; consult, assist and oversee other City departments in the development and production of their special publication needs including photography, brochures, posters, flyers and other design needs; assure proper use of City logo and Key messages.

Activity: It's Your City

- Annually produce four seasonal community newsletters; content averages 18 pages plus other special publication inserts (such as School District News, Recycling Instructions Election guides, etc.)
- Develop issue plans with directors based on management projects, Council action, citizen feedback and budget information; obtain City Administrator's approval of issue plan and develop letter theme and messages.
- Create original copy and edit copy provided by departments.
- Manage editorial process, photography, design and layout and obtain other graphic elements as needed.
- Manage in-house printing process to maintain production values and ensure deadline compliance.
- Maintain accurate number of copies needed along with postal requirements and process by regular consultation with Postmaster; bulk-mailed to all households and businesses within the corporate city limits. Ensure additional limited copies are available for distribution in other City facilities or community meetings.

Activity: Publications & Design Needs – Brochures, Pamphlets, Posters and Photography and other Special Projects

Assist other departments in the development and production of various brochures, posters and other publications, some of which are produced regularly (e.g., Business First, calendars) or occasionally (e.g., brochures, billboards, flyers, etc.)

- Special Projects – Communications staff work closely with all City departments in developing print pieces, marketing materials and strategy for special projects such as city events, services or program needs.

- Update and periodically redesign publications such as the Guide to Starting Your Business (Office of Department of Development); Welcome to West Allis (Mayor); City Service Directory (Administration), Refuse and Recycling Guide (Public Works), etc.
- Consult, create, plan and implement other special projects as requested by City management or departments, e.g. Anniversaries, History of West Allis, etc.

Activity: City Logo Oversight

- Assure the proper use of the logo in all published materials, reviewing, approving and managing any requests from business cards to t-shirts, advertising or other printed materials, city vehicles, etc., to protect the integrity of the logo and the City's image.
- Create and provide templates for City business cards, letterhead, email signatures, power points, etc. to maintain quality, consistency and adhere to City policy.

Activity: Photography

- Provide staff or other professional photographers' images to support all publication needs.
- Provide photographic services for all major City needs and events or oversee contracted photography, as needed

Service: Websites

Manage and oversee the website design and functionality including oversight of citywide web department liaison; identify new technology, improve navigation and ensure relevant editorial content. Ensure department web liaisons are trained in website administration; provide guidance on best practices for information presentation and development. Review and approve all web pages and continue to build the website as a virtual City Hall with the most up-to-date city news and information, including easy accessibility and use of e-services. Provide monthly e-newsletter and monitor web use for use, impact and best practices. Develop and monitor City Facebook pages, Twitter, Instagram, YouTube, Hootsuite and other social media tools.

Activity: Internal Training and Web Page Oversight

- Train Web administrators on Content Management System (CMS); conduct at least one training class per year and provide individual training/consulting as needed.
- Troubleshoot and manage problems with CMS in a timely manner.
- Provide oversight and guidance for creating and maintaining department Web pages.
- Provide imagery, design and content review as needed.
- Meet with employee web user group on a regular basis to address needs and ensure consistency and best practices.

Activity: External Website Development & Consulting

- Consult with enterprise organizations (Community Improvement Foundation, West Allis Downtown BID, tourism, etc.) on recommendations for website design, function and other best practices for organizational needs. Enterprise websites will be maintained by enterprise organizations and their website vendors.
- Work with website vendors as needed to help ensure organization needs and functionality are met.

Activity: Internal Website & Web Pages Development & Consulting

- Ensure departments are reminded to regularly maintain and update their respective documents.
- Provide guidance to each department's web administrator to effectively present departmental information, assisting with target audience and appropriate content. Review postings periodically and follow-up with suggestions when appropriate.
- Review/approve all website postings within 48 hours.
- Routinely check for functionality and broken links that inhibit easy use and accessibility.
- Continually review department content to address the usability, use of different technology, navigation and the visual aesthetics of the pages and/or postings being created to adhere to the overall "look and feel" of www.westalliswi.gov or askallis.westalliswi.gov
- Manage and update web templates for CMS.
- Update and monitor pages on a continuous basis throughout the website and suggest new content and/or page updates or revisions, uploading to website.
- Monitor web administrators' timely changes to department web pages, and assist when necessary.
- Update web pages assigned to Communications (i.e., home page, spotlight, News Releases, About West Allis, City Channel, etc.)
- Establish and manage web content user group.
- Establish and facilitate web focus groups of employees or citizens.

Activity: E-Services

- Work with departments in the initiation or improvement of online transaction services for residents.
- Assure functionality within the website.
- Troubleshoot as needed when residents are unable to access or initiate the service.

Activity: Web Tracking and Statistics

- Monitor web traffic to evaluate and review how the website is being used by residents.

- Create and provide reports to departments as requested.
- Work with departments to improve traffic to web pages.
- Produce monthly web usage reports with web tracking software; provide quarterly reports to Communications Director for distribution to executive team and committees.

Activity: E-News Report and Web Marketing

- Design and distribute monthly E-News Report (e-mail subscription list containing summary of news releases).
- Work with Police on creation and distribution of monthly Neighborhood Watch e-newsletter.
- Create HTML layout with links to direct traffic to the website.
- Evaluate departmental inquiries regarding new web technology.
- Meet with departments to discuss ideas and clarify needs.
- Identify and initiate search for vendors offering solutions and technology to meet the needs of the department.
- Facilitate meetings between vendor and the requesting department to discuss scope, project time frame, costs and other various issues. i.e., website redesign or special functions requested.

Service: Social Media: Facebook, Twitter, LinkedIn, YouTube, etc.

Ensure all City news releases, media alerts, emergency and urgent City service notifications and events are posted on official City Facebook page, Twitter and other appropriately identified social media tools; manage social media content for accuracy, timeliness and design needs.

- Ensure all content adheres to City Social Media Policy and provide approvals for other department submitted materials.
- Manage creation and scheduling of content via Hootsuite with department input including photography or video needs.
- Closely monitor all Facebook content on City's main Facebook page, Tweets and other social media posts; refer to the appropriate department or person for response or resolution; if posts are deleted for inappropriate content per policy, log all posts before deletion.
- Monitor multiple times daily for comments to ensure timely dispensation of information or questions for resolution; also notify Mayor and City Administrator of any new postings.

- Monitor social media development and technology changes and assist with city policy review; oversee and confirm decisions regarding City social media sites including authorization of sites; evaluate requests for usage.
- Train designated department social media reps on proper usage and policy.
- Meet with employee social media user group on a regular basis to address needs and ensure consistency and best practices.
- Monitor separate Health, Library, Fire and Police respective Facebook and Twitter pages to ensure policy compliance. Harvest their social media content to use on City's main FB page & other City tools.

Service: Photography

- Manage the photography needs of all City publications by shooting, or providing additional external photography resources for all major City events.
- Manage the storage and maintenance of photography archives by establishing best tools for storing, sharing, etc.

Service: Municipal Television

Broadcast government meetings; produce timely news briefs, informational videos about City programs and services; maintain electronic informational City and Community bulletin boards; provide backups for content disruption; create videos for internal use; and monitor media information on city-related news. Utilize annual Public, Education & Government (PEG) funding to enhance broadcast equipment and capabilities.

Activity: City Council and License and Health Committee Meetings

- Produce live Council and L & H meetings (3X/month) operating cameras and video production switcher during meetings for live production & later rebroadcast.
- Perform necessary post-production of meetings to provide rebroadcasts within 48 hours after the meetings; 2 Council and 1 L & H meetings/month.
- Post final meeting digital files for rebroadcast.
- Broadcast 2-6 hours of meetings weekly (including MMSD Commission meetings).
- Production will include downloading to the proper software, deleting intermissions, adding electronic titles, enhancing presentations if needed, creating video introduction/conclusion sequences, etc.

- Train and supervise staff or contracted videographers/producers to perform identified tasks.

Activity: Posting Other Government Meetings and Television Programs

- Work with local government designees to obtain recordings and post Milwaukee County Board meetings.
- Work with outside agencies to obtain original television programs for playback (i.e. Discover Wisconsin, Whitehouse Chronicles, etc.)
- Perform essential post-production necessary to ready the files for TV.
- Post final digital meetings and programs for regularly scheduled rebroadcasts.

Activity: Video Production

- Work with departments to identify opportunities for original programming or story ideas, which should result in 1–2 new in-house videos per month.
- Identify stories, develop and write script; shoot, produce and edit a monthly recap of 4–6 stories, 5–7 minutes in length.
- Perform necessary post-production and effects for best presentation.
- Provide direction, writing, editing and facilitate approval of in-house video production.
- Produce 1–3 videos, promos or public service announcements per month.
- Work with departments to identify video public service announcements available through professional organizations, or create as needed and time available.
- Identify specifications for video cameras and related equipment and purchase needed equipment.
- Develop videos for internal use as needed by staff and regular meetings, news and features broadcast schedule can accommodate.
- Identify and produce series of “ever-green” type videos that may be produced for regular rotation seasonally or during events such as “Are You Prepared?”, “Did You Know”, “Senior Safety Series”, etc. Update as needed.
- Post videos and schedule for play-back.
- Send all produced videos to be posted on web to maximize information exposure.
- Videotape City events for stock footage and use as needed in newscasts, promos or other City videos.
- Establish contacts with regional municipal channel professionals as a resource for best practices.

Activity: City & Community Bulletin Boards & Digital Signage

- Plan for 30–60 minutes of original City and Community bulletin board material daily, rotated between scheduled programming of meetings, original programs and other videos.
- Work with departments to update city bulletin board with current information on City sponsored events, programs and services, updating periodically to keep material fresh and posting within 24 hours.
- Identify, solicit and post appropriate content from area government agencies, property owner and homeowner associations and qualified non-profit community groups to rotate on a timely basis.
- Update content at least weekly and monitor dates to ensure material meets 30 day rotation guidelines or event deadlines.
- Identify and format appropriate graphics for inclusion on both city and community bulletin boards.
- Manage design and technical needs for informational global crawls and selection of appropriate RSS feeds to provide most relevant and useful information for residents including timely news and business headlines, weather alerts, conditions and forecasts.
- Review and change music periodically, as appropriate.

Service: News Releases, Media Relations & Citizen Survey

Facilitate and manage communications with the news media in communicating day-to-day city services, programs and public safety communications. Manage surveying, tracking and assessing citizen opinions on City services and programs.

Activity: News Releases

- Mayor and Communications is the contact for all media inquiries.
- Act as a consultant/counselor to management on topics or messages to be developed for news releases, communication plans and other communication tools.
- Seek opportunities to publicize City achievements, programs and other initiatives to educate and inform residents and partner with departments to initiate; include key messages important to the City and branding efforts.
- Edit, approve and distribute news releases as drafted by departments, always including key messages.
- Post news releases to Website, City Channel and Social Media.
- Create and distribute E-News monthly.

Activity: Citizen Satisfaction Surveys

- On a two-year basis (or Council-directed timeframe), manage the process and selection of vendor to track and survey citizen opinions on City services, programs, etc.
- Work with departments and executive team members to determine key issues to be tracked from previous reports along with new issues or questions identified.
- Develop questionnaire and preferred sampling methods, working with vendor and managing the process.
- Assess and present findings to City Council, City Directors, Managers and Departments.

Service: Internal Communications

Provide support and tools to enhance communications with City employees, create and implement citywide communications plans on major City needs or initiatives, research awards applications which assist in further recognizing the City's programs, services, accomplishments and key messages.

Activity: Build an Effective Strategic Internal/Employee Experience

- Create communications program that grows internal passion for the organization, supports the City's overall brand, goals and objectives and strengthens the City's organizational culture.
- Implements plans to ensure that internal messaging is appropriate, consistent and inspiring to employees.
- Closely monitors the pulse of the organization and ensures that communication efforts are building trust throughout the organization.
- Coordinate the organization's effort to activate employees as brand ambassadors, whether through social channels or word of mouth.
- Works to develop new and innovative approaches for communicating throughout the organization including the intranet, social media and other creative communication channels as well as new communication vehicles to enhance transparency of information to all employees.

Activity: Creation of Communication Plans for Major City Initiatives

- Consult with City managers and departments on recommendations for creation of communications plans for any major City needs or initiatives, creating and reinforcing key City messages in all communications.
- Create communications plans incorporating all appropriate communication tools.
- Estimate costs create releases and other print collateral; provide photography, graphic design or whatever collateral is identified for the communication plans.
- Implement, plan and act as consultant for all media response and needs throughout course of communication plans.
- Provide feedback and measurement of communication initiatives as needed.

Activity: Photography

- Determine photography needs, if event should be photographed by Communications staff or freelance photographer.
- Identify and contract freelance photographers/videographers as needed for events; process contracts and invoices.
- Provide photo guidance to departments handling their own photography and consult on individual photography/videography needs.

Activity: Award Applications

- Identify and manage potential award applications that will showcase the City's excellence in services and programming.
- Coordinate award application ideas and content with departments and submit within deadlines.

Activity: Key Messages

- Annually develop key messages/priorities that encompass issues of current citywide interests and priorities, coordinating development and approval with executive team and City Administrator.
- Ensure this information is included in whole or in part in all department and citywide communication programs and shared on the City Channel.
- Proactively deliver messages in all communication tools.

Activity: Employee Surveys

- On a two-year basis (or Council-directed timeframe), manage the process and selection of vendor to track and survey employee opinions on training programs, engagement, efficiencies, etc.
- Work with departments and executive team members to determine key issues to be tracked from previous reports along with new issues or questions identified.
- Develop questionnaire and preferred sampling methods, working with vendor and managing the process.
- Assess and present findings to City Council, City Directors, Managers and Departments.

Activity: Messages on Hold

- Update copy and recording for messages-on-hold and phone tree as need to accommodate changing key messages or seasonal needs.
- Reminders with current message on hold copy are sent to all departments for their review.
- Departments are requested to update or revise messages which are sent back to Communications. Communications compiles all revisions ensuring key City messages are included and edited for conversational style and length.
- Outsourced professional voice talent is contracted to record messages which are edited and provided in the appropriate formats required for individual City facilities where they are used. Editing may be outsourced or done in-house considering costs, equipment, time and expertise of personnel.

Service: Printing Solutions

Operate a full-service printing facility providing professional, high quality and cost-efficient services with state of the art equipment.

Activity: Printing

- Booklets, bookmarks, brochures, business cards, carbonless forms, envelopes, letterhead, newsletters, annual reports, postcards, posters, self-mailers

Activity: High Speed Digital Copying

- Full service copies, two-side copying, automatic stapling, enlargements and reductions, color copies, collating

Activity: Design and Layout

- Custom artwork, logo design, typesetting, creative solutions

Activity: Finishing

- Booklet making, collating, cutting, folding, GBC binding, laminating, numbering, padding, perfect binding, perforating, three hole punch, rounder cornering

Activity: Specialty Items

- Bumper stickers, calendars, CD labels, certificates, door hangers, invitations, labels, magnets, note cards, raffle tickets, stickers, window clings

Activity: Mail

- Timely, efficient and reliable management of interoffice mail flow. Capabilities include interoffice mail processing and inbound/outbound USPS mail management with high standards for security and confidentiality.

Service: Community Outreach

Manage and encourage citizen engagement through volunteer opportunities; manage West Allis 4-1-1; and coordinate district Town Hall meetings; facilitate City Hall tours and guides.

Activity: West Allis 4-1-1

- Manage citizens' inquiries that are submitted through the City's main website or by phone, fax or email. Refer and work with various departments to address citizen concerns and questions in a timely manner.
- Manage web tool tracking and handling of inquiries.
- Research issues and inquiries reported and coordinate follow up with departments to resolve questions or concerns.
- Provide West Allis 4-1-1 support for users and system administrators.

Activity: Annual State of the City & District Town Hall Meetings

- Manage and coordinate an annual State of the City event with WAWM Chamber of Commerce providing direction for theme, potential honorees, invited guests, etc.
- Create year-in-review video showcasing City's major accomplishments and future plans.
- Coordinate Mayor's presentation with Mayor's office, providing supporting information, visuals, audio-video and print needs.
- Manage A/V budget and needs with convention center management.
- Provide supporting print or A/V materials as needed.

- Coordinate publicity and guest seating with Chamber staff.
- Coordinate and set up District Town Hall meetings, managing publicity.

Activity: City Hall Tours

- Manage requests and conduct City Hall tours.
- Develop necessary print and audio/visual collateral and presentations.