City of Reno

Strategic Communications Plan

2009–2010

The City of Reno's Communications Team

The Community Relations Division is responsible for implementation and monitoring this strategic communications plan in partnership with the City's departments and other agencies. The organization of the Community Relations Division and the duties of each employee are contained in Appendix C (pages 61-66).

The team that reviews and manages the implementation of the 2009-2010 Priority Action Plan is:

> Kevin Knutson, *Director of Community Relations*
> Susan Schlerf, *Assistant City Manager*
> Rick Vandenberg, *Director of Communications & Technology*
> John Hester, *Director of Community Development*
> Neil Mann, *Director of Public Works*
> Renée Ruŋǧis, *Director of Human Resources*
> Terri Hendry, *Strategic Communications Program Manager*
> Sharon Spangler, *Television Production Program Manager*
> Kristy Fifelski, *E-Public Information Officer*
> Steve Frady, *Public Information Officer for Public Safety*
> Michele Anderson, *Public Information Officer*
> Sven Leff, *Recreation Supervisor*

City Council members Dan Gustin (Ward 1) and Sharon Zadra (Ward 2) have been assigned by the Council as communications liaisons to provide Community Relations with guidance and direction on matters related to communications. They have also reviewed this plan prior to adoption.

This plan has been reviewed and commented on by several local communications experts, in addition to City officials and staff. Our most sincere thanks go to:

> Todd Felts, *Public Relations Professor*, University of Nevada-Reno
> Stephanie Kruse, *President*, KPS|3
> Larry DeVincenzi, *Brand Marketing Strategist*, SmartBrand

Their insight and expertise has helped us immeasurably.

Table of Contents

Executive Summary

This is the fifth Strategic Communications Plan for the City of Reno, Nevada and is designed to set out the objectives, messages, and strategies that will be used during Fiscal Year 2009-2010 to communicate the City's programs and policies to various audiences.

It describes our approach and objectives for communications ("Introduction & Rationale," pages 5-8), our current situation (pages 9-22), the strategic messages (pages 23-27), our tools and tactics (pages 29-42), the implementation plan (pages 43 and 44), and our measures for assessing outcomes (pages 49 and 50).

The objectives of this plan (found on page 6 and 7) are to:

- Increase awareness,
- Increase engagement,
- Provide access,
- Establish transparency, and
- Reinforce credibility.

To reach these objectives, we have devised the key following messages (pages 24 and 25):

- "Reno plans for the future,"
- "Reno values citizen input,"
- "Reno is committed to ensuring economic vitality," and
- "Reno has a cost-effective, efficient government."

The underlying theme is that the government of Reno cares deeply about the community and is being a good steward of the public's resources.

Those messages will be deployed through a number of different strategies, tools, and tactics, described in the "Strategy Deployment" section on pages 29-42.

The action steps to address the Council communications priority can be found on pages 43 and 44.

In the "Measurement" section (pages 49 and 50), we have identified process and outcome measures we will implement as of July 1, 2009; as well as the existing measures (pages 51 and 52). It is our intent to transition to better, more actionable measures in fiscal year 2010-2011.

Other items of interest in this plan include a description of our issue identification (page 20 and 21) and management approach (pages 39-41), as well as an analysis of emerging social media opportunities (pages 15 and 16) and our plan to implement a social media strategy for next year (pages 34-36).

The appendices provide additional supporting material on the local media market, the history of the Community Relations Division, communications policies and procedures, and other resources.

For questions about this plan, please contact Kevin Knutson, Director of Community Relations.

The City of Reno's
Mission

Our purpose is to provide community-supported services and programs designed to assure the safety and well-being of all Reno's residents.

Vision

Reno, "The Biggest Little City in the World," the most livable of Nevada cities; the focus of culture, commerce, and tourist activity in Northern Nevada; a city where:

- All residents have the opportunity to participate in community decisions.

- A vibrant, diversified economic environment is promoted.

- Proactive, responsive, efficient, and accountable governmental services are provided for all the people.

- A healthy ecological environment is promoted.

- Quality education is promoted.

- A safe community is maintained.

- Intergovernmental cooperation is promoted.

Values
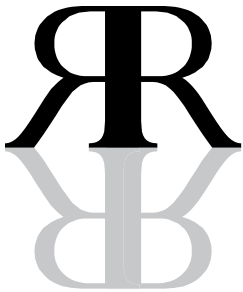
Respect: To be respectful, cooperative, and inclusive in every contact.

Responsibility: To take individual responsibility to be ethical in improving City efficiency, effectiveness, and teamwork.

Responsiveness: To be responsive to residents' concerns and implement plans accordingly.

Results: To achieve timely, innovative, and tangible results in all City efforts.

Introduction & Rationale

The City of Reno has made communications a strategic priority for the past eight years, with the intent of increasing awareness of the policies and programs of the City and generating enhanced engagement of constituents in the governing process. That communications has been a top priority of the City for so long is a clear sign of the commitment that the Council has to conduct the business of the City in an open and inclusive manner.

At the Council retreat of March 31, 2009, that priority was again ratified and continues to be a strategic focus of the City of Reno. No changes to the priority were recommended at that time, so this plan is designed to meet the broad policy objectives outlined in the description above.

It's clear that Council is seeking strategic, holistic approaches to communications that emphasize the identification of emerging issues and dissemination of policy decisions. This plan, the fifth since 2001, has been created to meet these broad goals and to reinforce key messages as identified in the "Strategic Messages" section beginning on page 23.

The priorities are selected annually to provide direction to staff on issues that are of particular policy interest and that are to be used to align resources in support of the City's mission, vision, and values.

Where the vision defines the Council's aspirations for the community, the values

Communications Priority

Enhance communications with the residents and businesses in the city and region by pro-actively identifying emerging issues; improving long-range communication strategies; and communicating more effectively the identified key issues, policy decisions made, and actions taken by the City Council.

were established to provide standards of behavior for City employees in trying to achieve that vision.

The Council priorities for Fiscal Year 2009-2010, adopted at the Council retreat on March 31, 2009 are:

- Financial Management
- Consolidation
- Public Safety
- Arts & Culture, Special Events
- Communications
- Parks & Recreation
- Green

In Reno, communications is seen as a basic obligation of government, and an essential component of the democratic process. It helps build pride and satisfaction within the community, increases participation, and contributes to strengthening the quality of life in the

community. It is a good use of the City's resources and a duty that we have to our constituents.

Guiding Principles

This plan is built on the foundation of four concepts that guide Community Relations in the development of communications vehicles and strategies.

Clear & Direct—We will always strive to use the most direct and straightforward language to communicate the City's policies and programs. We will explain technical terms, eschew jargon, and provide background information to ensure that all of our communications are understandable and accessible to the widest possible audience.

Proactive—Whenever possible, we will provide information on issues as they come to light, to ensure the most accurate and complete information is available to the public as soon as is practicable.

Transparent—We will be open in communicating City business and making information about the policies, finances, and operations of the City available to all citizens. One way of accomplishing this is to include citizens at all levels of decision making, from soliciting input to encouraging service on boards and commissions that actively advise management and the Council on policy decisions.

Listening & Learning—We recognize that communication is two-way, both providing information and receiving

feedback. When the City listens to residents, it gains by building trust and credibility, but also in that the voice of the public is reflected in the policies and programs that are created by the City.

The principles we abide by are designed to provide a solid basis for deliberative democracy through public participation and informed public debate.

Objectives

We have identified five broad objectives designed to meet Council's intent in establishing the communications priority. Each issue or program campaign will be designed with these desired outcomes in mind.

Increase Awareness—We want information about City policies and programs to be available to all of our audiences and for Council, City, and Agency priority projects to be common knowledge among our key audiences.

Increase Engagement—We want to encourage and enable residents and business owners to participate in public policy formation. In addition, we would like to generate high levels of participation in and attendance at City programs and events.

Provide Access—We want to reduce barriers to communication in order to reach the broadest possible audience.

Establish Transparency—It is our intent to conduct the "people's business" in the open—making information about City policies and operations available to all—and give constituents reasonable access to elected officials and City staff.

Reinforce Credibility—We will provide honest and responsive communications that will help us to build trust and credibility with our audiences, which is critical in maintaining an ongoing dialogue with the community.

Guiding Principles
Clear & Direct
Proactive
Transparent
Listening & Learning

By carefully planning our communications to meet these objectives, we believe that we can successfully reinforce the City's key messages while simultaneously increasing constituent awareness and engagement.

These over-arching outcomes will be measured through a series of specific metrics identified in the "Measurement" section, pages 49-52.

Legal & Ethical Considerations

In addition to the aspirations we have for the quality of our communications, there are a number of other considerations that also guide our tactics and strategies. We are very careful to ensure that we are aware of and implement all legal requirements. We also are careful to execute our communications within the established policies of the City of Reno. Lastly, we strive to meet the highest ethical standards of both government agencies and the communications profession.

Nevada Open Meeting Laws—The Legislature states in NRS 241.010, "In enacting this chapter, the legislature finds and declares that all public bodies exist to aid in the conduct of the people's business. It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly." We will make sure that all of our communications efforts uphold both the letter and spirit of NRS 241.010 in providing the public with information about City business.

Accessibility—We will make every reasonable effort to ensure that the information about City programs and policies is available to all of our audiences, despite the many barriers to communication. These barriers include

Communications Objectives
Increase Awareness
Increase Engagement
Provide Access
Establish Transparency
Reinforce Credibility

access to media, language, cultural differences, and physical disabilities.

Informing vs. Persuading—One of the many challenges of communicating emerging issues is in providing complete and unbiased information to residents on issues that are coming to the City Council before the Council has had the opportunity to deliberate and establish the City's official position, or vote on a specific decision.

While we firmly believe that we best serve the public interest by acting as responsible advocates for the Council's policy decisions—providing the City's perspective in the marketplace of ideas, facts, and viewpoints to aid informed public debate—we also recognize the potential for criticism that the City has been selective about information provided to the public with the goal of attempting to persuade residents to come to preferred conclusions. Any appearance of "spin" in our communications will work against the ideals of transparency and inclusiveness and reduce our credibility with the public.

Ultimately, we aim to provide the data and reasoning behind the policy decisions so that residents can understand how those decisions were made.

In addition, as professional practitioners, we have adopted the ethical standards of the Public Relations Society of America and the International City-County Management Association (Appendix L).

In the end, all communications promulgated by the City of Reno will be tested against the highest ethical and legal standards, to ensure that we are faithfully serving the public to the best of our ability.

Alignment & Integration

One of the areas we focus on in implementing this messaging framework is our ability to articulate the linkage between the strategic messages of this plan and the City's mission, vision, and values; the customer service

program, specific marketing plans, issue management, and emergency communications plans.

What this means in practice is that Community Relations staff will ensure that all activities are developed and executed within the context of the City's over-arching strategy. The lynch pin of that strategy is the Council priorities for Fiscal Year 2009-2010.

We are also developing a process for integrating messages across platforms and media that will allow us to react quickly to changes in social media, as well as better leverage existing City communications assets.

Situational Analysis

It's important for us to understand the context within which this plan was developed to best align the City's limited resources with the strategies that will prove to be the most fruitful in achieving our objectives.

This section looks at the audiences we serve, an analysis of stakeholder needs and wants, an overview of the local media market, the City's communications assets, an audience/media matrix, community resources, a description of our process for identifying issues, and a list of communications opportunities that we will be reviewing over the next 12 to 24 months.

Audience Identification

In the broadest sense, our communications audience is anyone who lives or works within the City of Reno's corporate limits. In fact, that definition may be expanded to include visitors, residents of neighboring communities, or businesses considering relocating to Reno for some of the messages and information we wish to distribute.

This represents a very broad and diverse group of people with different needs and interests, so it's useful to consider a number of subcategories or niche audiences that identify groups with similar characteristics or communications needs.

We also need to be aware that there are different levels of interest on the part of our audiences in receiving communications. One of our challenges is to provide opportunities for our audiences to voluntarily increase their level of engagement, eliminate barriers to participation, and increase the value of their relationship with the City. To do that without being intrusive, we will first have to demonstrate the value of participation to our audience. Another way is to have information about City services, programs, and policies available wherever and whenever our audiences wish to receive them.

Audiences also have different informational needs, depending on their relationship to the City. Business owners, developers, and residents all have different relationships with the City and may need information on processes, policy decisions, or services.

Lastly, we must also consider media preferences and understand the unique features of each channel that we deploy, recognizing that individuals have differing expectations and conscious needs in communicating with the City.

Primary Audiences

The single largest audience is we want to reach are **residents**, made up of people who live in the City of Reno. Today there are approximately 225,000 people living in the corporate limits of the City. There are a number of defining characteristics

that create subcategories with specific needs, such as:

- Property Owners/Renters
- Children/No Children
- Employed/Not Employed
- Length of Residence
- Educational Attainment
- Household Income
- Ethnicity
- Age

According to the 2007 American Communities Survey, there are 86,506 households in Reno, 48% of which were owner occupied, and the median income is $47,042. About 54% of the households included children under 18, who make up 23% of the population. The median age is 34.6 years. Over 22% of residents identify themselves as Latino, with Mexican ancestry as the majority (17%). Residents of Asian ancestry account for just under 6% of the population, about 3% are African-American, and American Indians comprise just over 1% of the population.

For adults over the age of 25, 29% have a bachelor's degree or higher.

Audiences

Primary

Residents
Business Owners/Operators
Media
Employees

Secondary

Area Residents
Agency and Elected Officials
Spanish Speaking Residents
Visitors
Potential Corporate Relocations

Another critical audience is **business owners/operators**, who interact with City as both a customer for services and as regulated entities.

We also make a distinction between **direct** and **indirect** customers. People who have had contact with a City of Reno employee or who have used one of the City's products or services within the last year are direct customers. Those who benefit from, but have had no interaction with the City are indirect.

Another way of dividing our audiences is through their level of engagement. We recognize four distinct levels:

- Engaged (Ambassadors, Watchdogs)
- Interested (aware or impacted)
- Passive
- Disinterested (actively avoiding or those who consider City communications intrusive)

The most engaged residents are those who have a particular interest in the policies or programs of the City. Many of our communication efforts are specifically aimed at the two most engaged groups—engaged and interested—as they have the highest interest in receiving communications from the City and have the most utility for that information, and therefore represent the most efficient use of resources.

We recognize that the most engaged audience is largely made up of two distinct groups: residents who participate in the governing process either as volunteers or through participation in specific programs (ambassadors), and those that monitor government actions to ensure that they are appropriate, ethical, and legal (watchdogs). In both cases, these audience members tend to have highly specialized interests, such as the environment, growth or senior programs.

It's also possible for disinterested or passive audience members to shift suddenly to interested or engaged when

City policies and programs impact them directly.

In all of our communications, we also recognize that the **media** is a primary audience, both in providing information directly to our audiences and in creating commentary and criticism of our policies and programs.

City of Reno **employees** are another key audience, as residents see them as experts and expect them to know a great deal about the City's programs and policies. By educating staff about issues, policy decisions, and City programs, we further develop them as representatives of the City.

Secondary Audiences

Other audiences that we have a need to communicate with from time to time include other Truckee Meadows residents, who live in the unincorporated portions of the County or City of Sparks; special interest community groups; various niche stakeholder groups, such as senior citizens, teenagers, or volunteers; Federal and State Legislators; candidates for political office; elected and appointed leaders in other local governments and agencies; and business and cultural organizations.

When **visitors** stay in Reno, we have the ability to deliver messages that will enhance the reputation of the City, spur additional use of City facilities and programs, and promote interest in the City throughout the rest of the world.

We also have a significant audience that has **English as a second language**. According to the 2007 American Communities Survey, 17% of Reno's population has Spanish as their native language and about half of them (9%) "speak English less than 'very well.'" This means that there are as many as 18,000 residents who may have trouble comprehending our communications in English.

According to research provided by the local Univision affiliate, the region's Hispanic population growth between 2000 and 2009 was from 78,000 to 123,000, a 58% increase. There are an estimated 35,320 Hispanic households with television in the Reno DMA. Hispanics represented 93% of the growth in population of 18-49 year-olds over the same period.

Lastly, we consider **potential corporate relocations** as an audience for our communications. Working with Economic Development Authority of Western Nevada (EDAWN), we strive to promote the City as the best location for business, both in quality of life for their employees and as a business-friendly environment for their organization.

Stakeholder Needs Analysis

The way we determine the communications needs of our audiences is through demographic and psychographic analysis, service statistics, and several types of surveys.

City Surveys

In January 2007, the City published the results of its most recent City Services Survey through InfoSearch International.

Some of the results have helped us in planning our communications efforts, particularly in learning that the newspaper and local television news were the most common methods for getting information about the City.

Half of internet users had visited our website and 90% of them were able to find the information they sought there.

Satisfaction overall was very high and four out of five residents were satisfied with their opportunities to interact with the City.

Situational Analysis

For the majority of residents the Council is headed in the right direction, with a strong increase—from 62% in 2004 to 72% in 2006—agreeing that the downtown redevelopment efforts were heading in the right direction.

The single most important issue to residents was growth and development, with 26% of the respondents identifying it as their top concern.

Based on that, a "Citizen Survey Regarding Growth Issues" was conducted in May 2007 and provided much of the background for last year's strategic communications plan. Some of the key findings of that survey were that while growth was a concern, limiting or stopping it was not necessarily the desired outcome.

Significantly, over 70% felt that preservation of historical buildings enhances the character of the community. There was also general agreement that traffic and drive times are reasonable.

The main concern identified in the survey was the perception that our water supply is inadequate to support growth.

We were scheduled to conduct a survey in January 2009, but postponed it until January 2010 to reduce expenditures to balance this year's budget.

County Survey

According to the 2009 Washoe County Citizen Survey, the most important issues to County residents are:

- Economy, jobs, and budget (44%)
- Growth and planning (11%)
- Education (9%)
- Transportation (5%)
- Water (4%)

This reflects the overwhelming concern that the majority of Americans have for the current economic condition. We do not assume that growth is any less of a concern for that reason.

Reno Direct Call Statistics

The most common calls for service through Reno Direct haven't changed much over the past few years. What follows are the five most common service requests with the 2009 year-to-date (4/09) number of calls in parentheses.

- Graffiti removal (753)
- Abandoned vehicle (570)
- Illegal parking (349)
- Debris on private property (143)
- Pothole repair (83)

The call center handled in excess of 38,000 calls and emails last year, the majority of which were requests for information. About 15,000 service requests were generated by these calls and emails.

One significant trend has been in the dramatic increase of users contacting Reno Direct through the web form at the City's website—growing 54% in 2007 alone—speaking not only to the popularity of our site, but also to the increased comfort residents have with conducting all types of business online.

Government Web User Survey

The Pew Internet & American Life Project conducted a study to determine how the public uses "e-government" services. The findings make a powerful case that the future of government communications is digital.

In 2000, Just less than half (47%) of the national population had used a government website. By 2003 that had increased to two-thirds (66%). Current estimates suggest that trend has continued, with more than four out of five adults using the internet to learn about or access government services.

Six years ago, when internet use was less ubiquitous than it is today, 65% of internet users expected government information they might need to be on the internet, and 39% said that the internet was where

they would turn to *first* for government information.

Users' top reasons for visiting government websites included finding out about recreational activities, research, forms, service inquiries, and getting information about policy issues. This is consistent with the page access data from our website, where the most popular pages in 2008 were for jobs, special events, meetings, PRCS programs, and building permits.

Even more interesting is that internet users in general are more likely to contact government. Pew's figures showed that 54% of all Americans contacted at least one government agency in year prior to the survey. As of July 2003, when the survey was conducted, 63% of all Americans were internet users. (Today that number is 73%.) Of the residents who contacted government, 72% of internet users contacted government and 23% of non-internet users contacted government. When you factor in that about two-thirds were internet users, it could be estimated that internet users are six times more likely to contact government, regardless of the method.

The reasons for contacting government were:

* Carry out a transaction – 30%
* Get information about specific question – 25%
* Express an opinion – 19%
* Get help solving a problem – 11%
* Other – 7%

At that time, the phone was still the preferred method for contact

Communications Assessment

The City engaged Bentz Communications to conduct a communications assessment that was presented to Council in January 2006. The study looked at the current program of the City in light of best practices in the public and private sectors. That report, while generally positive about Reno's communications efforts at that time, included ten broad recommendations to improve the division's outreach.

We have implemented those recommendations and continue to apply the theoretical approach behind many of the specific recommendations.

Those recommendations were:

* Emphasize direct-to-citizen communications,
* Make website content a major priority,
* Improve Reno 13 programming,
* Manage in-house event process better,
* Promote Reno Direct,
* Enhance community partnerships,
* Develop a strategic approach to messages,
* Improve relationship with the County,
* Plan crisis communications, and
* Manage workflow more efficiently.

During a focus group of residents on government involvement, Bentz made several findings with implications for our communications strategy. This research is about seven years old, so we should plan to conduct it again when feasible to measure progress in these areas.

The focus group findings said that the key reasons people get involved in government is to address issues affecting their home or neighborhood, a desire to improve the City through some specific project, or to make a positive difference in the community as a whole.

The report went on to say that Reno residents have a mistrust of government in general that spills over onto local government, and sometimes our communications efforts are considered an attempt to control perception of our own policy decisions and programs. In fact, they claimed that some locals believe that the City intentionally withholds

information that does not support its desired outcomes, so they aren't able to come to an informed decision.

A survey of the news media administered at the same time gave Community Relations high marks for accessibility and accuracy, as well as an overall high level of satisfaction for our media outreach activities. We also conducted a publication review, providing numerous recommendations that have since been implemented.

Media Market

Anyone who follows mass media is well aware of the shifting landscape of platforms and content models that began with the advent of "Web 2.0" technologies. While this evolution is just in the very early stages, it has already begun to have a profound impact on the way we do our job.

One of the most significant trends has been the accelerated decline of newspaper subscriptions and circulation, which appears to be directly correlated to the economic recession. While the trend was evident prior to 2008, the drop in advertising revenues and readership have both become much worse in recent months. Traditionally, newspapers provide the most complete coverage and tend to provide fuel for television and web-based news organizations.

For a complete analysis of the local media market, news, and public affairs programming, please see Appendix B.

National Media Trends

PRWeek's Media Survey 2009 noted a shift in reporter's use of social media. "Though the tools that journalists used in the past were often created specifically for members of the media industry,

journalists are now more often reaching their audience with decidedly consumer-focused technologies. In fact, respondents indicated increased participation in social networking Web sites.

"According to the survey, 77% of respondents have a social network profile, up from 54% last year. Of those who participate in social networking, 58% have profiles on Facebook, 51% on LinkedIn, and 28% and 22% are on MySpace and Twitter, respectively. Of those with a social networking presence, 25% publish content to those pages several times a week, while 13% do so several times a day."

According to *Media Myths & Realities: 2008 Media Usage Survey*, by Ketchum and the USC Annenberg Strategic Public Relations Center, the internet is quickly becoming the media that consumers turn to first for news, with 40% saying that's where they preferred to get their news. This is second only to television, which was cited by 43% of the population. Newspapers only accounted for 7% of the population, with radio and friends and family trailing behind.

The difficult part is determining what level of participation in online news is attributable to the online presence of local newspapers and television news.

Lastly, the Pew Research Center for the People & the Press survey report entitled "Key News Audiences Now Blend Online and Traditional Sources," describes a new model for the audience for news. The audience they call "net-newsers" is growing rapidly.

"Net-Newsers are the youngest of the news user segments (median age: 35). They are affluent and even better educated than the News Integrators [those who combine print, television, and the internet to gather news]: More than eight-in-ten have at least attended college. Net-Newsers not only rely primarily on the

internet for news, they are leading the way in using new web features and other technologies. Nearly twice as many regularly watch news clips on the internet as regularly watch nightly network news broadcasts (30% vs. 18%).

"This web-oriented news segment, perhaps more than the others, underscores the challenges facing traditional news outlets. Fewer than half (47%) watch television news on a typical day. Twice as many read an online newspaper than a printed newspaper on a typical day (17% vs. 8%), while 10% read both."

This has had a significant impact on traditional media. Since the early 1990s, the proportion "saying they read a newspaper on a typical day has fallen by about 40%; the proportion that regularly watches nightly network news has fallen by half.

"These trends have been more stable in recent years, but the percentage saying they read a newspaper yesterday has fallen from 40% to 34% in the last two years alone. Newspapers would have suffered even greater losses without their online versions. Most of the loss in readership since 2006 has come among those who read the print newspaper; just 27% say they read only the print version of a daily newspaper yesterday, down from 34% in 2006.

"The television news audience, by contrast, has generally remained stable since 2006, and the proportion regularly watching cable news in particular has increased (from 34% to 39%).

Social Media

It would not be an exaggeration to say that within the past two years, the media landscape and the relating communications model has begun to shift in a fundamental way. The tools and techniques that have served us well over the past four decades are becoming obsolete as a new way of approaching mass communications is rapidly being deployed. While it is easy to see that there is a sea-change underway, it's not always easy to see what the implications are or plan for implementation of new media.

As of April 14, 2009, there are more than 200 million Facebook users, more than 66,000 of which belong to the Reno, Nevada network. On February 22nd there were 55,000 people in the same network—the growth has been unprecedented and shows no sign of diminishing over the short term. YouTube has more than 70 million videos, with close to 100 million views every day. Technorati has indexed 133 million blogs since 2002, when the site was launched. It's estimated that 77% of active internet users read blogs and we've identified about 30 blogs by local residents that have posted about local government.

Twitter is the most popular microblogging service, although there are others, such as Plurk, Pownce, and Jaiku. From February to March of 2009 Twitter grew 131%, according to research firm ComScore, receiving 9.3 million visitors in March, up from 4.3 million in February. There have been well over a billion "tweets" so far and an average day sees more than 3 million messages sent. Wikipedia has more than 2.6 million entries in English and last year saw 684,000,000 visitors.

The numbers are staggering, to be sure, but the shift in the generation of content is even more significant. Facebook, Twitter, and blogs allow users to create their own content on the fly, while Wikis and discussion forums are examples of "crowd-sourcing," where the public collaborates on the creation of content.

"Web 2.0 has forever changed the relationship between your company and your customer."

—George Colony, Chairman of the Board and Chief Executive Officer of Forrester Research

Locally, about 140 people attended the first Nevada Interactive Media Summit on March 7, 2009 held at the University of Nevada's Reynolds School of Journalism. The broad range of industries, agencies, and independent bloggers represented at the event signaled the broad acceptance that these new technologies have received in the public relations and communications field in Reno.

With the use of the internet still rising, government presence has become ever more important and necessary. What follows are excerpts from "Poll: Government sites slow to adopt social media" by Lindsey Miller, posted on the Ragan Communications website (ragan.com). Emphasis is mine.

"A recent poll of government and corporate communicators conducted by Ragan Communications and PollStream found 80 percent of the 555 poll respondents believe Web 2.0 tools would give government Web sites the upgrade they desperately need. But nearly half (45 percent) of government communicators report control over their Web site is a turf battle between IT and communicators. *And, 70 percent of communicators at government agencies can't access social media at work.*

"…[T]he Open Government Directive, which the Obama Administration will issue around May 21, will provide government departments and agencies with further direction on their Web site and social media upgrading, all with the aim of increasing government transparency and encouraging participation and collaboration.

"One communicator polled commented, 'If nothing else, [social media] could aid the government in staying in touch with the American people and make it much easier for Americans to communicate with their government with less bureaucracy.'

"…[I]t appears the road for government Web sites is paved for change. Fifty-eight percent of government communicators plan to add social media to their site to increase engagement, transparency and Web traffic.

"...Toby Ward, president of Prescient Digital Media, says WhiteHouse.gov has taken a baby step toward a more transparent, communicative and reachable government. For example, WhiteHouse. gov's blog doesn't allow comments. Comments should be monitored and a select amount posted, he says.

"'People are afraid to launch a blog, wiki, podcast, etc. because of the cultural approach to communication—it's better to reveal less than more,' Ward says. 'The public doesn't see it that way. They expect more transparency and communication from the government than they do from the private sector.'

"He says there are ways to ramp up a social media presence slowly, like allowing comments, but monitoring them closely. Adding an RSS feed, a rating system and a way to post a blog post to a social bookmarking site like Digg or Del.icio.us are other ways to participate in social media.

"While there's still work to be done, many agencies are already experimenting with social media, or at least using it to see what people are saying. According to consulting company BearingPoint's government Twitter directory, GovTwit, hundreds of government agencies and individuals are on Twitter already, from the FBI Press Office, to the Library of Congress, to the Mars Rovers."

In the "Strategy Deployment" section below (page 34-36), there is further analysis and discussion of what this means for the City of Reno.
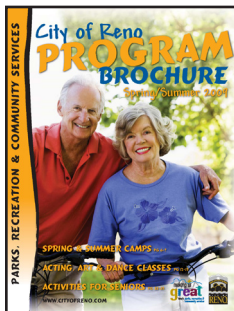
Communications Assets

The City has several existing communications assets that have been used for a number of years, with a relatively high level of resident awareness.

Website

Resident use of the website has grown considerably over the years, with about half (49%) of the most recent survey respondents having accessed the City website within a year. At that time, 70% reported having web access, so we are capturing a very high proportion of the audience with access. Of those who used the website, we received exceptional ratings for being able to find information (86%),

While we have dramatically enhanced the City's web presence over the past two years, culminating in being named the best local government website in the nation by 3CMA, we recognize that due to the fluid nature of online technologies, an excellent website is an ever evolving process rather than an end result.

In an effort to provide the most accessibility, we have secured the URL reno.gov and will begin implementing it this year as our main access point. The City's URL was formerly cityofreno.com and before that ci.reno.nv.us. We plan on making this migration in a low-cost, gradual way; while keeping the earlier addresses active and pointing to the home page.

We are currently live beta-testing our news blog, without allowing comments, called *Around the Arch*.

We have continued to integrate Reno Direct with our website and have recently begun a more robust promotion of the opt-in email service, Reno Connect.

The City's website was named the best in the nation by the City-County Communications & Marketing Association this year.

The City's news blog was soft-launched in April and will be officially launched later this summer.

West Street Market
Global

Basic Info
Type: Common Interest - Food & Drink
Description: Reno's newest attraction for downtown is an urban market in a unique atmosphere of rehabilitated historic buildings. The market is designed as a gathering place centered around gourmet and ethnic foods, fresh locally grown fruits and vegetables, fine wine, baked goods, coffee and tea, and local businesses with unique products. There is also a stage for live music, poetry, food demonstrations and other activities. Throughout the year the market holds numerous special events
The market features an outside plaza, which hosts special events, farmer's markets, entertainment, and a place to dine and drink.
West Street Market tenants include West Street Wine Bar, Brickhouse Bakery, Reno Envy, Earthly Delights, Nikos Greek Kitchen, Nutty Boy, Se7en Tea House and Bar, Downtown Market Place, Great Basin Basket, Nevada EcoNet, Silver Trends, Spirit of the Woods and Zukor's Jewelry.
The Reno Redevelopment Agency oversees management of the market, which was financed with Community Development Block Grant dollars.

Contact Details
Email: fines@ci.reno.nv.us
Office: Reno Redevelopment Agency
Location: West Street
          Reno, NV

Recent news
The West Street Market had a very successful opening in December, 2008. Since then the market has held a number of special events. Most recently the Downtown Market Place had a soft opening and work continues on other projects set for the market.

Members
Displaying 8 of 169 members   See All

Casey Strachan | Kristen Power | Michael Landau | Matt Bromley | Lenae Payne | Leigh Met | Michelle Montoya | Jennifer Bushman

Discussion board
Displaying 1 discussion topic   Start new topic | See All
Redevelopment Downtown
1 post. Updated at 10:45 on 13 March 2009

The Wall

View Discussion Board
Invite people to join
Leave Group
Share +

Group type
This is an open group. Anyone can join and invite others to join.

Admins
■ Kristy Fifelski
■ Sharon Spangler (City of Reno) (creator)

Events
16 past events   See All
Fast Cars, Fine Wines - Vintag...
West Street Market, between First a...
30 April at 17:20
Chapter Two Sneak Preview
West Street Market
22 April at 19:00
Let's Grow at the Market
West Street Market
22 April at 18:00
Let's Grow at the Market
West Street Market
08 April at 18:00

We have two Facebook pages—one for the City, and this one, for the West Street Market.

CityofReno
▶ Following   -Device updates OFF

#cityofrenoblog City of Reno is blogging away on the Around the Arch blog: http://tinyurl.com/cnku4e
about 2 hours ago from web

#swineflu New webpage for City of Reno's info/updates on the "swine flu": http://tinyurl.com/c6dgpv
about 2 hours ago from web

Mass transit in Reno? Groundwork being set in place - http://www.cityofreno.com/l... via @addthis
4:12 PM Apr 24th from web

Reno Aces baseball parking map released. Plan your trip ahead! http://tinyurl.com/ct3nv3
10:15 AM Apr 13th from web

Spring/Summer parks and recreation brochure released. http://tinyurl.com/ccyes2
10:13 AM Apr 13th from web

Name City of Reno
Location Reno, Nevada
Web http://www.cityof...
Bio The Biggest Little City in the World

71   95
following followers

Updates   29

Favorites

Actions
message CityofReno
block CityofReno

Following

View All

RSS feed of CityofReno's updates

We've recently started using Twitter to let people know when new information is available. As of May 1, we had 95 followers without publicizing it.

FACT
Switching to a bio-fuel car can save energy *and* save the environment.

Reduce Contamination
Window To Your City

We've recently changed the look of Reno 13's bulletin board to be more visual.

Social Media

The City has established profiles on several social media websites, including Facebook, YouTube, Flickr, Twitter, Slideshare, and DocStoc, and has been testing possible uses for these emerging technologies. As new platforms are released, we will register the user name "City of Reno" to establish a presence and reserve the name. Then we will conduct an analysis of the local reach of the service and once we've established that it's worth investing resources into, we will begin testing it for inclusion in our active portals.

Reno 13

In the 2006 City Services Survey, 31% reported watching Reno 13, up from 25% in 2004. Unfortunately, over that same period, the "usefulness" of the information dropped from 60% positive to 40%. To address this, we made major programming changes in 2006 and 2007 that have increased the amount of original programming and removed all third-party arts programming from the lineup. We'll ask this question again on the next survey to determine if we have had a positive impact on this problem.

We currently have 13 separate programs, requiring about 50 production hours per week. Next year, under the in-house production model, we will have about 30 hours available each week, requiring a restructuring of the Reno 13 schedule.

First, we have begun programming topical blocks, where each scheduling block includes numerous smaller stories that cover specific topics such as City Council, public safety, parks and recreation, or culture and the arts. The blocks reflect Council priorities and enable us to provide a greater variety of information faster, with a great deal less post-production work. We believe that this will allow us to make the programming more targeted, and therefore more useful to our viewers.

It also allows us to get packages from post-production on the air immediately, without waiting for completion of an entire program.

Second, we will use primetime slots for the continuing series. The seven series we plan on continuing are:

- *Council Connections*
- *Around the Arch*
- *Reno Metro Pulse*
- *Reno's Finest*
- *First Alarm Reno*
- *Bob Carroll & Friends*
- *Reno Recreates*

Programs done in partnership with other agencies will continue as long as support from those agencies is available, including *City Critters* and *Campus Connections*. We will continue to seek opportunities with other agencies and local nonprofits to create original programming.

Lastly, we will use the improved bulletin board slides for information between programming blocks and between the hours of midnight to 5:00 AM. The bulletin board is comprised of slides created in PowerPoint that have static messages, are rotated every three seconds, and generally promote City services, programs, and policy objectives. A good example of policy implementation slides is the "Did you Know?" series that provide information on energy efficiency, recycling, and other green topics.

We will continue to have all of the programming on Reno 13 relate directly to the City of Reno, to improve the "usefulness" rating by viewers.

Print Publications

Although it was deferred this year due to budgetary constraints, one of the most popular publications is the City's annual report and calendar.

We publish several special audience newsletters, *RPD News*, *RFD News*, *Senior Connection*, *Adaptive*

Fliers and posters are an important part of all of our event campaigns and are designed and printed in-house.

The City publishes four external newsletters aimed at specialized audiences.

We also work closely with departments to ensure that their materials are well designed and fit within the City's design standards, like this sign on the Riverwalk.

Audience/Media Matrix

Audience Segment	Print Editorial	TV Editorial	Radio Editorial	Reno 13	reno.gov	Social Media	Print Advertising	TV Advertising & PSAs	Radio Advertising & PSAs	Outdoor	Direct Mail	Phone
Property Owners	xxx	xxx	xx	x	xxx	x	xx	xx	xx	x	xxx	xx
Renters	xxx	xxx	xx	x	xxx	x	xx	xx	xx	x	xx	xx
Business Owners	xx	xx	x		xxx	xx	xx	xx	x	x	xx	xx
With Children	xxx	xxx	xx	x	xxx	xx	xx	xx	x	x	xxx	xx
No Children	xxx	xxx	xx	x	xx	xx	xx	xx	x	x	xxx	xx
Direct	xx	xx	x	x	xxx	xx	xx	xx	x	x	xxx	xxx
Indirect	xxx	xxx	xx	x	xxx	xx	xx	xx	x	x	xx	xx
Visitor	x				xx	xx	x			xx		
Newcomer	xx	xx	x		xxx	xx	xx	xx	x	x	xxx	xx
Long-time Resident	xxx	xxx	xx	x	xxx	xx	xx	xx	x	x	xxx	xx
Under 18					xx	xxx				x		
18-29	xx	xxx	x		xxx	xx	x	x	x	x	x	x
30-44	xxx	xxx	xx	x	xxx	xx	xx	xx	x	x	xx	x
45-64	xxx	xxx	xx	x	xx	x	xx	xx	x	x	xxx	xx
65+	xxx	xxx	x	xx	xx		xxx	xx	x	x	xxx	xx
Employees	xxx	xxx	x	x	xxx	xx	xx	xx	x	x	xxx	xxx
Local Media	xxx	xx	x		xxx	xx					xx	xxx

* Social Media as used here includes social networking sites, blogs, discussion forums, wikis, messaging, or other online interactive sites and services. For our purposes, this includes email broadcasts from Reno Connect.

In the chart, a single X denotes a media outlet loosely affiliated with the target audience, XX a moderate media affiliation, and XXX a strong media affiliation. A blank cell denotes that the media channel may be inappropriate for that audience for the most part.

REConnection, and the internal Human Resources newsletter.

We also design and print special publications as needed, such as *City Facts*, our "Embrace It!" tour brochure, *Living the Vision*, and the historical preservation guide.

Lastly, the graphic design team produces hundreds of program brochures, fliers, posters, banners, event displays, promotional items, and custom materials, including official notices and door hangers.

One area that we will focus on this year is to ensure that all print materials are available through our website.

Issue Identification

Community Relations has established a number of formal avenues for identifying emerging issues. The key mechanisms are:

- Staff review of Council agendas,
- Bi-weekly canvassing of Council by Community Liaisons,
- Council communications liaisons,
- Analysis of Reno Direct and Community Liaison contact by constituents,
- Media tracking and analysis,
- Weekly management team meetings, and
- Weekly public information team meetings.

In addition, the City's media policy requires that staff inform Community Relations when the media contacts them or if they observe the media covering City facilities or events.

Lastly, Council members are encouraged to contact the City Manager whenever they have a concern that a particular issue may need to be addressed, or to pass that information to the Council communications liaisons.

For a discussion of the procedure for responding to issues, please see "Issue Management" in the "Strategy Deployment" section below (page 39-41).

Community Resources

There are numerous organizations, associations, and agencies that are key partners in the City of Reno's communications efforts, both as conduits for reaching diverse audiences and in reinforcing strategic messaging. We meet with partnering agencies as frequently as necessary and use the Regional Communications Group's online forum to remain in contact at other times.

Business Associations—Economic Development Authority of Western Nevada (EDAWN), Reno-Sparks Chamber of Commerce, Western Industrial Nevada (WIN), Riverwalk Merchants Association, Downtown Improvement Association, Midtown Merchants Association, Northern Nevada Network, Sparks Chamber of Commerce, and the Hispanic Chamber of Commerce–Northern Nevada.

Agencies—Reno-Sparks Convention & Visitors Authority (RSCVA), Truckee Meadows Regional Planning Agency, Truckee River Flood Management Project, Truckee Meadows Water Authority (TMWA), Nevada Commission on Tourism, Reno-Tahoe International Airport, Regional Transportation

Commission (RTC), Nevada Commission on Economic Development, Washoe County District Health Department, Washoe County Department of Water Resources, and Washoe County Libraries.

Government—Washoe County, City of Sparks, State of Nevada, Regional Communications Group, University of Nevada-Reno, Truckee Meadows Community College, and the Washoe County School District.

Nonprofits—Truckee Meadows Tomorrow, Nevada Museum of Art, Nevada Discovery Museum, Nevada Land Conservancy, Keep Truckee Meadows Beautiful, Nevada's Center for Entrepreneurship and Technology, SNCAT, Sierra Arts, Volunteers of America, Reno Arts Consortium, Northern Nevada Food Bank, Reno-Sparks Gospel Mission, Catholic Community Services, Reno Area Alliance for the Homeless, and many others.

Major Private Partners/Contractors—Waste Management, Inc., NV Energy, Charter Communications, and SK Baseball—the Reno Aces and the Reno Bighorns.

Opportunities

Over the duration of this plan we will continue to explore a number of communication and outreach opportunities that may be implemented either on an ad hoc basis or as part of next year's Strategic Communications Plan.

Although selling advertising on City property is currently disallowed by City policy, we should look for ways to leverage our assets to promote City activities and services. The panels on the seasonal ice rink, open wall spaces on facilities, and other City-owned assets could be used to post information about the West Street Market, City programs, and special events.

We will continue to test the need for and developing plans to implement a citizen participation guide and a newcomer's welcome package. We will also review the current format and process for Council proclamations and recognitions to see if there is a way to simplify and modernize the process and documents.

Part of last year's actions plans, the downtown information centers, are under review to see if we can find a lower-cost implementation in partnership with the RSCVA and the Reno-Sparks Chamber of Commerce.

Suggested Research

To best implement the tactics described above we plan to conduct additional research, both to clarify and focus our efforts this year and to help us plan for the next Strategic Communications Plan.

Tools and subject areas will include:

- Council perceptions (SWOT, open-ended questions),
- City survey,
- Communications survey and focus group,
- Television news demographics,
- Analysis of market share and psychographics of various print publications,
- Community need for non-English communications,
- Accessibility of website,
- Accessibility of Reno 13/video-on-demand,
- Nonprofit partners for Reno 13 programming,
- Reno 13 viewers focus group,
- Need for youth-oriented programming,
- Potential to include State Legislature on Reno 13,
- Focus group to test the "Reno-it-all" concept,
- Opportunities in mobile media, and
- Begin planning next iteration of the City's website.

GREAT CITIES EMBRACE THE ARTS

The City of Reno would like to thank everyone who has given their time, their talent, their money, their heart and their soul to Artown.

Strategic Messages

Branding and brand positioning for cities can be somewhat different than corporate entities, particularly in that cities don't have direct control over the brand, but rather strive to include the community's vision for itself, by working with various stakeholder groups to identify and constantly refine the brand. Part of this effort involves working to address issues that damage reputation, while at the same time investing in improving awareness of community assets.

The reputation of a City can be thought of as the articulated quality of life present in the community. In a large way, this is determined by the attitude of residents, investment by businesses, as well as the City's efforts to care for infrastructure (parks, sewer, roads), protect the public, and regulate behavior (codes, business licensing).

The authors of a recent white paper on city branding point out that "In the 21st Century, cities will increasingly compete on the value that they provide in terms of their physical and service offer, their heritage, their ambitions, and their character."

The City of Reno is fortunate to have a well established brand identity, an international reputation, and an instantly recognizable tag line, "The biggest little City in the world," which was first established in 1929.

Negatives in the current perception of the brand, mostly due to misconceptions

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"Reno Cares"

"Reno plans for the future"
"Reno values citizen input"
"Reno is committed to ensuring economic vitality"
"Reno has a cost-effective, efficient government"

---

or outdated ideas about Reno from the outside, are being addressed by our partners, EDAWN and the RSCVA. We believe that by aligning our messages with the actual culture and character of the City, we can replace outmoded clichés about the City with a realistic and positive reputation.

One of the keys to making successful changes in reputation is consistency in messaging, having the brand promises

"What is needed is a frank rethink about what the city offers and will offer in the future. What can be created that is so valuable about the city that its businesses, institutions and residents want to remain, that will attract investors, visitors and talent, and that will make commentators and influencers recommend the city? Your city's brand is the promise of that value."

—*Van Gelder & Allan,* City Branding: How Cities Compete in the 21st Century

match reality, and mutual support among the agencies promoting the brand messages.

It's important to recognize that a brand is not a logo or a tag line. To our way of thinking, a brand is the experience of a community.

The messages we have developed are designed to simultaneously support brand positioning, align with Council priorities, and aid in policy explaining direction.

To make them memorable and effective, we will emphasize simple, short messages supported by strong graphics.

Planning Communications

- Did we include our key messages?

- Does it support Council priorities?

- Does it uphold the City's mission, vision, and values?

- Do we have an audience in mind?

- Is it clear and direct?

- Have we selected appropriate media?

- Have we included opportunities for feedback and participation?

Key Concepts/Themes

We have identified four major themes that we will be using to direct messages and communications that help focus the response to particular issues on the strategic goals of the organization, which are achieved through alignment with the Council Priorities.

"Reno Plans for the Future"

This theme cuts across all of the issues facing the City, including growth, water, budget and financial challenges, public safety, and many other broad categories of priorities, services, programs and policies.

Specific messages will include an emphasis on sharing how Reno plans for and anticipates potential problems, and what role public input has played in the development of those plans.

One way we can demonstrate the City's robust planning activities is to share and discuss the plans themselves, whether for budgeting and financial management or in growth and water management.

Examples of these messages include how Reno prepared for this economic downturn, how we are living within our means, what rules are in place to protect our water, and how the region plans future development.

"Reno Values Citizen Input"

To promote citizen engagement, the City must solicit input from stakeholders, use that input in making decisions, and then communicate back to those stakeholders how that input influenced the final policy decisions. Even if someone does not agree with the final outcome, we gain credibility by taking all input into account when

making decisions and letting people know that their input was used and appreciated.

This will require education on the different ways that residents can provide input into the decision-making processes, as well as an effort to consolidate and share the input received on a variety of issues.

The good news is that we have an established track record. According to the 2006 City Services Survey, the "majority of residents who had attended public meetings or hearings felt they had an opportunity to participate in the discussion, that their input was listened to and considered, and to an even higher degree that they were treated with respect."

A recent example was in the pricing change for parking meters, which demonstrated that we are responsive to the changing needs of the community. We will continue to look for ways to prove that we are seeking and have used resident input throughout all of our communications activities.

"Reno is Committed to Ensuring Economic Vitality"

Given the current economic situation, it has become even more important to share with constituents the many ways that the City uses its resources to protect and energize the local economy. The investments in redevelopment, public safety, recreation, arts, and culture all contribute to the creation of jobs and continued prosperity; as well as quality of life.

We will seek ways to demonstrate that the City is eager to acquire new businesses and support their growth through sensible and fair policies and a thoughtful customer service orientation. We will continue to work with departments to show how they are reacting to the challenges and supporting business, despite our necessary regulatory role.

"Reno has a Cost-Effective, Efficient Government"

We are a recognized leader in local government and a key player in regional and statewide issues. We cooperate with other governments and agencies and look for regional answers to the issues we face.

Our employees are dedicated to excellence in public service and are careful stewards of the taxpayers' investments.

We are committed to keeping our community safe, financially sound, sustainable, and beautiful.

Reno Cares

Taken together, these four key messages can be lumped together under the concept "Reno cares." We want to demonstrate responsiveness, community-orientation, and transparency in all of our communications.

Topical Categories

In addition to these high-level message themes, there are a number of "evergreen" issues that will continue to be important for the City to communicate about. In fact, each of the following topical areas builds upon the high-level messages identified above. In fact, each issue can be addressed in terms of our key messages.

Environment & Energy—Information about how the City supports sustainable development; supporting the Economic Development Association of Western Nevada's (EDAWN) goal to attract businesses in clean energy; implementation of the Green priority by creating alternative energy sources, and the City's efforts to reduce, reuse, and recycle.

In addition, issues related to the Truckee river, the river watershed, open spaces, trails, and other natural resources will be highlighted in our communications.

Financial Management—Again cutting across all of the key messages, one important element of this topic is the legal and contractual restrictions we have on use of funds and making sure residents understand the different sources of funding at our disposal. We are also addressing what we're doing to help protect the local economy and provide assistance to residents who have severe financial problems.

Growth & Water—The City is a steward of public resources and has a regulatory role in protecting those resources. There are clear and effective systems and processes in place to protect our natural resources and channel growth as much as we can, and we follow those to the letter. We approve no development that does not have appropriate water rights.

We also need to educate the community on what rights and responsibilities the City has in relation to development,

emphasizing what we can and can't do on projects, particularly those that have a high level of regional impact, such as the Spring Mountain project.

Public Safety—The emphasis here is on planning for the future and providing adequate resources to the Police and Fire departments. Issues such as facility size and locations, equipment, and staffing will continue to generate debate during budget development.

Other important issues are flood protection, wildfire safety, defensible space, and earthquake preparedness.

Historic Preservation—Given the public support for historic preservation, we will seek ways to include information about what the City is doing to protect our heritage and the historical assets within the City. We will publicize the activities of the Historical Resources Commission and partner with relevant agencies to create programming that educates residents about the community's efforts to protect and restore historical facilities.

Current Issues

Lastly, there are a number of issues that are currently occupying the public discussion about Reno in which we have an interest in participating, whether through providing information about City policy and legislative action, or by creating resources that increase awareness and engagement.

For each issue listed below, a communications plan with the City's position, talking points, and a deployment strategy has either been developed and is being implemented, or will be as the issue matures. As new issues arise, a plan will be developed to address them as described in the "Issues Management" section of the deployment strategy below (page 39-41, see Appendix E for issue management plan examples).

Community Assistance Center/ Homelessness—The problem of how to manage appropriate services for the homeless without disrupting commerce and quality of life continues to occupy the public discourse. The current economy puts additional pressure on the resources we have, both by increasing the number of people with needs and by making it more difficult to fund those services.

Shared Services/Consolidation—We have an interest in promoting our own efforts to find ways to reduce cost through shared services and intergovernmental cooperation, while at the same time position ourselves to defend against "hostile takeover" strategies.

Redevelopment—The current legislative session has brought the basic concept of redevelopment greater public attention, as well as many of the tools of redevelopment, such as TIF and STAR bonds. We will use our communications tools both to inform the public about the nature and role of redevelopment projects, as well as to defend against usurpation of local control by State government.

Overtime—The issue of overtime has recently been publicly discussed due to a series of articles and a web-based database published by the *Reno-Gazette-Journal*. The issue is timely, given the economic circumstances, and is a great opportunity to demonstrate our responsiveness and transparency.

Union Contracts—The numerous bargaining units within the City have had a recent rise in visibility through increased media attention both passively (salary and overtime in RGJ) and through intentional promotion. Many contacts are set to expire in 2010, so this issue will continue to grow in importance.

There are a number of public education campaigns that we conduct annually at the appropriate time. Those campaigns include:

- Snow and ice removal,
- Street maintenance,
- Defensible space,
- Wildfire safety,
- Bear awareness,
- River safety,
- Winter driving,
- Earthquake preparedness, and
- Many others.

The Community Relations Division also develops issue communication plans as needed. Examples include:

- Fire volunteer recruitment,
- Annexation communications,
- The ReTRAC project,
- Street tax override,
- Fireworks, and
- Graffiti.

Finally, the Community Relations Division will also find ways to support "quality of life" messages that are implemented by partner organizations— such as the Reno-Sparks Convention & Visitors Authority or Reno-Sparks Chamber of Commerce—to reinforce brand messages and support the consistency of messages throughout the community.

Strategic Messages
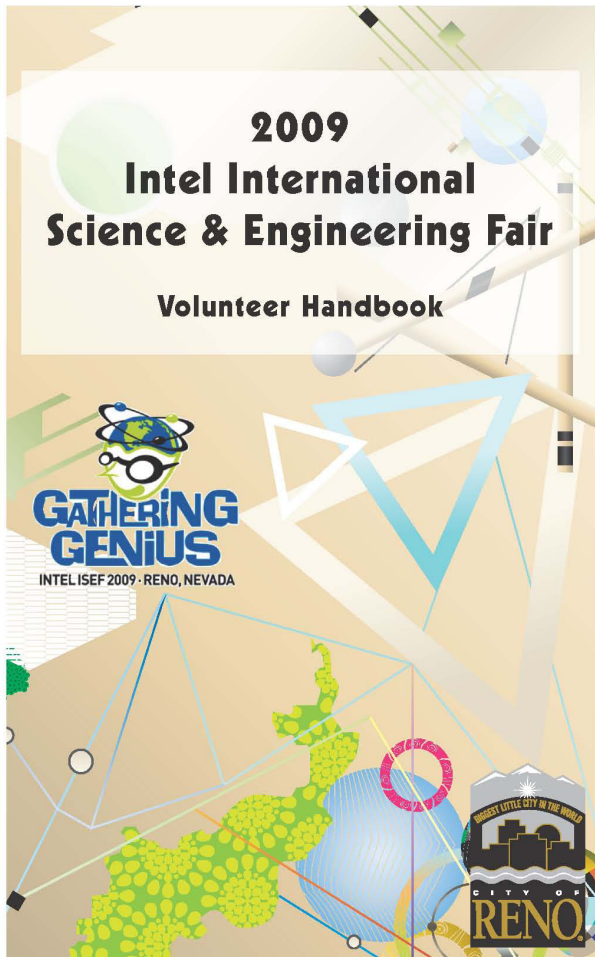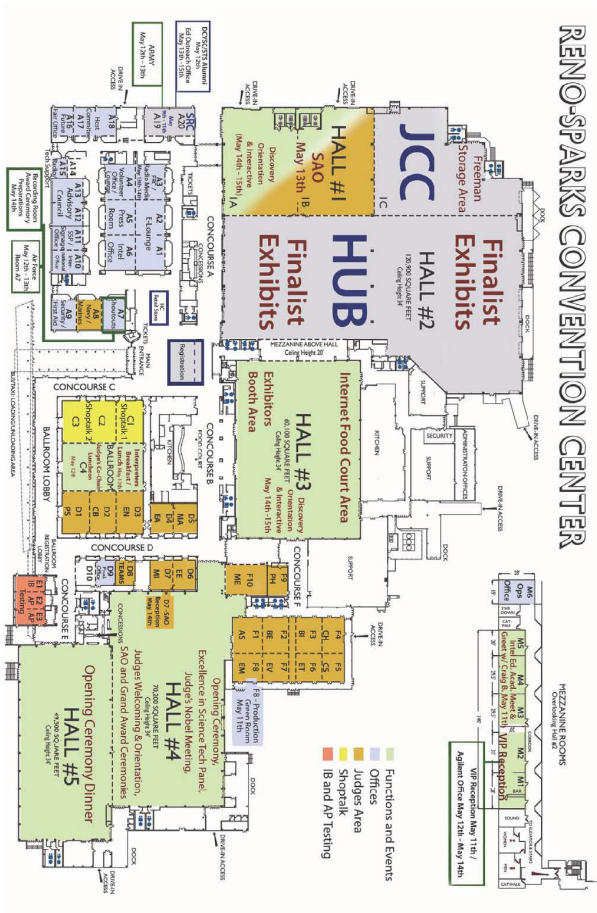
In-house design and production for an event we sponsored in May 2009.

Strategy Deployment

Because of the broad scope of the City's communications needs, we use the conceptual framework of Integrated Marketing Communications (IMC) to reach out to the various audiences we serve. Under that framework, tools and practices belonging to a number of different disciplines—marketing, public relations, issue management, among others—will be used simultaneously to distribute messages and information.

One of the hallmarks of IMC is careful alignment across various tools and tactics to reinforce the themes and messages.

Our basic approach will be issue-based, with simultaneous roll-out across various platforms and locations. Key themes, our long-term messages, will be woven throughout all of the communications we develop.

Regardless of the topic, messages will be evaluated for how well they:

*   Support the strategic objectives of the City of Reno,
*   Align with Council priorities,
*   Reflect the guiding principles of this plan,
*   Adhere to legal and ethical considerations, and
*   Promote the key themes and strategic messages.

The action plan for Fiscal Year 2009-2010 can be found in the section entitled "Implementation," (pages 43 and 44) and will be executed using the tools and assets described in this section.

One of the challenges we have been addressing this year and will continue to address is in workflow management. As communications media become more diverse and fragmented, it requires additional resources to ensure that messages are properly formatted for each platform and executed in a timely manner. Social media presents a particular challenge, as available outlets multiply and the variety of formats grows exponentially each month. We will use a thorough research and testing process to ensure that we do not prematurely implement new media or fail to use it appropriately.

Brand Management

A good brand strategy is based on identifying the unique characteristics of a commodity—in this case the existing qualities of the community—and finding creative and effective ways to tell that story. We have one of the oldest and most successful community branding efforts in the nation, currently 80 years in the making.

Policy decisions that reinforce the brand promises and "cross channel" alignment of our key messages give us opportunities for extending and building on the positive, while refuting and re-positioning the negative.

Strategy Deployment

Reputation management sounds like a dry, intellectual activity; but our approach to this is in relationship building—creating opportunities for citizens to actively engage with the City.

Tactics we will employ include:

• Threading key messages throughout all City communications, educational campaigns, and information releases,
• Reinforcing regional branding efforts,
• Creating partnerships with other community agencies to share communications channels, and
• Making City communications vehicles available across multiple platforms.

Another tool in managing the City's reputation and overall communication efforts that we are planning is the creation of an advisory panel for Community Relations. Like the Financial Advisory Board, this would be a board of eight to twelve local media relations, public relations, marketing, branding, design, and advertising professionals that would meet bimonthly or quarterly to advise the City on matters related to this Strategic Communications Plan. Rather than simply request volunteers, we will identify and invite specific local professional leaders for their expertise and knowledge of the community.

Media events help keep news professionals up to date on City issues, programs, and services.

The main issues that would be discussed at the meetings would be related to:

• Issue and crisis management,
• Reputation management,
• Communications policies and procedures,
• Strategic communications planning,
• Programming and content,
• Accessibility,
• Design,
• Media relations, and
• The City's identity program.

The advisory panel would assist staff and provide Council with an annual report of recommendations prior to the Council's strategic planning and budget retreats.

Media Relations Tactics

While it's true that the media landscape is rapidly shifting under the current economic conditions and maturing online social media offerings, we believe that some form of professional journalistic presence is likely to remain focused on local governmental activities for the foreseeable future. Even so, the relative explosion of new or non-traditional media are making it more difficult to determine effective strategies for deploying messages, requiring a willingness to try new ways of leveraging the media.

We will continue to use the following tools to generate stories with the local media, both traditional and non-traditional:

• Online newsroom,
• News releases,
• News conferences,
• Tailored pitches,
• Media orientations,
• Editorial meetings,
• News director meetings, and
• Media list management.

We've always approached media relations as a collaborative process in

helping reporters understand the issues, providing access to City experts and data, and facilitating a dialogue with elected officials. In television news, this can include sharing b-roll and interview footage produced in-house to help local news programs cover stories that their shrinking staffs may be unable to cover.

We have been using the *Reno Gazette-Journal's* "Get Published" feature to place our messages, images, and information, and are writing stories in journalistic style to make it easier for editors to use our material. We also continue to pitch editorial and op-ed pieces, as well as help partners research and write "Your Turn" columns and letters to the editor.

Another large element of our media relations efforts is response to media inquiries. Acting on tips, reacting to our news releases, or researching enterprise stories, many reporters contact the City for information on their assignments every day. We make a point of resolving all such requests as quickly as possible. We also are proactive in responding to incorrect information in stories, working with editors and reporters to correct future reporting.

We've added "share" buttons in our newsroom posts to increase the potential for non-media users to publish our materials on their profiles, websites, or blogs.

The changes in the media landscape have led us to include non-traditional media outlets in our media communications. For example, we have developed pitches for stories on local blogs targeted for their content areas. We will also pose questions on discussion groups designed to elicit feedback and engagement on issues related to the discussion group's purpose. This becomes a way to reach highly specialized audiences with specific information, while gathering feedback directly from constituents.

To be successful, we must recognize bloggers as a legitimate media, building relationships to provide information and answer questions. Many bloggers operate outside the traditional media sphere and don't fact check through normal channels, therefore it is incumbent upon Community Relations to monitor blog postings and make an effort to communicate with bloggers and content editors.

Lastly, we also see our role in dealing with the media as setting the agenda— working with the media to increase the frequency that some issues appear, thus increasing their salience and heightening their importance.

One way to do this is by making public officials available for local public affairs programming. The following list identifies the primary resources we have at our disposal.

Television

Bill Brown's *Face the State* on Channel 2 (KTVN) is a 30 minute interview program, generally with two guests per program. Bill is a good interviewer and typically positive in outlook. The program provides great visibility, as it is frequently repeated and advertised. Taping is on Wednesday evenings, at 7:00 PM.

Ed Pearce produces *It's Not Just Politics* on Channel 8 (KOLO), a 30 minute program that usually has multiple guests and multiple topics. Ed and the other interviewers are typically fair and taping is done in the mornings, when the studio is available. The program focuses on state, federal regional issues rather than Reno issues, and tends to lean toward controversial issues.

Sam Shad's *Nevada Newsmakers* airs on Channel 4 (KRNV) and is taped in a 30 minute panel interview format, focusing on state and federal issues, and preferring controversial topics. The program is seen statewide and taping is done at 8:30 AM.

We've also had a great partnership with KOLO for the past year to produce and air Terri Hendry's *Northern Nevada Views*, a monthly interview program that airs weekly. The content is planned and designed by Community Relations staff in response to current issues.

Radio

The Bill Manders Show airs from 3:00 to 5:00 PM on KKOH, Monday through Friday. The program moves quickly and uses a call-in format that can provide insight into residents concerns. Bill has been known to aggressively question guests.

The Monica Jaye Public Affairs Program is also produced by KKOH and is a one hour program that focuses on regional issues.

The Corey Farley Show airs on "The Buzz" 10:00 AM to noon weekdays. Corey is a long time *Reno Gazette-Journal* columnist and is well known in the community. He has been known to take a strong stand against government. Recently, Corey returned as a columnist at the *Reno Gazette-Journal* after more than a year at *Reno News & Review*.

Training and Policies

Community Relations will also continue to create media training opportunities for staff. The goal will be to increase staff's comfort with on-camera interviews and increase their skill in answering questions.

The Media Communications and Release of Public Information policy is number 201 in the City's Management Policies and Procedures and sets the standards for the City's relationship with the media (see Appendix F).

Lastly, all communications will be guided by the *Associated Press Stylebook 2008* and the *Associated Press Broadcast News Handbook*.

Public Relations Tactics

Public Relations is one of the tools in the IMC mix related to managing the City's reputation, helping audiences understand background on policy decisions, and clarifying the role of government.

To tell Reno's "story," we will identify potential topics that illustrate the key messages through positive outcomes, human interest, and employee success.

Some of the public relations tactics we will employ include:

- Scheduling ceremonies, such as ribbon cuttings and dedications,
- Holding community meetings, like Town Hall meetings or the State of the City,
- Leveraging recognitions, proclamations, and presentations at Council meetings,
- Using photography on our website and publications to tell the City's stories,
- Applying for awards that demonstrate the quality and success of City of Reno programs,
- Executing public education campaigns,
- Placing PSAs on television and radio,
- Exchanging event and luncheon sponsorships for in-kind services,
- Developing promotional collateral, such as brochures and fliers,
- Making community group presentations,
- Participating in charity or cause-related community events,
- Developing branded premiums, and
- Managing the City's trademarks and logos.

The goals of our public relations efforts are twofold, to make the complicated easier to understand and to offset perceived negative bias in local media. In general, local media often views City governments as a collection of problems, rather than the steward of the public trust.

Direct Communications Tactics

We will continue to use all of the communications assets described in the "Situational Analysis" (pages 17-20), with a renewed emphasis on cross-channel alignment of messages.

All design work will be executed to support strategic messages, maintain visual consistency, and protect our logo and trademarks.

We have been using a page in the PRCS biannual program guides to promote our communications channels and will continue to leverage space on brochures, ads, and TMWA inserts to drive traffic to the web and Reno 13.

Website

Further development of the content and services available on the web will continue to make it the resource of first choice for many of our audiences. We will work with all of the business units to develop online transactions and forms.

Reno 13

One of the key tactics we have been implementing is to stretch the investment in video assets by reusing Reno 13 programming on any and all available platforms. We have used video-on-demand, streaming video, YouTube posting, and embedded video, as well as running programs on KREN's CW channel in the early morning.

Programs, news stories, and bulletin board posts on Reno 13 will emphasize:

- Council priorities and policy decisions,
- Neighborhood programs and events,
- City codes,
- Employee stories, and
- Citywide accomplishments.

Marketing & Advertising Tactics

Marketing in government is generally reserved for driving participation in fee-based activities and programs, and for the most part is funded by the revenues those programs generate.

We deploy marketing tactics for public hearings, special events, and other participation opportunities as well.

We have also used them to educate constituents, customers, and audiences about the availability of information and processes delivered through the website, Reno Direct, and Reno Connect.

Cost is a major factor in implementing advertising campaigns and in the past year we have had to discontinue outdoor placement (billboards and buses), print display advertising in newspapers and magazines, and paid radio advertising.

Areas that we have been able to continue to leverage constitute a more guerrilla approach to advertising—posters, fliers, public relations, PSAs, media sponsorship, and in-kind advertising placement. We have also had success with TMWA bill inserts promoting events and policies, and are planning to continue that program next year.

Generic awareness campaigns, such as "Making it Great," have some usefulness, but generally provide low return on investment. In the 2006 survey, less than a third of respondents (29%) could remember seeing an ad from that campaign; of those who had, only 28% indicated they had learned anything from that ad. This means that about 8% of the population found the ads useful.

We will discontinue generic campaigns in favor of targeted campaigns with a clear call to action and that are aligned with regional branding efforts. An example, on a smaller scale, is last summer's "Great
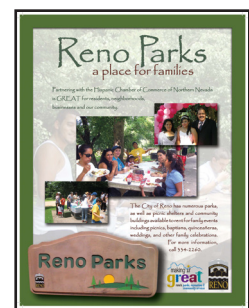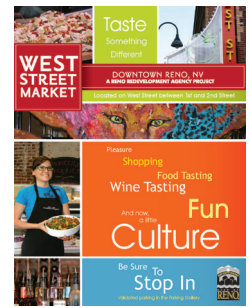
cities embrace the arts" campaign. In the future, the kind of advertising campaigns we will plan, budget permitting, is a program to drive traffic to the City's website or to raise awareness of Reno Direct services.

In fact, while working on a plan to deploy City news using new internet technologies, Octane Studios, a local agency, proposed a campaign to increase use of the City's website. The idea is to encourage residents and visitors to become a "Reno-it-all" by using the City's website. We will test the idea to see if it would be worth investing in when funding becomes available.

Some specific services we will use marketing tactics to promote next year include:

- The City's website,
- Reno Direct,
- Reno Connect,
- Reno 13,
- The West Street Market and programs,
- PRCS facilities and programs, and
- Future redevelopment projects.

One existing marketing campaign that we will continue—designed to promote awareness of Reno's downtown renaissance—is the "Discover It!" campaign. We have updated the materials and tour and changed the tag line to "Embrace It!" to promote local residents' engagement with the downtown area.

We are deploying a public awareness campaign for the website, Reno Direct and Reno Connect that we collaborated with KPS|3 on last summer. The plan has a number of positive steps to increase awareness and use of these assets.

For Reno 13, we will rework the logo and channel identification "bug," develop cross-channel PSAs, and improve Reno 13's web presence to improve viewership, usefulness, and satisfaction.

Lastly, we are beginning to explore the opportunities inherent in mobile marketing, particularly in relation to the West Street Market and the ice rink.

Social Media Strategy & Tactics

The relatively recent advent of many of the social media tools means that the implications and best practices for their use have barely scratched the surface of what may be possible. To best begin to use these tools, we have established an online presence, but have not yet fully deployed resources to maintain or leverage those tools. In order to prepare for a more robust online presence, we have some questions to answer:

- How will we choose which social networks or new media opportunities to leverage for official City communications?
- What services will our audiences be most likely to use, and what are their needs and expectations for them?
- What is the appropriate level of employee access to social media on the City's network?
- How will we make a distinction between personal use and professional use of social media on City hardware or during work hours? What criteria are relevant and appropriate?
- How will we encourage and train for appropriate use of social media when interacting with constituents?

Some of these questions will inform the development of customer service policies and training, while others will have implications for operating procedures and business processes.

This is not a question of *if* we should use these tools, however. It is increasingly clear that we are undergoing a massive reorganization of the media and

communications methods used by people every day. For the City to be accessible, we will need to use the tools our audiences are using in ways that provide them with adequate information, access, and transparency.

Because social media are changing the way that people find information, the common wisdom is that we must adapt, or become increasingly irrelevant. But we have a larger vision than just keeping up. We want to be a leader in this area. We believe that the City of Reno can play a key role in creating and maintaining online communities serving the area and in so doing learn more about the people we serve and improve our decision-making and service delivery.

Over the next year we will continue to explore numerous opportunities and perform beta testing through a rapid prototyping cycle. Our emphasis will be on creating a corporate presence on major social networking sites and tools and begin implementing them for communicating the City's policies and programs. And we will look for ways that the City can become a leader in the organization and maintenance of online communities serving the region.

Online Photo, Video and Podcasting

We have created a corporate account on Flickr, which is tied into Google, and we will look for opportunities to leverage it for geotagging and resident photo submissions, such as a "Reno Arch" Flickr group.

Our YouTube account is a good approach to populating our own website and blog, as it allows external embedding of our video assets to outside users as well.

The use of iTunes continues to grow with iPod sales and the City is evaluating the potential audience for podcasts of our programs and news stories.

Web Publishing

We have developed a City newsletter-blog called *Around the Arch* that was soft-launched this month to test the back-end product, WordPress, in the City's existing website. We have also recently updated our online newsroom to enable users to "share" stories on a number of popular social networking and bookmarking sites. As mentioned before, this year we have worked with Octane Studios to develop a plan to implement and then increase awareness and use of the City's news-blog.

Features we have installed in this beta version include a tag cloud that responds to tag frequency, categories to enable users to generate custom versions on topics they are interested in, search function, and an RSS feed.

Eventually we intend to open the news blog to moderated comments, once we have established policies and procedures to successfully implement the capacity.

Community Relations staff will monitor and edit Wikipedia entries related to the City of Reno. Periodic topic searches on Twitter and Hashtwit will allow us to audit discussions involving Reno on Twitter.

We will also seek successful implementations to study, such as CalFire's use of Twitter during last season's wildfires.

Social Networking Sites

A visitor to our newsroom or blog is given the opportunity to "share" our stories on a variety of platforms, including Facebook, del.ico.us, Diig, and other online tools. The purpose of this feature is to enable people to transfer our communications effortlessly and increase the utility of our communications assets. This approach is commonly labeled "viral," in that information we provide is passed directly

from user to user, without further effort on our part. The key to success is in creating useful and compelling content.

We will also repurpose news releases and Reno 13 stories for inclusion on social media websites, as well as use the share feature to distribute media using our corporate presence on such sites.

Online Reputation Management

Another primary approach to leverage Web 2.0 developments is through online reputation management. In order to begin to understand how the City's reputation is evolving online, Community Relations staff will begin monitoring and measuring the communication that is being disseminated about the City of Reno on numerous social media outlets, or "listening to the conversation." Since our interest is primarily local, the areas that we will focus on in this benchmark year will include local discussion forums (e.g., renobaby.ning.com), comments on stories on local media websites; and posts and comments on local blogs (e.g., downtownmakeover.com).

We will also focus on building relationships with "key influencers," those online users who generate the most content in relation to the City, providing them with information and feedback.

There are numerous online resources for tracking trends in online discussions. We will be testing Trendpedia and BlogPulse to examine keyword statistics about the City of Reno.

Another area to pay attention to for comments about the City will be on Yelp, Topix, and social bookmarking sites.

Search Engine Optimization (SEO)

The outcome we desire is making Reno's key information "discoverable" by our audiences. With over a trillion websites in Google's database and roughly two billion searches each day, it can be difficult to achieve high rankings on search engine results.

Fortunately for us, the search algorithm used by the biggest search engines, Google and Yahoo!, both favor government sites.

Other strategies we will employ will be to load key words into our page information and encourage incoming links.

Building Engagement through Conversations

We also will begin to research and design web tools that will allow us to solicit input directly from residents and communicate back to them

Dell has a website called "Ideastorm," where customers make suggestions and vote on them. We will be researching models and best practices in online "town hall meetings" or idea-sharing to determine what types of platform might work best for the City of Reno.

One example, mentioned earlier, that we are exploring is setting up a City of Reno group and "photostream" on Flickr and encouraging people to submit photographs of the City. We will emphasize resident's civic pride and enrich the City's design resources by making everyone a part of our identity program.

The future blending of internet and television technologies presents another opportunity and we are positioning ourselves in the production of programming to exploit these changes as they appear.

To best leverage the opportunities in user-generated content, we will research and establish creative commons licensing policies.

Customer Relationship Management

The cornerstone of the City's approach to customer relationship management is listening and responding. The City offers numerous avenues for audiences to ask questions or provide comments, most notably Reno Direct.

Service Request Tracking

The most significant tool in our CRM program is the service request function in the Qscend Technologies software used in Reno Direct. By entering call information into the system, our call takers track the status of service requests in real time and follow up both with the department and the constituent to ensure the highest level of responsiveness.

Liaisons also use the service request system, making sure that anytime we are acting as ombudsmen in resolving constituent problems we have a complete record of the interaction.

Customer Service Training

The recently establish Customer Service Team is developing a plan to implement a new campaign and training on customer service. Community Relations staff will be involved in the design and execution of that plan, most notably through internal communications channels and the in-house expertise of Reno Direct.

One idea we will be exploring this year is how to blend the problem-solving capabilities of Reno Direct using real-time chat on our website.

Citizen Engagement Tactics

The City has developed a robust program of opportunities for participation, from service on boards and committees through public forums and online access.

Reno Direct

Reno Direct is the City's call center, reached through 334-INFO (4636), weekdays from 6:00 AM to 6:00 PM. The call center has a message option for weeknights and weekends, and residents can enter a service request or comment through the City's website.

Call takers help residents solve a variety of problems, log in complaints or comments, take service requests, and make referrals to other agencies when appropriate.

We will continue to promote the call center throughout the year, with an emphasis on using it as a way to provide input to Council and staff.

Reno Connect

Reno Connect is the City's opt-in direct email program. Available through the City's website, subscribers choose from a list of topics on items that they wish to receive periodic emails from the City.

In selecting items for inclusion in the direct email program, we first identify target audiences for information, to determine if Reno Connect is an appropriate medium, and then take care to align messages with recipients' interests.

One example of a new approach implemented this year was in adding all NAB board members to special lists to receive board agendas and minutes via Reno Connect. Another was in using Reno Connect to broadcast weekly messages to the 2,600 families that participate in before- and after-school programs. This proactive messaging has reduced errors and complaints, increased efficiency, and improved service.

Internally, we are using Reno Connect to increase efficiency, such as when the Emergency Communications Center uses it to check shift availability, rather than making dozens of phone calls.

334-INFO
renodirect@cityofreno.com

Reno CONNECT
the choice is yours

Strategy Deployment

We are planning several upgrades to Reno Connect including optimizing the design using HTML, to provide additional click-through opportunities and the option to share the content on social media.

One goal of our email program is minimizing spam complaints, as that is a top component of ISPs' reputation and filtering algorithms, which could result in our address being blocked for all customers of a particular ISP.

To minimize spam complaints we:

- Only send to our permission-based list,
- Encourage new subscribers to add our email address to their address book,
- Avoid content that could be confused with spam,
- Keep to a frequency that is consistent with what most recipients would expect,
- Identify Reno as the sender,
- Provide an update page to make it easy for subscribers to change their preferences and email address, and
- Make it easy to unsubscribe.

Frequency is probably one of the most important considerations. According to a JupiterResearch study, the second most-cited reason (40%) consumers unsubscribe is because "emails are sent too often." We aim to send between one and three messages per month in each of the categories, averaging about 75 messages per month total. For Twitter and social networking sites, we aim for two to four messages per week total.

Another way we can reduce spam complaints and black listing by ISPs is through authentication and certification. ISPs use these tools to determine whether emails should be delivered, filtered to junk mail, or blocked outright.

We intend to re-purpose Reno Connect messages for use on Twitter and Facebook, as—according to a recent JupiterResearch report—"22% of email users say they use social networking sites instead of email."

Public Meetings

The City has a number of advisory committees and boards that meet periodically to discuss City business. We will continue to use meetings and board communications to inform volunteers about important issues as they arise.

We also produce a number of public forums each year, including Town Hall meetings and the State of the City, which provide additional opportunities for residents to become involved in policy deliberation and information gathering.

Reno Citizens Institute

One of the best programs we have developed for educating residents about the City is the Reno Citizens Institute, a 10 week program designed to familiarize participants with the way the City is operated and funded. Each year, approximately 60 residents attend the program and are given an in-depth introduction of the City's products and services.

The graduates of this program invariably remark on how little they knew about local government prior to attending the course and how much respect they have for the work the City is doing. In many cases, it converts average residents into "raving fans," who become ambassadors for the City and frequently have an increased level of engagement. Last year, two participants wrote poems, which they read before Council praising the program. Very few programs at the City have such a high level of participant satisfaction and good will.

We are also in discussions with the County, who recently ended their citizen program, to add County curriculum to RCI to enhance our programs reach and effectiveness.

Neighborhood Advisory Boards

The Community Liaisons program works closely with eight Neighborhood Advisory Boards (NABs) that have been established to address community issues at the neighborhood level and to serve as a conduit for City communications into the neighborhoods.

NAB board members are typically very engaged and are well-informed on City issues and policies. NABs are a great training ground for developing community leaders and creating positive change throughout the community.

They also provide an "early warning system" for issues that may be coming up in small pockets of the City, giving us the opportunity to proactively address these issues.

Community Liaisons

One of the most important roles of the Community Liaisons is as ombudsmen— solving constituent problems, working with community groups on neighborhood projects, and providing access to elected officials. They spend a great deal of their time out in the community and are the "face of the City" to many residents.

One concept we are assessing is in creating specialized liaison assignments in addition to the ward assignments. Examples include assigning individual liaisons to be the main point of contact for niche audiences, such as senior citizens, youth, or Hispanic residents. This would allow the liaisons to develop expertise and a network within niche subcommunities.

Internal Communications

Recognizing that employees are one of the most immediate and direct ways that our audiences receive information about the City, we will use our internal

communications vehicles as resources for informing staff about the City's strategic messages and issues that may arise throughout the year.

In the end, the desired outcome is a workforce that understands the City's mission and vision, exemplifies the values, and actively communicates the key strategic messages.

At the same time, keeping staff informed also builds morale and heads off misinformation circulated by rumor.

The City uses a number of tools to disseminate information to staff:

- CORE (the City's intranet),
- "All-City" emails,
- Team meetings,
- Departmental meetings,
- Business Update meetings,
- Phone broadcast announcements,
- Reverse 911,
- City Hall paging system,
- Newsletters,
- Council briefings,
- Fliers and posters,
- City Manager brown bag sessions,
- Project tracking, and
- Other City communications assets.

Issue Management/ Crisis Communications

Issues, for the purposes of this discussion, are topics of concern to one or more audiences that relate directly to City policies or programs. They are typically identified through the process described in the situational analysis above (page 20).

Many issues arise over the course of a year, a minority of which may rise to the level of crisis.

For our purposes there is a critical distinction between emergencies—such as floods, earthquakes, and fires—and crises. Where we recognize any threat to public

Strategy Deployment

safety as an emergency, a crisis is a threat to the organization's financial health or reputation. Emergency communications are addressed in the next section, starting on page 41.

We obviously cannot predict every issue that will arise over the course of a year, nor would it be desirable to attempt to prepare for every possible contingency. Instead, our strategic messages are designed to position the City on a foundation of broad concepts that allow for flexibility in addressing any situation that should arise. When an issue comes up, the first step should be to determine what actions—if any—are appropriate in response.

There can be unintended consequences if we were to attempt to proactively respond to every evolving issue; we could waste resources, diffuse our strategic messages, and potentially generate negative stories that might otherwise not have happened.

The key then, is preparation—through clear procedures and general strategies. As issues arise and are identified by staff, the first step is to determine if:

- The issue should be monitored, but no response should be made,
- The issue requires a response, or
- The issue rises to the level of crisis.

Issues not requiring a public response are generally topics generated by local media or public comment. In most cases the story may pass without much community discussion, or the individuals affected can be directly addressed to solve their problems or answer their questions. Issues of this type generally revolve around problems that have a limited impact or a very short lifespan.

Issues requiring a response are those that impact a large number of people and have a relatively long lifespan, meaning that the issue will continue to impact people over several days or longer. The

standard approach should be to research and develop a list of talking points that describe the issue, outline City policy in regard to the issue, and describe the City's response plan.

Elected officials and appropriate staff will be briefed on the situation. Then we should publicly respond with an explanation and our plan to fix the problem and avoid similar situations in the future. (See Appendix F for examples of issue management plans we have used in the past six months.)

For crises, the approach is similar, but more robust. In general, we will respond within 24 hours—if not sooner—to the emergence of crisis, as described below. To promote the greatest levels of transparency and credibility, we will always tell the truth about what happened and have a plan to resolve the problem.

Every story has a victim and a villain; often the City initially finds itself unintentionally in the villain's role. In order to effectively address issues, we must understand what responsibility the City has toward the issue, acknowledge our actions, and move ourselves from villain to vindicator by having a plan to address the issue.

To do that, there are three phases in our approach to crisis management.

When a crisis arises, the first phase is known as preparation. During that time, Community Relations staff will conduct research to determine:

- What has happened?
- What are the questions people might have?
- What are our messages?

As soon as possible, we will move to the response phase.

The key here is that our messages should say what we are going to do. Action always is preferable to talk.

During the recovery phase, we will assess the following:

- Did we reach our intended audiences?
- Were our messages accurate?
- Were our messages credible?
- Have we solved the problem?
- What can we learn from this?

Crisis expert James Lukaszewski points out that "each crisis has a 'teachable moment' as anxiety starts to subside when we can deliver important information" about City policies or programs. What this means is that we can leverage a crisis as an opportunity to reach higher levels of awareness and engagement if we are prepared and respond appropriately.

Some examples of issues from the last year include the impact of the recession on the City's budget, the payroll database on the newspaper website, the baseball stadium entertainment district financing, and the loss of bond insurance on auction rate securities.

Recent crises include last year's IAFF vote of "no confidence" in the Fire Chief, the *Reno Gazette-Journal's* investigative reporting on overtime, or the unexpected appearance of "tent city" last Spring near the Community Assistance Center.

Emergency Communications

The Community Relations Division publishes an "Emergency Incident Communications Plan, which is attached in Appendix G. The most recent version was adopted in August of 2005. We are reviewing and updating the plan for adoption in 2009.

The plan was originally developed in 2002 and designed to work with the Washoe Regional Emergency Operations Plan, the most current version of which was released in June 2008.

The plan identifies staff roles and responsibilities during an emergency, in keeping with the national Incident Command System, in which all appropriate staff have received required training.

Also attached, in the appendices, are the Police Department's general order on media relations (GO S-180-05), the Fire Department's general order on media relations and public information (GO 101.06), and the Emergency Communications Media Information Policy (DP-156) that provide guidelines staff engaged in police, fire, E-911, and dispatch activities.

The plan and policies include, through reference, the City's Management Policies and Procedures #201: Media Communications and Release of Public Information, last updated February 3, 2003. A revision has been submitted to the management team for adoption prior to July 1, 2009. The proposed revisions are included as Appendix F.

Departmental Outreach

Community Relations staff also provides support and consultation to numerous departments for external communications and special events. While we are available to all departments at any time, some have more robust programs that require ongoing collaboration.

Some of the City departments and programs we work most closely with are:

- Redevelopment Agency,
- Police Community Affairs,
- Fire Prevention,
- Parks, Recreation & Community Services,
- Legislative Program Manager, and
- Special Event Program Manager.

Strategy Deployment

Another key project we are planning is a Communications Handbook for City employees that will clarify and communicate Community Relation's mission, services, and value internally; while provide advice and guidance on the City's communications policies and procedures.

Elements of the handbook will include media training, advice on how to leverage City communications assets, reprographics procedures, and a graphic design style manual.

Cross-Channel Promotion

We will continue to increase the amount of cross-promotion for City communications assets to increase awareness by those who are already accessing City communications efforts.

For example, we could include a message about Reno 13 in our outbound Reno Connect messages, include Reno Direct on all our TMWA inserts, use our Facebook page to promote the news blog, or ensure all our YouTube videos have a slate promoting reno.gov.

Whenever possible, we will direct people to our website and Reno Direct, to increase awareness and use of these resources

Community Relations design professionals create numerous public information pieces throughout the year, such as this brochure for the downtown Art & Culture District.

Implementation

What follows is the action plan for next fiscal year and a recap of the progress to date for Fiscal Year 2008-2009. A major difference between this year's action plan and those from previous years is a shift away from activities and programs requiring investment of capital to those that leverage existing resources and capacity.

Priority Action Plan for Fiscal Year 2009-2010

Communications: Enhance communication with the residents and businesses in the city and region by proactively identifying emerging issues, implementing long-range communication strategies, and communicating key issues, policy decisions and actions taken by the City Council.

I.   City Council Goals Addressed in this Action Plan

    A.   *Communication*: Promote confidence in the expenditure of public funds by informing, educating, and involving citizens.

    B.   *Efficiency & Effectiveness*: Use a strategic approach to communications that provides maximum efficiency and effectiveness in delivery.

    C.   *Safety*: Provide information to residents on public safety programs, services, and issues; promote a feeling of security among citizens and visitors.

    D.   *Environment*: Inform the public of the City's efforts to promote sustainable practices, conserve water and energy, create recycling opportunities, and minimize the use of natural resources.

    E.   *Customer Service*: Support the implementation of responsive customer service and fair and open public processes.

    F.   *Redevelopment*: Draw attention to programs that revitalize downtown Reno as the economic, civic, and cultural center of the community.

    G.   *Economic Development*: Communicate the City's efforts to encourage a diversified economic base.

II.   Key Objectives

    A.   Blend long-term communication strategies into ongoing communications efforts and develop communications vehicles to enhance access.

    B.   Enhance the City's website and content to engage citizens and allow them to conduct business with City Hall online.

Implementation

C.   Leverage Reno 13's programming assets to maximize accessibility for City residents.

D.   Deploy a robust and active social media strategy that leverages existing media assets and builds direct connections to audiences.

E.   Improve coordination with other agencies and organizations to encourage a regional approach to communications.

III.   Action Plan and Time Frame

A.   Blend long-term communication strategies into ongoing communications efforts and develop communications vehicles to enhance access.

    1.   Complete the City's 2009-2010 Strategic Communications Plan by July 1, 2009, and implement new strategies.

    2.   Create a workflow management plan by September 1, 2009 to ensure messages are distributed on appropriate media in a timely manner.

    3.   Review and update policies and procedures for use of the City's trademarks and logos and implement by April 1, 2010.

    4.   Create an internal communications plan that includes policies and procedures for communicating with City staff on operational issues, Council policies, and strategic messages by January 1, 2010.

    5.   Promote stories, City officials, and staff to local public affairs and news programs to increase visibility of City programs.

    6.   Examine the cost and benefit of producing multiple-language versions of the City website, social media, and Reno 13 programming and produce report by November 1, 2009.

    7.   Update policies and procedures for identifying and responding to emerging issues by December 1, 2009.

B.   Enhance the City's website and content to engage citizens and allow them to conduct business with City Hall online.

    1.   Transfer the City's website from "cityofreno.com" to "reno.gov," using no additional resources, by January 1, 2010.

    2.   Convene a focus group of website users to explore enhancements and usability, generating report of opportunities by May 1, 2010.

    3.   Evaluate City business processes for our ability to provide online access and make recommendations to Council on cost and time lines for each by November 1, 2009.

    4.   Develop and implement online reputation management and search engine optimization strategies by February 1, 2010.

C.   Leverage Reno 13's programming assets to maximize accessibility for City residents.

    1.   Ensure original programming on Channel 13 is available on the City's website, news blog, and YouTube Channel and can be made available in mobile formats for future delivery beginning July 1, 2009.

2.   Leverage available video file-sharing services to provide access by October 1, 2009.

3.   Restructure programming and update design elements on Reno 13 to reinforce strategic messages, accommodate channel surfing, and ease implementation of video-on-demand use by July 1, 2009.

4.   Contract for citywide research on general television viewing patterns and local media audiences. Leverage the annual City Survey to determine viewing preferences. Implement a plan to take advantage of research outcomes by June 1, 2010.

5.   Create capacity for in-house broadcasting and channel management by October 1, 2009.

D.   Deploy a robust and active social media strategy that leverages existing media assets and builds direct connections to audiences.

1.   Develop a social media strategy with policies and procedures for the City's online and mobile communications efforts. Establish a presence and begin to deploy media through social networking, photo sharing, video sharing, and other social media sites beginning July 1, 2009.

2.   Deploy a news blog/virtual newsletter for the City of Reno by September 1, 2009.

3.   Continue to increase the number of subscribers, categories of subscription lists, and broadcast messages sent by Reno Connect. Achieve a 5% increase in subscribers by the end of Fiscal Year 2009-2010.

4.   Design and implement a social media tracking program to measure the frequency and tone of Reno mentions across numerous platforms by January 1, 2010.

E.   Improve coordination with other agencies and organizations to encourage a regional approach to communications.

1.   Approach other local governments and agencies about cooperative or shared services for television production and broadcasting; graphic design and printing; and call center operations. Prepare a report on opportunities by September 1, 2009.

2.   Establish a Community Relations advisory board made up of community media relations, public relations, marketing, and advertising professionals by November 1, 2009.

3.   Assess the City's web accessibility by standards included in the Federal Government's "Open Government Directive" due out this Summer by December 1, 2009.

Update on Fiscal Year 2008-2009 Priority Action Plan

A.) Blend long-term communication strategies on major issues facing the community into ongoing communications efforts.

1.) Use ongoing communications tactics and vehicles to deliver long-term strategic messages beginning July 1, 2008.

Completed and ongoing, although emphasis has changed due to economic crisis.

2.) Continue to create media opportunities to highlight key projects and programs that illustrate strategic messages in City communications. Prepare a six month calendar of such opportunities by September 30, 2008.

Completed and ongoing, although emphasis has changed due to economic crisis.

3.) Develop educational displays about redevelopment in key downtown locations by April 30, 2009.

Deferred due to budget cuts.

4.) Create and distribute a calendar that highlights strategic messages by November 30, 2008.

Deferred due to budget cuts.

5.) Revise and update the City's Strategic Communications Plan by February 10, 2009.

In progress, expected completion date is May 30, 2009.

B.) Enhance the City's website and content to engage citizens and allow them to conduct business with City Hall online.

1.) Expand content in subsections.

Ongoing.

2.) Increase opportunities for interaction with citizens on the City of Reno website through enhancements such as surveys, feedback forms and user-submitted content by September 30, 2008.

Ongoing. Completed online Business License customer service survey; began collecting and posting user comments and suggestions related to webcams; RPD customer service survey is available. Website visitors can also share their opinion and see real-time results with a new "instant poll" feature.

3.) Evaluate current process for bills and fees collected by the City and make recommendations to Council on cost and time lines for offering online payment for each by October 31, 2008.

In progress. Internal committee formed for online Business License payments is bringing recommendations to task force committee.

4.) Create accessibility standards for the City's website to increase access and usability by November 30, 2008.

Awaiting report and recommendations from external accessibility audit performed through an interagency collaboration in mid-December.

5.) Develop and implement online reputation management and search engine optimization strategies by January 31, 2009.

Deferred due to budget cuts, will be blended into the Strategic Communications Plan for in-house research.

C.) Leverage Reno 13's programming assets to maximize accessibility for City residents.

1.) Ensure that the original programming on Channel 13 is available on the City's website and can be made available in mobile formats for future delivery options.

Completed and ongoing.

2.) Leverage Charter Communications video-on-demand services to offer City programming by February 18, 2009.

In progress.

3.) Put television production and channel management services out for bid by January 30, 2009.

Rather than contracting for services, we are bringing them in-house.

4.) Hire vendor to do citywide research on general television viewing patterns and local media audiences. Leverage the annual City Survey to determine viewing preferences. Implement a plan to take advantage of research outcomes by May 31, 2009.

Deferred due to budget cuts.

5.) Create a new design and schedule for the Reno 13 bulletin board that is consistent, easy to read, and provides key information on City programs and services in a timely manner by October 30, 2008.

Ongoing. Layout and content has been revised, new programming blocks have been implemented.

6.) Begin airing a half-hour news show about the Reno Fire Department by August 31, 2008; begin airing a new technology show by September 30, 2008; develop a new program that highlights neighborhood news and NAB accomplishments by November 30, 2008; and create a short program "Reno Direct Minute" that helps residents learn about and use our call center by January 31, 2009.

Completed Fire program and Reno Direct PSAs. Reno Direct minute and Neighborhood program are in production. Technology program has been postponed.

Implementation　D.) Increase focus on communication vehicles that deliver information directly to citizens and businesses.

> 1.) Continue to increase the number of subscribers, categories of subscription lists, and broadcast messages sent by Reno Connect. Achieve a 5% increase in subscribers by Jun 30, 2009.
>
> *Implementing marketing plan, on target to make goal.*
>
> 2.) Create a news brand for the City to be delivered through an online newsletter, the City's website, paid placement, and Reno 13 by January 30, 2009.
>
> *Beta testing prototype as of May 1, 2009. Online as the "Around the Arch" blog.*
>
> 3.) Implement upgrades to the customer relationship management software that gives residents more access to information through the City's website by October 30, 2008.
>
> *In progress. QScend Technology software upgrade received February 2009. Currently populating new online knowledge base and redesigning reports with new features.*
>
> 4.) Use the annual City Survey to gain insight into how residents currently get City-related news, what their communication preferences are for receiving City news, and what their current level of satisfaction is with the City's communications efforts. Survey results to be available as of February 10, 2009.
>
> *Deferred due to budget cuts.*
>
> 5.) Begin tracking media on July 1, 2008 to determine effectiveness of the media relations program.
>
> *Completed and ongoing. Will conduct year-end analysis to determine effectiveness of program.*

E.) Improve coordination with other agencies and organizations to inform residents about City issues and programs in the most efficient manner possible.

> 1.) Conduct a Regional Communications Audit that identifies messages and strategies from local agencies, overlap or gaps between communications programs, possibilities for cooperative programs, and regional branding opportunities by December 31, 2008.
>
> *Audit has been completed, and the final report is being compiled.*
>
> 2.) Coordinate with the Western Region Water Commission and other agencies on messages related to water resources, including water supply and wastewater treatment, by April 30, 2009.
>
> *Ongoing. Created shared web resources and collaborated on a television show that discussed water-related issues.*
>
> 3.) Partner with Reno-Sparks Convention and Visitors Authority and the Reno-Sparks Chamber of Commerce to locate self-serve information booths at downtown locations, potentially including City Hall, the Amtrak station, and the West Street Market.
>
> *Deferred due to budget cuts.*

Measurement

Reach & Penetration

A basic measure of the success of our communications programs is the number of people who see the various media produced by the City. We will use a number of metrics to determine if we are reaching the audiences we are trying to reach.

We will collect the following data to determine reach (how broad) and penetration (how deep):

- Charter Cable subscribers in City of Reno corporate limits,
- Number of Reno 13 viewers (City survey),
- Online video views (City website, YouTube),
- RSS subscribers (City website),
- Blog/newsroom visits (City website),
- Traffic source,
- Raw author contribution to blog (posts per month, characters per post, videos, photos),
- Document downloads,
- Unique website visitors,
- Duration,
- Incoming links,
- Website transaction volume,
- Reno Direct call volumes, and
- In-kind value of ad and PSA placements.

Level of Engagement

One way to measure engagement is to measure the reach of particular messages though individual communication channels and the actual participation, and then compare the various communications methods to determine which yield the highest levels of participation. Unfortunately, it's probably not advisable to experiment with live issues or events, so the opportunity for a rigorous approach is limited. Instead, we will adjust the various communications mixes aimed at optimizing participation and see if we can detect fluctuations that are not merely related to content.

To that end we will collect the following data:

- Attendance at events, forums, and meetings,
- Participation on boards and committees,
- Conversion or "click through" rates,
- Participation in online polls and voluntary surveys, and
- "Citations" or "shared" web resources.

Experience & Opinion

One of the more challenging aspects of the changes in media is that while there is now more subjective feedback available directly from constituents on issues, this flood of information is difficult to compile and analyze in a way that provides actionable data.

One way is to collect comments and feedback from various sources and conduct an affinity analysis to see what the general tone or direction those comments are taking. We will monitor the following to do that analysis:

- Satisfaction with City communications (City survey),
- User ratings (YouTube, Flikr, Etc.), both City-produced and user-content generated,
- Blog/Facebook/MySpace/Twitter mentions,
- Number of fans/subscribers/followers, and
- Comment tone on other sites.

Another area that is evolving and will require some attention is in the realm of online reputation management. This is a type of media tracking that is done through subjective analysis of user comments on blogs, social networking sites, and discussion groups. The program we are designing will gather frequency and tone of Reno mentions on specific sites identified as having pertinent data.

Media Tracking

One of the ways to determine the effectiveness of campaigns and other communications programs is to measure the number of times messages appear in the media.

In July 2008 we implemented an online media tracking program called Vocus to assist us in determining the placement and tone of media mentions of the City of Reno policies and programs.

We have had several challenges in implementing this program. The first has been in designing search terms and setting up media sources to ensure that Vocus captures relevant media mentions. Second has been in reviewing and "scrubbing" collected data. For example, most television news stories are captured through transcript postings that include multiple stories from a single broadcast. Staff must read, edit, and format the entry to make it useful. This is time consuming and with current budget constraints we have let go the part-time staff who formerly managed this process.

Another example is in syndicated stories. The Associated Press will occasionally pick up a *Reno Gazette-Journal* story related to Reno and it will be republished on websites across the Country, making it difficult to determine what the actual reach of the story was.

As part of improvements to our broadcast capacity and television production next year, we will be requesting use of PEG fees to purchase a television monitoring server that will record local news broadcasts so that we can make news stories about Reno available on the internal network to City staff.

Data collected under this rubric include:

- Number of stories, both in general and on specific topics,
- Number of stories generated by City staff efforts,
- Tone of stories, and
- Value of coverage.

We are currently reviewing competitor products to ensure that we have the most robust and efficient service available.

Performance Measures, 2009-2010 Budget

Performance Measure	Fiscal Year 2006-2007 Actual	Fiscal Year 2007-2008 Actual	Fiscal Year 2008-2009 Projection	Fiscal Year 2009-2010 Target
Number of employee recognition stories ran in internal information sources and external media sources.	96	113	90	75
Percent of applications received for NABs and RCI resulting from City employee referrals.	35%	33%	18%	33%
Percent of respondents rating employee information as excellent or good on the City's internal customer service survey: A.) Quality B.) Timeliness C.) Overall Satisfaction	A.) 89% B.) 87% C.) 90%	n/a	n/a	A.) 90% B.) 90% C.) 90%
Number of division-generated feature pieces published or aired.	370	711	600	500
Number of division-generated stories placed and run in national or trade media.	34	64	55	50
Number of media background briefings held.	118	96	120	100
Number of media relations classes held.	4	2	2	4
Number of division-generated neighborhood news stories published in alternative media.	51	64	38	50
Number of Reno 13 programs devoted to Council priorities.	55	59	42	50
Number of new special feature shows added to Reno 13 programming.	10	8	3	0
Number of special events where a City exhibit was displayed.	9	10	10	8
Number of stories generated that portrayed the City in a favorable light. A.) Incorporating Council priorities B.) Incorporating long-term communications strategies C.) Using City of Reno partners	123	A.) 493 B.) 493 C.) 139	A.) 500 B.) 500 C.) 200	A.) 400 B.) 400 C.) 25
Percent of media members surveyed who rate the City's public information as effective.	100%	n/a	n/a	n/a
Percent of citizens surveyed who rate the City's public information as effective.	n/a	n/a	n/a	82%
Number of citywide announcements posted on the intranet specifically designed to inform and engage employees.	n/a	n/a	36	40
Percentage of respondents reporting on the City's internal customer service survey that rate web developments good or excellent: A.) Quality B.) Timeliness C.) Overall satisfaction	A.) 91% B.) 92% C.) 90%	n/a	n/a	A.) 92% B.) 92% C.) 92%
Number of meetings/sessions held of A.) full website committee meetings and B.) training sessions.	A.) 5 B.) 11	A.) 3 B.) 14	A.) 3 B.) 4	B.) 10

Performance Measure	Fiscal Year 2006-2007 Actual	Fiscal Year 2007-2008 Actual	Fiscal Year 2008-2009 Projection	Fiscal Year 2009-2010 Target
Average number of website visits per month.	212,482	71,926	77,592	75,000
Number of new web services added.	0	18	5	5
Number of employees trained to add, maintain, and update intranet.	15	6	6	50
Number of citizens trained in the RCI program and participant program evaluation average ranking.	59 / 9.8	45 / 9.8	60 / 9.8	40 / 9.8
Number of applicants from RCI and NABs to other City of Reno boards and commissions, City employment, and volunteer activities.	6	7	5	6
Number of Town Hall meetings held.	6	6	2	4
Number of citizens participating in Town Hall meetings.	340	441	250	300
Number of NAB meetings held.	85	88	80	80
Average number of citizens participating in NAB meetings (including board members).	35	32	22	30
Number of citizens participating in issue-specific meetings.	550	150	300	200
Number of calls received by Reno Direct and percent resolved without a service request.	43,706 / 69%	38,683 / 69%	40,000 / 62%	42,000 / 65%
Number of service requests expected via Reno Direct and percent assigned to City departments.	16,269 / PD - 70% / CD - 17% / PW - 9% / Others - 4%	16,645 / PD - 70% / CD - 16% / PW - 11% / Others - 3%	12,000 / PD - 60% / CD - 20% / PW - 15% / Others - 5%	11,665
Top five keywords of Reno Direct calls and resulting percentage of total service requests.	Abandoned vehicle (17%) / Graffiti proactive (16%) / Parking (14%) / Graffiti complaint (12%) / Patrol (3%)	Graffiti proactive (26%) / Abandoned vehicle (14%) / Graffiti complaint (12%) / Parking (10%) / Code (3%)	Graffitti proactive (25%) / Abandoned vehicle (15%) / Parking (13%) / Graffiti complaint (4%) / Code (4%)	
Average number of calendar days from point complaints are first reported to Reno Direct until first response by assigned department.	1.9	1.1	1.2	2
Number of after hours telephone calls handled by new Reno Direct system.	1,634	2,408	1,500	1,575
Percent of citizens responding to customer satisfaction survey who express satisfaction with responsiveness of Reno Direct.	92%	82%	92%	92%
Number of users signed up for Reno Connect.	3,795	4,215	6,900	7,000
Number of outbound messages from Reno Connect.	763	801	800	850

Appendix A: Glossary & Abbreviations

3CMA—City-County Communications & Marketing Association, a national association of local government communications managers and professionals.

AMA—American Marketing Association.

Around the Arch—The title of our flagship news magazine program on Reno 13 and the name of our online news blog.

Blog—Short for "web log," a web tool that allows users to post and archive stories on a website.

CAFR—Comprehensive Annual Financial Report; the City's annual report.

Charter Communications—The local state franchisee for cable television.

CORE—City of Reno Exchange; the City's employee intranet.

Council Priorities—The strategic priorities selected by Council that guides programming and resource allocation decisions.

DMA—Designated Market Area; a region where the population can receive the same television and radio station offerings, and may also include other types of media including newspapers and Internet content.

DNS—Domain Name System; Internet system to translate names into IP addresses.

EDAWN—Economic Development Authority of Western Nevada.

Geotagging— the process of adding geographical identification metadata to various media such as photographs, video, or websites.

ICMA—International City-County Management Association.

IMC—Integrated Marketing Communications, a concept that strategically combines a number of communications disciplines.

IP—Internet Protocol; used for communicating data across a packet-switched internetwork using the Internet Protocol Suite.

ISP—Internet Service Provider; a company that offers its customers access to the Internet.

LTRFCA—Lake Tahoe Regional Fire Chiefs Association.

Microblogging—A form of blogging that allows users to send brief text updates.

NAB—Neighborhood Advisory Board.

NAGW—National Association of Government Webmasters.

NIOA— National Information Officers Association.

NRS—Nevada Revised Statutes, the state law in Nevada.

Outdoor—A type of advertising utilizing media available to consumers when outside, either on foot or in vehicles. Generally billboards, bus benches, posters, bus side panels, etc.

PRCS—Parks, Recreation & Community Services, a City department.

PRSA—Public Relations Society of America.

PSA—Public Service Announcement.

RCI—Reno Citizen Institute.

Reno 13—The City's government access channel, available through Charter Communications on digital channels 13 and 213.

Reno Connect—An opt-in email messaging service offered by the City of Reno.

Reno Direct—The City of Reno's call center, at 344-INFO (4636).

RGJ—The *Reno Gazette-Journal*, the local daily newspaper.

RSCC—Reno-Sparks Chamber of Commerce.

RSCVA—Reno-Sparks Convention and Visitors Authority.

RSS—Really Simple Syndication. A web feed that benefits publishers by letting them syndicate content automatically.

SNCAT—Sierra Nevada Community Access Television.

Spam—Unsolicited or undesired electronic messages.

STAR Bonds—Sales Tax Anticipated Revenue; bonds issued against new sales tax revenues generated by a project.

Tag—A non-hierarchical keyword or term assigned to a piece of information that helps describe an item and allows it to be found again by browsing or searching.

Tag Cloud—A visual depiction of user-generated tags, used typically to describe the content of web sites. Generally font size or color is used to indicate popularity.

TIF—Tax Increment Financing; bonds that are issued against new property tax revenues generated by a project.

TMWA—Truckee Meadows Water Authority.

Tweet—A micro-blog post on the Twitter social network site.

UNR—University of Nevada-Reno.

URL—Universal Resource Locator; specifies where an identified resource is available and the mechanism for retrieving it.

Web 2.0—A second generation of web development and design, that facilitates communication, secure information sharing, interoperability, and collaboration.

WIN—Western Industrial Nevada, a networking group that meets monthly.

Appendix B: Local Media Market Analysis

The Truckee Meadows region boasts a relatively robust print and broadcast media presence given the relatively small size of the DMA, which currently ranks as the 122nd market in the nation by population size. In addition, local media has shown more resilience in the current economic climate than those in many other markets.

Print

The major daily newspaper, the *Reno Gazette-Journal*, a Gannett property (Ted Power, publisher; Beryl Love, Executive Editor) reported daily circulation of 53,926, which is down 9.1% from the year before, and Sunday circulation of 64,276, down 8.1% from last year as of September 30, 2008.

The Daily Sparks Tribune (Ed McCaffrey, publisher; Nathan Orme, editor) has a circulation of roughly 6,500, primarily serves the City of Sparks, but frequently carries stories related to City of Reno programs and policies.

Another major newspaper is the weekly *Reno News & Review* (John Murphy, General Manager; D. Brian Burghart, editor), which has a qualified circulation approximately 25,000 copies.

The main Spanish-language newspaper is the *Ahora News*, (Publisher Stephen Sepulveda; Mario Dela Rosa, editor) a weekly that prints 12,700.

The leading business publication is the *Northern Nevada Business Weekly* (Pete Copeland, Publisher; John Seelmeyer, managing editor) with a print run of 7,500.

Students at the University of Nevada–Reno publish *The Nevada Sagebrush* (Nick Coltrain, editor-in-chief) on a weekly basis, with a print run of around 5,000 copies.

Other regional papers include *The North Lake Tahoe Bonanza*, which is published out of Incline Village and has a circulation of 7,000 copies; Virginia City's *Comstock Chronicle* publishes 1,000 copies weekly; *The Nevada Appeal* is a daily out of Carson City, with a circulation just over 16,000; Carson City also has the *Carson Times* (6,200); RGJ also publishes the *Fernley Leader* (6,000); and in Truckee, California, the *Sierra Sun* is published twice a week at just under 5,000 copies. Special interest papers include *Senior Spectrum* (20,000 average circulation) and *Sierra Arts* (15,000).

Other large dailies outside of the Reno DMA that frequently carry Reno stories include the *Las Vegas Review-Journal* (174,000 daily), *Las Vegas Sun*, and the *Sacramento Bee* (268,000 daily).

Magazines that serve the local community include *Reno Magazine* (20,000 eight times a year), *RLife* (30,000 monthly), *RenoOut Magazine* (focused on the LGBT market), *Family Pulse* (20,000 monthly), and *Washoe Parents*. The University of Nevada-Reno publishes *Silver & Blue* (48,000) and another university-affiliated

magazine *InSight*, is a monthly published by UNR students. Other specialized publications include *Generation Boomer* (20,000), the *Golden Pages* (a directory for seniors), *Kidsville News* (4,000), *Nevada Home Magazine*, *Tahoe Quarterly*, and *Nevada* magazine.

A new Spanish-language magazine, *Palacio*, has recently been announced, with a potential first issue early this summer.

Reno also has an Associated Press office, headed up by Scott Sonner, Reno Correspondent.

Television

KAME, My 21, is a MyNetworkTV affiliate and can be found on broadcast channel 21 and DT 21.1 and 21.2. It's also available on Charter Cable channel 7 and digital channel 787.

KNNV, a low-power station, airs on channel 41, and is a Spanish-language station that is part of the Entravision network, and an affiliate of Univision. It is simulcast on KNCV-LP, channel 48, in Carson City, Nevada.

KNPB is a PBS member television station broadcasting locally on digital channel 15.

KOLO, Channel 8, represents the ABC network in the area, airs on digital channels 8.1 and 8.2.

KREN, digital channels 27.1 (Univision on Charter channel 22), 27.2 (CW on Charter channel 6) and UHF 68, is a local CW network affiliate. Currently, Reno 13 programming runs on Channel 27.2 weekday mornings, as part of their public affairs programming. KREN is rebroadcast in Susanville, California on KREN-LP, UHF channel 29. KREN's sister station was KAZR-CA until 2008, when Univision bought the signals for KAZR and KREN. They kept the KREN, but got rid of KAZR. The remaining staff were laid off September 25, 2008. KAZR-CA was a low-power Class A television

station broadcasting locally in analog on UHF channel 46 as an owned-and-operated station of the co-owned Spanish-language TuVision network.

Univision reports that 86% of their audience do not watch English-language television, which means two things to us—there is a segment of the audience only available through Spanish-language programming and Hispanics that speak English tend to not watch Spanish-language programming.

KRNV, Channel 4, the local NBC affiliate, broadcasts analog on Channel 4 and digital signals on 4.1 and 4.2. KRNV operates a satellite station KENV Channel 10 in Elko. KENV produces local news inserts during KRNV's newscasts and serves as the NBC affiliate for part of the Nevada side of the Salt Lake City market. On May 5, 2008, KENV began producing a half-hour news program weekday mornings at 6:30 AM.

KRXI. Channel 11, the Fox affiliate, is based out of Oakland, California, but has a local office. They broadcast channel 11 and digital DT 11.1 and are also available on Charter Cable channel 11 and in high definition on digital channel 781. Their website, foxreno.com, covers local news and events

KTVN, Channel 2, is the local CBS affiliate and airs analog Channel 2, as well as digital channels 2.1 and 2.2.

According to the Neilsen Television Index Galaxy Explorer, the national median ages for viewers of the major networks are:

ABC	51
CBS	54
CW	34
FOX	45
NBC	47

Sierra Nevada Community Access Television (SNCAT) operates local public access television (Channel 216 on Charter Communications), as well as Reno 13.

Other opportunities for video materials include a hotel in-room television network being developed by the RSCVA and terminal closed-circuit television at the Reno-Tahoe International Airport.

Radio

KBZZ, "the Buzz," AM 1270 runs talk radio throughout the day, although it's more entertainment driven than news. Their weekday schedule starts with *The Bob & Tom Show*, from 5:00 AM to 9:00 AM, followed by *The Panama Show* from 9:00 AM to noon, the *Mike O'Meara Show* from noon to 4:00 PM, Cory Farley from 4:00 PM to 6:00 PM, *The Schnitt Show* from 6:00 PM to 9:00 PM, and then *The John & Jeff Show* from 10 PM all the way to 5:00 AM. KBZZ is a member station of Americom Broadcasting.

Americom stations in the region include KLCA (96.5 FM), KODS (103.7 FM), KJFK (1230 AM), KRNO (106.9 FM), KZTQ (97.3 FM), and KWNZ (93.7 FM).

KKOH runs national conservative talk radio throughout the weekday, including the *Mike Huckabee Report* (5:30 AM), *Paul Harvey News and Comment* (7:30 AM), Rush Limbaugh (9:00 AM – noon), and Sean Hannity (noon – 3:00 PM). Of key interest to us is the local conservative talk show that runs 3:00 – 6:00 PM, hosted by Bill Manders. He's followed by another national syndicated show from 6:00 – 8:00 PM with Mark Levin, a conservative commentator who served as chief of staff to Attorney General Edwin Meese in the Reagan administration. Levin is followed by Roger Hedgecock, a former mayor of San Diego, who runs to 10:00 PM. Citadel Broadcasting Corporation owns this station.

Citadel also operates KBUL (98.1 FM), KNEV (95.5 FM), and KWYL (102.9 FM) in the region.

KQLO 1590 AM Spanish news/talk branded as "Radio Universal." The station is currently owned by Universal Broadcasting, Inc.

KRNV 102.1 FM airs a regional Mexican music format branded as "Radio Tri-Color."

KUNR, 88.7 FM is the local National Public Radio affiliate, based at the University of Nevada–Reno.

KXTO 1550 AM airs Spanish news/talk under the banner "Radio Exitos." The station is currently owned by First Broadcasting of Nevada, Inc.

Wolfpack Radio 1700 AM is run by ASUN at the University of Nevada-Reno.

Lotus Communications Corporation has a number of music and sports properties covering the Reno metropolitan area including KHIT (1450 AM), KDOT (104.5 FM), KOZZ (105.7 FM), KUUB (94.5 FM) and KPLY (630 AM).

Reno Tahoe Radio represents KTHX (100.1 FM) and KURK (92.9 FM).

Internet

Reno is well represented on national websites with local presences, including Yelp (ratings), Craig's List, Inside Out, and Topix, among many others.

One of the better informational pages is "Reno/Tahoe" on About.com, which is actively edited by Standley White.

Locally produced websites include reno.com and renopassport.com, as well as print and broadcast media-affiliated websites.

News Programming

Local news, like local media in general, is fairly robust for the size of the market. There are numerous opportunities for regional residents to get information and commentary on local government, across all media types.

One interesting phenomena is the primacy of print media in this market. The local daily is the only consistent reporting

vehicle on the City. Most local television and radio news programs derive a great deal of their local government coverage from the *Reno Gazette-Journal*, with little additional research or analysis. The one exception is enterprise stories from local television news organizations on specialized topics.

Television News

KTVN has local news on weekdays as follows: *Channel 2 Morning News* from 5:00 AM to 7:00 AM, *Channel 2 News* from 5:00 PM to 6:00 PM, *Channel 2 News* from 6:30 PM to 7:00 PM, and *Channel 2 News* from 11:00 PM to 11:35 PM.

Their weekend schedule has three broadcasts, at 5:00 PM to 5:30 PM, 6:30 PM to 7:00 PM, and 11:00 PM to 11:30 PM.

Their news team includes:

> Lawson Fox, General Manager
> Jason Pasco, News Director
> Gina Martini-Gonzales, Assignment
>   Manager
> Kevin Bennett, Executive Producer
> Wendy Damonte, Anchor
> Bill Brown, Anchor
> Kristen Remington, Anchor
> Erin Meehan Breen, Morning Anchor
> Tom Henkenius, Morning Anchor
> Neda Iranpour, Weekend Anchor
> Nick Montes, Reporter
> Brandon Rittiman, Reporter
> Patranya Bhoolsuwan, Reporter
> Jack Sutton, Reporter
> Jen Jackson, Reporter

KRNV's weekday local news schedule is: *News 4 Today* runs from 5:30 AM to 7:00 AM, *News 4 at Noon* is a half hour local news program, followed by *Nevada Newsmakers*, *News 4 at 5* airs 5:00 PM to 5:30 PM, *News 4 at 6* airs from 6:00 PM to 6:30 PM, *The Dunbar Report* follows, from 6:30 PM to 7:00 PM, and *News 4 at 11*, 11:00 PM to 11:35 PM.

On weekends, *News 4 Weekend* airs from 6:00 PM to 6:30 PM and 11:00 PM to 11:30 PM.

The Channel 4 news team includes:

> Mary Beth Farrell, Station Manager
> Kirk Frosdick, News Director
> Mariana Hicks, Producer
> Amy Blazer, Producer
> Diana Rogers, Producer
> Jaime Agee, Producer
> Gem Gokmen, Producer
> Joe Hart, Anchor
> Shelby Sheehan, Anchor
> Bill Frankmore, Morning Anchor
> Karen Reuter, Morning Anchor
> Tad Dunbar, Anchor
> Sherry Hatamiya, Weekend Anchor
> Victoria Campbell, Reporter
> Elizabeth Wagner, Reporter
> Callie Fisher, Reporter
> Lemor Shlomof, Reporter

KOLO runs locally produced news on weekdays: *KOLO 8 Daybreak* 5:00 AM to 7:00 AM, *KOLO 8 Midday* 11 AM to 11:30 AM, *KOLO 8 News Now* 5:00 PM to 6:00 PM, *KOLO 8 News Now* 6:30 PM to 7:00 PM, and KOLO 8 News Now 11:00 PM to 11:35 PM.

On weekends, *KOLO 8 News Now* runs at 6:30 PM to 7:00 PM and 11:00 PM to 11:30 PM.

The news team currently includes:

> Nick Matesi, General Manager
> Dave Beech, News Director
> Scott Howard, Assignment Editor
> Brent Boynton, Assistant News
>   Director - Main Anchor
> Daniel Chanin, General Assignment
>   Reporter
> Anne Cutler, Daybreak and Midday
>   Anchor
> Pat Hambright, Anchor
> Joe Harrington, General Assignment
>   Reporter
> Auburn Hutton, General Assignment
>   Reporter
> Sarah Johns, Evening Anchor
> Kendra Kostelecky, Weekend Anchor
> Ed Pearce, Senior Reporter
> Terri Russell, Reporter

John Tyson, Feature Reporter
Karoline Wightman, Daybreak
    Reporter

KRXI does not have a local news program, but rather airs a regular schedule of local news for the Bay area in San Francisco, California (from Fox affiliate KTVU). Fox follows the general pattern for news programming with the exception of a 10:00 PM news broadcast, rather than the typical 11:00 PM slot.

KREN 27.1 (Spanish-language news formerly on KAZR and KNVV) has two weekday local news programs in Spanish, *Noticias Univisión Reno*, with news anchors Jorge Ramos and María Elena Salinas, which airs from 6:00 PM to 6:30 PM and again from 11:00 PM to 11:30 PM. KNVV news producer is Julio Cisneros. They also produce *Aquí y Ahora*, a one hour news magazine program hosted by Teresa Rodríguez, Jorge Ramos, and María Elena Salinas.

KNPB has a program called KNPB Reports that airs sporadically and offers "in-depth coverage of public affairs issues and the arts in northern Nevada and northeastern California" according to their website.

Radio News

KKOH's news is the most robust in the market, with a three hour program, *Reno's Morning News* that runs Monday through Friday from 5:00 AM - 9:00 AM and is hosted by Ross Mitchell and Monica Jaye. Their daily schedule is:

5:30 AM - *Roger Hedgecock Report*
5:50 AM - *Nevada Wildlife Report*
6:30 AM - Earl Pitts *Umerikan*
7:30 AM - *Rush Limbaugh Morning Update*
8:30 AM - Computer Pro Kim Komando
8:40 AM - *Mike Huckabee Report*

They also broadcast local news at the top of every hour and during drive times and the lunch hour.

KUNR carries *NPR's Morning Edition* weekday mornings from 5:00 – 9:00 AM, which includes local news by Pam duPre, News Reporter/Producer.

KJFK, progressive talk, has a local show from 3:00 to 4:00 PM hosted by Christiane.

Other local news airs sporadically throughout the morning drive time on several local stations, including KBUL, KDOT, KJZS, KODS, KRNO, KRZQ, KTHX, KURK, KUUB, and KXEQ (Spanish language).

News Audiences

An analysis of the Nielson ratings reveals that the morning news programs are very competitive with Channels 8 and 4 more or less tied. Channel 8's 11:30 AM news program is not widely viewed, while Channel 4's midday program at noon has ratings similar to the morning programs. The evening Monday-Friday news cycle begins at 5:00 PM with Channel 4 and 2 nearly tied. *The Dunbar Report* at 6:30 PM is rated fourth in the market.

The national news numbers are drawing significantly larger numbers than all three of the local channels in both the mornings and evenings. Channel 2's 11:00 PM program was out in front. On the weekend, one interesting note is Channel 2's Saturday and Sunday broadcasts pulled significantly higher ratings than all of the evening news programs on all three stations. This may be attributed to the huge sports audience that typically leads into the news program.

Some of the public affairs programs were rated in the November Nielsen book. Channel 2's *Face the State* program received the highest ratings and maximum exposure. The program is well promoted so viewers know when to watch it, as well as the topic that will be covered on the program. The program is repeated a minimum of three times throughout the weekend. It can also appear as "filler" if a sporting event or other regular

programming fails to fill the time to the top or bottom of the hour.

Another program with good exposure is *Nevada Newsmakers* with Sam Shad. This program has a loyal audience that is interested in politics, is heavily promoted, and can be seen in both northern and southern Nevada. It can also be seen on video and audio podcasts as well as video-on-demand on the Nevada Newsmakers web site. In southern Nevada it can be seen on KVBC, Las Vegas, Channel 3; Cox Cable Channel 123 seven days a week and KXNT News Radio from 5:00 – 7:00 PM. The program *Observations* is also shown several times but does not have as consistent ratings as the others. Programs such as KOLO's *It's Not Just Politics* with Ed Pearce did not have consistent ratings and Terri Hendry's *Northern Nevada Views* is not rated because it only runs once a month.

Public Affairs Programming

As with news, there is also a large number of opportunities in public affairs programming, even if one does not take into effect public access programming available on Charter Communications.

In addition to the typical editorials, op-eds, and letters to the editor sections in the local newspapers, there are also a number of broadcast programs, listed below.

Television

KOLO hosts the Community Relation Division's *Northern Nevada Views* on Sunday mornings at 6:30 AM and occasionally will air *It's Not Just Politics* with Ed Pearce Sundays at 11:00 AM.

Observations, a local public affairs program produced by the Nevada Broadcasters Association, runs early weekend mornings at various times.

KTVN has two Sunday news interview programs, *Observations*, which runs from 6:00 – 6:30 AM and Bill Brown's *Face the State*, which airs 6:30 – 7:00 AM.

KRNV airs Sam Shad's *Nevada Newsmakers* from 12:30 – 1:00 PM Monday through Thursday. They also have *The Dunbar Report*, which runs weekdays at 6:30 PM.

Charter Cable 3 runs repeats of *Nevada Newsmakers* and *The Dunbar Report*. They also produce *Your Town 411* on the On Demand Channel.

Radio

KKOH runs local conservative Bill Manders from 3:00 – 6:00 PM, weekdays. On Sundays, from 7:00 – 9:00 AM, KKOH runs *Nevada Newsmakers* with Sam Shad.

KBZZ has two talk shows that touch on local issues, the *Panama Show* from 6:00 – 10:00 AM and Cory Farley, columnist for the *Reno Gazette-Journal,* from 10:00 AM to noon.

KBUL produces *On Target* Sunday mornings from 6:00 to 7:00 AM.

KNPB has a monthly live call-in show that features town hall-style discussions.

Wolfpack Radio has a Wednesday political program called *The Voice Box* that runs from 5:00 PM to 7:00 PM with hosts Don Will and Dan Lucas.

Appendix C: History of Community Relations

While many of the functions within the division have been part of the City for many decades, the Community Relations Division was formally designated in the October 1996 "Building a Better Reno" plan implemented by City Manager Charles McNeely. The division was created out of the existing Public Information Office and the goal was to "market the City of Reno, interface with District Councils and neighborhoods, and facilitate customer service." The division officially began in early 1997, then known as the Office of Community Relations (OCR), under the direction of Terry McCann.

The specific objectives of the plan for OCR were:

Customer Service

- Establish a general information number;
- Create an ombudsman position to facilitate better customer service

Neighborhood-based Services

- Establish teams to meet neighborhood needs;
- Improve communications between District Councils, neighborhoods, and City staff;

Public Information

- Public education;
- Survey customers to determine perceptions and expectations;
- Communicate vision, values, and philosophy of the organization;
- Institute strong external and internal communications programs;
- Recognize and communicate accomplishments and effectiveness.

In 2000, the division's programs had grown to 10 employees who filled five functions, including news media relations and public information; customer service/ombudsman/constituent liaison programs; employee information; intergovernmental relations; neighborhood services; and divisional management, under the direction of Mary Henderson, who served from 1999 through late 2001.

In April 2001, Bentz Communications submitted a performance audit of the division that concluded that the division lacked "a strategic, proactive approach to handling City of Reno issues, activities, and events." They also felt that the rest of the City lacked "knowledge, understanding, or appreciation of Community Relations' overall role or value." Other findings pointed to a need for processes and policies to standardize division activities.

Some of the key recommendations in the audit included:

- Developing a strategic communications plan;
- Create a citywide public information handbook;

- Develop a crisis communications plan;
- Improve the City's website;
- Develop employees as ambassadors for the City; and
- Increase training opportunities for City staff.

The City adopted its first Strategic Communications Plan in August of 2001. The general goals were to improve public information, increase citizen participation, develop communications partnerships, improve internal communications, and facilitate understanding of the Council priorities.

The implementation plan included 112 action steps for Fiscal Years 2002 through 2006, the vast majority of which were successfully implemented. A few represent challenges that we are still addressing today, such as media tracking.

When Henderson retired, the implementation duties were passed along to Chris Good and later, Steve Frady, when he became the City's public information officer. Frady completed implementation and reported back to Council in October 2002.

Steve Wright became the Director of Community Relations in November, 2002 and served until 2007.

In February 2003, two graphic design positions, one in Reprographics and the other in Parks, Recreation & Community Services were reassigned to Community Relations to standardize the City's publications, bringing the total number of staff in the division to 14.

Also that year, the City expanded the Neighborhood Services program and increased number of Community Liaisons to four, including the ReTRAC Ombudsman position.

The division's second strategic communications plan—entitled "Integrated Public Communications Plan"—was put into action in June 2003, with an emphasis on issue management and shifting public attitudes about City-related projects.

Late in 2003, Community Relations staff unveiled the "Making it Great" campaign (MIG) designed to transition the City "from Better to Great," a reference to the still viable "Building a Better Reno" campaign.

One element of MIG was the creation of "VISION," an acronym that represents the following:

V—Vitality in downtown,
I—Infrastructure well-kept,
S—Strong economy,
I—Innovative leadership,
O—Opportunities for arts, culture and recreation, and
N—Neighborhood excellence.

Reno Direct was also established in 2003, marking one of the biggest transformations since the division was created. By adding a one-stop call center the City made an investment in improving customer service and increased our ability to be responsive and measure that response.

The third Strategic Communications Plan was implemented in April 2005, and was focused on the Council priorities of public safety/code enforcement, capital project monitoring, redevelopment, and communications. The key messages included:

- The City of Reno is a great place to live, work, and recreate.
- Reno city government is responsive to its citizens in delivering quality programs and services.
- The Reno City Council is focused and deliberate in providing policy and direction that addresses the needs of our community.
- The City's vision for our community is comprehensive and pertinent to making Reno a great city.

In July 2005, the City added a Senior Communications Specialist position to directly address strategic communications. The position was reassigned from Community Relations directly into the City Manager's Office in 2006 in an effort to elevate the importance of the strategic long-term messaging of the City.

A December 2005 Communications Assessment conducted by Bentz Communications included 10 broad recommendations that have been itemized in the "Situational Analysis" on page 13.

Bentz Communications also consulted with the City in the development of the ENCORE program ("Enhancing Community Outreach Efforts") in September 2007.

The current Director of Community Relations, Kevin Knutson, started in January 2008.

In February 2008, the fourth Strategic Communications Plan was presented; designed to specifically address the community's interest in growth, development, and water.

The key messages were grouped into seven areas:

- Sustainable community,
- River/water management,
- planning,
- Redevelopment,
- Public safety,
- Financial management, and
- Infrastructure management.

A ten-minute video, *Reno—In Our Own Words*, was the capstone project and has been deployed to relate the City's long-term strategic messages.

The Senior Communications Specialist position was reassigned to Community Relations in February 2008 and reclassified as the Strategic Communications Program Manager.

Current Organization

Today, Community Relations is a division of the City Manager's Office, with four teams: Public Information, Neighborhood Services, Customer Service, and Web Development. The division employees 19 full-time employees and had a budget of approximately $2.3 million for Fiscal Year 2008-2009. The division also managed an additional $221,434 allocated for Neighborhood Advisory Board Community Pride Grants.

Neighborhood Services—The four liaisons represent different wards and act as the City representative to Neighborhood Advisory Boards, meet with local organizations, help develop neighborhood improvement programs, and act as ombudsmen for residents with issues related to City business. They are able to quickly and effectively handle problems that do not require policy changes, and often do so, both on their own and on behalf of individual Council members who receive requests from constituents.

Neighborhood Services staff includes Community Liaisons Barbara DiCianno, Lisa Mann, Laura Magness, and Marcus White.

Customer Service—This subdivision is essentially comprised of the Reno Direct program. The rationale behind creating Reno Direct was to provide a single point of contact for residents needing help from the City. By creating a one-stop shop, the number of telephone transfers has been decreased, a process for tracking service requests has been established, the ability to follow-up with residents on issues has been implemented, feedback is solicited, and the City can analyze trends in calls to determine appropriate resource allocation and to inform management and policy decisions.

This type of call center is considered a best practice nationally. Our call center handled approximately 38,000 calls from residents last year. Call center staff also staff booths at public events.

The staff includes Michael Chaump, Management Analyst; Judith Teixeira, Senior Reno Direct Call Taker; and Barbara Chain, Kristine Woods, and Danalyn Repollo, Reno Direct Call Takers. Michael also manages the City's popular Reno Citizens Institute and assists in preparing and managing surveys.

Web Development—Many cities have this function in their Information Technology area, but the City of Reno has recognized the importance of providing access to City services using web technology and sees it as a community relations function. The main goal is to create opportunities for residents to get their needs met in a manner that is convenient to them.

The single employee in this function, Kristy Fifelski, works with a team of 130 content editors throughout the City to keep the website up-to-date. She also manages the design, usability, and accessibility of the site. Another responsibility includes oversight of one of the key internal communications tools, the City's intranet, which is just as complex as the City's external sites.

Public Information—There are three major functions within the Public Information subdivision, which make up the core of what most cities typically have as a communications department or community relations department. This subdivision is responsible for:

Public Information, Strategic Communications, and Media Relations— In general, the public information and strategic communications staff generate news releases on City programs and activities designed to inform residents about what the City is doing and how it impacts them. They also provide content for the web, print and television on behalf of all of the City's departments. They provide operational support for news conferences and special events. About a third of their time is spent responding to news media for information and staff interviews for local news stories about the City or its programs.

Terri Hendry, Strategic Communications Program Manager, is the City's spokesperson for most routine, citywide issues; the central point-of-contact for the media at the City of Reno; and is responsible for developing pitches and stories for local news media. She designs strategic communications plans for a number of high profile issues; trains and coaches staff on media interviews; helps execute public relations plans for various projects; and produces *Northern Nevada Views* on KOLO Channel 8 for the City of Reno.

Michele Anderson, PIO for Public Works, provides support on public infrastructure projects and issues, media relations for the City's "Green" initiatives, and numerous other special projects, such as Clean & Green and the Snow & Ice Control Plan. She is also cross-training as a backup for the Police and Fire PIO and produces the Fire and Police Departments' shows on Reno 13. Her salary is split between Community Relations and Public Works.

Steve Frady, PIO for Public Safety, generates news releases, provides media support, and develops communication plans for the Police and Fire Departments. One of the most critical aspects of his job is media relations at incidents and news conferences, but he also provides safety training for media covering fires and other hazardous conditions. In addition, he edits and writes in-house newsletters for both departments, as well as assisting with production of *First Alarm Reno* on Reno 13.

Television Production—Sharon Spangler, the Television Production Program Manager, manages the City's contract with SNCAT, which includes about 200 hours per month in production time. She produces 10 of the City's 13 original programs, reviews edits, and schedules programming on Reno 13. Sharon also provides special event support for departments, oversees photo shoots for City publications, and provides creative direction on the City calendar and other major publications.

On September 28, 2009, Television Production Technician Scot Hargrove joined the Community Relations team in preparation for the in-house launch of Reno 13 broadcast and channel management.

Graphic Design—Two employees provide staff support Citywide for designing and printing brochures, forms, handouts, fliers, presentations, reports, posters, and other collateral. Examples include the Parks & Recreation guide, forms to apply for permits, information on Police Department community programs, and many other city programs. This is a key function in the day-to-day business of the City.

Our two Graphic Designers are Sandy Silva and Michelle Calloway. They design and produce hundreds of publications internally and externally, supporting all departments of the City.

Division Administration—The Director of Community Relations and a Management Assistant provide direction and oversight to the entire division, consult with the City Manager and departments, provide support in all subdivisions, and oversee budget, financial, and human resource management of the division. Their salaries and benefits are distributed across the four subdivisions.

Kevin Knutson is Director of Community Relations and Kathy Pugh, Management Assistant, is the office manager.

Community Relations is strongly supported by departmental staff with community outreach duties in several areas:

• PRCS, Sven Leff, Recreation Supervisor,
• RPD Community Affairs,
• RPD Public Information Officer, and
• RFD Battalion Chiefs acting as incident commanders.

The Citizens of Reno

City Council

City Manager's Office

Director of Community Relations

Management Assistant

Graphic Designer (2)

Public Information

Strategic Communications Program Manager

Television Production Program Manager

Television Production Technician

Public Information Officer— Public Works

Director of Public Works

Public Information Officer— Public Safety

Police Chief & Fire Chief

Police Public Information Officer

Recreation Supervisor (Parks PIO)

Web Development

Web Services Program Manager

Neighborhood Services

Community Liaison (4)

Customer Service

Reno Direct Program Manager

Senior Reno Direct Call Taker

Reno Direct Call Taker (3)
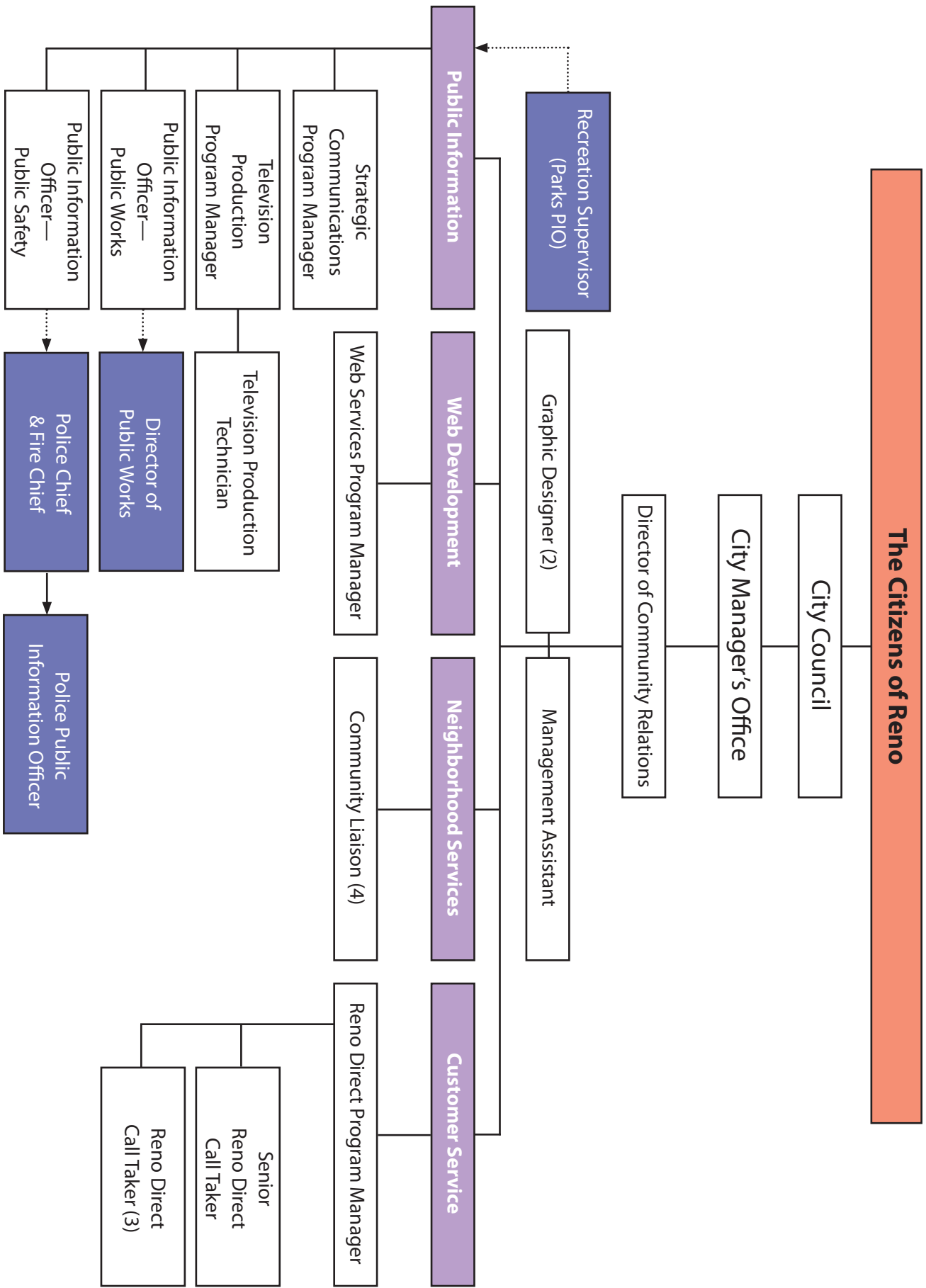
Appendix D: Awards, Honors & Presentations

City-County Communications & Marketing Association

3CMA 2008 Savvy Award—Website

3CMA 2008 Silver Circle Award—Calendar

3CMA 2008 Champion Award

3CMA 2008 Appreciation Award

3CMA 2006 Savvy Award—TV & Video—Regular Programming

3CMA 2006 Award of Excellence—Special Events—Recurring Events

3CMA 2006 Silver Circle Award—Marketing & Tools—Branding

3CMA 2005 Silver Circle Award—TV & Video—Educational

3CMA 2005 Silver Circle Award—Communications Technology—Website

3CMA 2004 Silver Circle Award—Best Publication—Resident Guides

3CMA 2004 Award of Excellence—Publications—Annual Report

3CMA 2004 Award of Excellence—Newsletters

3CMA 2002 Silver Circle—Best Technology Services—Internet

3CMA 20th Annual Conference 2008—Staff served as Host Committee co-chair and members, gave a total of five presentations at the conference in Incline Village, Nevada.

Public Relations Society of America

PRSA 2007 Silver Spike Award—Special Purpose Video

PRSA 2006 Silver Spike Award—Public Relations

PRSA 2006 Bronze Spike Award—Communication

PRSA 2005 Silver Hammer Award

PRSA 2004 Silver Spike—Special Purpose Video

PRSA 2004 Silver Spike—Special Purpose Video

PRSA 2004 Silver Spike—Publications—Additional Collateral

PRSA 2008—Staff appointed to Public Relations Society of America's Sierra-Nevada Chapter board of directors, Vice Chair of Programming.

Appendix D
American Marketing Association

AMA 2006 Ace Award—Marketing

Association of Marketing & Communications Professionals

2009 Hermes Creative Awards Gold Award—Event Marketing

National Association of Telecommunications Officers & Advisors

NATOA 2006 Government Programming Awards First Place—Visual Arts

National Association of Government Webmasters

NAGW 2007 Excellence Award—Website

NAGW 2007 Members Choice Award—Website

NAGW—Staff spoke on the City's website redesign project at the organization's 2007 National Conference in Valley Forge, Pennsylvania.

National Information Officers Association

NOIA 2008 Annual Training Conference—Staff chaired the Host City Committee for the Annual Training Conference in Reno-Sparks.

NOIA—Staff appointed Region 9 (California-Arizona-Nevada-Hawaii) director for the National Information Officers Association.

Association of Government Contact Center Employees

AGCCE 2008—Staff appointed to board of directors.

International Academy of Visual Arts

W3 2007 Silver Award—Website

Communicator Award of Excellence 2008—News Release

Communicator Award of Excellence 2006—Audio Competition

Communicator Award of Excellence 2006—Video competition

Communicator Award of Excellence 2006—Annual Report

Communicator Award of Excellence 2006—Brochure

Communicator Award of Excellence 2006—Writing

Communicator Award of Excellence 2006—Design

Communicator Award of Excellence 2006—Newsletter

Communicator Award of Excellence 2006—Website

Communicator Award of Excellence 2006—Print Media Competition

Association of Marketing and Communication Professionals

MarCom Awards 2008 Platinum Winner—Photography/Calendar

MarCom Awards 2008 Platinum Winner—Magazine/Special Edition

MarCom Awards 2008 Gold Winner—Marketing/Promotion/Calendar

MarCom Awards 2008 Gold Winner—Annual Report/Government

MarCom Awards 2008 Honorable Mention—Calendar Design.

MarCom Awards 2008 Honorable Mention—External Newsletter/Government

MarCom Awards 2007 Platinum Winner—Photography/Calendar

MarCom Awards 2007 Gold Winner—Communications Plan

MarCom Awards 2007 Gold Winner—Website

MarCom Awards 2006 Platinum Winner—Magazine/Special Edition

MarCom Awards 2006 Gold Winner—Brochure

Alliance for Community Media

2004 Western Access Video Excellence Award—Municipal/Government Access

2004 Western Access Video Excellence Award—PSA

2005 Western Access Video Excellence Award—Documentary

2005 Western Access Video Excellence Award—Sports Coverage

Others

National Society of the Sons of the American Revolution 2004 Fire Safety Commendation Award.

Municipal CRM Showcase 2008—Staff presented Reno Direct case study in Fort Lauderdale, Florida hosted by Qscend Technology

Municipal CRM Showcase 2009—Staff will be presenting Reno Direct case study in Huntsville, Alabama hosted by Qscend Technology

LTRFCA—Staff presented "Working With the News Media" class for the Lake Tahoe Regional Fire Chiefs Association at Incline Village in 2007.

Staff presented two local "Wildland Fire Hazard Awareness for News Media" classes with a total of 30 representatives from news media organizations attending in 2008.
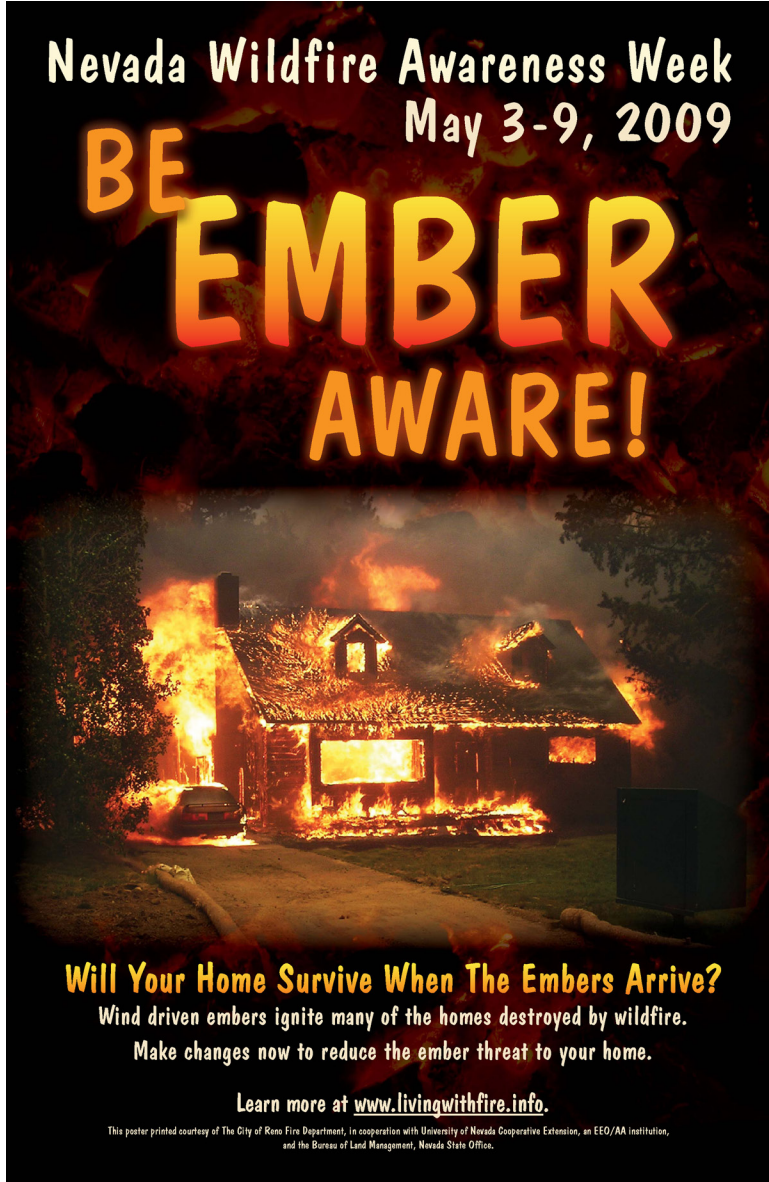
Appendix E: Examples of Issue Management Plans

What follows are two actual communication plans for issues that arose during Fiscal Year 2008-2009. The first was in reaction to revenue shortfalls that required an immediate response by the City to lower costs to meet new year-end projections. The second was caused by a series of critical articles in the *Reno Gazette-Journal* on City salaries and overtime costs.

These are illustrative examples that have been completely implemented.

Budget Communications Plan

[Updated December 29, 2008]

Budget Messages

In releasing updated information on the City's financial strategies, we want to reinforce that we have been acting continuously to address this issue and are building on our initial budget messages developed and deployed in May and June 2008, both to maintain consistency and also demonstrate how the City has remained flexible and diligent in addressing the economic conditions that have continued to impact the City. With that in mind, we have developed global policy statements, as well as specific information on programmatic changes and service-level impacts. They are divided into topics:

> Global Messages
> Planning for an Economic Downturn
> Reductions Already Implemented
> Plans for the Future
> Beyond Budget Cuts
> Helping the Local Economy
> Specific Issues

After that, strategies and tactics are itemized for the next two months.

Global Messages

> We are managing this economic downturn to best minimize impacts to services and employees.

> The City has consistently followed a conservative approach, applying prudent fiscal policies and adhering to sound financial planning practices.

City staff plans for the cyclical nature of the economy and has been preparing for an economic downturn for several years.

The City has traditionally been "lean," focusing on ways to deliver services at the lowest possible cost to taxpayers, keeping staffing to lowest levels possible.

Finance Department staff monitors the economic and financial condition of the City on a continuous basis and provides revenue forecasting and advice to the City Manager and Council.

The Council remains committed to including resident input in strategic and financial planning and will continue to seek input throughout the process.

Planning for an Economic Downturn

The City Manager has taken action by implementing all operational austerity measures he has had the authority to employ, beginning as early as the summer of 2007.

Tactics deployed over the past few years:

- Management audits;
- Service consolidation;
- Long-term hiring freezes and a position control board;
- Limiting pay-for-performance raises;
- Energy conservation practices;
- Restrictions and deferments on specific capital and operating expenditures;
- Across-the-board reductions of 2% of budgeted expenditures;
- Timed payments on invoices;
- Reductions in interfund transfers;
- Reductions in overtime;
- Fee increases in services that have not been changed for many years;
- Early retirement offerings; and
- Setting reserve funds aside.

We have favored tactics with long-term benefits over short-term fixes that would have created additional financial burdens in future years.

Many of the Green Priority projects implemented over the past few years are helping the City to reduce expenditures for energy, fuel, and materials cost.

Redevelopment project selection and approval has been subject to review with an eye toward the impact on the local economy and job creation.

The Council and staff are committed to working through this crisis as a community and are looking to minimize the impact on residents.

Reductions Already Implemented

Although conservative revenue forecasts were used in developing this year's budget, the current economic crisis has resulted in possible additional revenue shortfalls that must be addressed; particularly in CTAX receipts, franchise fees, business licenses, property taxes, and building fees.

The initial budget identified a $12.2 million shortfall, if no action was taken. The budget was balanced through a mix of expenditure reductions and increased revenues.

The economy has gotten much worse than originally anticipated and further action by the Council is necessary to address the unprecedented financial impact on the City of Reno.

We are reviewing union contracts to begin a discussion on some of the large expenditures that we are committed to through the contracts, designed to find ways to share responsibility for responding to the economic crisis.

Basic services—such as public safety, roads, and sewers—are the highest priority and will be protected from impact as much as possible.

Reductions in the General Fund implemented on December 3rd include:

- Additional 2% savings of $3.8 million;
- Targeted program reductions of $2.3 million;
- Additional revenues (including Municipal Court) of $725,000;
- Reduction in part-time staff of $300,000;
- Additional vacancy freezes saving $150,000;
- Supplies and services line item reductions of $659,000;
- One year deferral of Street Program funding of $2 million; and
- Expansion of the early retirement program to 40 additional positions and saving $1.5 million.

The Municipal Court has identified a minor assessment increase that can generate $700,000 through the end of the Fiscal Year.

Plans for the Future

If revenue shortfalls are larger than projected, even more General Fund reductions would be required, with some of the possibilities being:

- Staff furlough of 32 hours, representing a 3% reduction in salary and saving $1.4 million;
- Staff furlough of 4 hours per 80-hour work period, equivalent to a 5% reduction in salary, or 52 hours per employee, and saving $2.3 million;
- Repeal of pay-for-performance increases awarded July 1, 2008, saving $190,000;
- Suspension of a planned 2.1% increase for public safety and dispatch employees scheduled for January 2009 of $2.1 million;
- Suspension of the police reserve program, saving $175,000; or
- Reduction in force of 85 positions, saving $3.3 million, if negotiations with unions over furloughs are unsuccessful. (Furloughs must be approved by unions, reductions in force do not have to be.)

The revenue reductions in the Planning & Building Enterprise Fund have been so severe that $700,000 in additional savings must be identified through the end of the Fiscal Year.

The Redevelopment Agency may also see revenues decline in the 2009/10 fiscal year, which begins July 1, 2009, so actions have been identified to address the potential shortfalls, including:

- Reduction in force of 5 positions;
- Postponing consultant contracts, thereby delaying current projects; or
- Shifting resources from Redevelopment Area 1 (RDA 1) to RDA 2.

Under all scenarios, impact on residents may include the potential deferment of capital and infrastructure projects in their neighborhood, increased cycle time for City services, and decreased support for nonprofit organizations and events.

Under all scenarios, no changes to employee health benefits are planned.

The City Council has the option to pursue other strategies not part of the staff's scenarios and recommendations, including:

- Additional fee increases;
- Using accumulated reserves;
- Borrowing from the other City Funds with unencumbered fund balances;
- Reductions in force;
- Compressed work weeks;
- Program suspensions (e.g., Rosewood Golf Course); or
- Fire station "brown outs," where fire stations are temporarily closed and equipment redistributed to sustain response times.

Beyond Budget Cuts

Other actions the City Manager and Council have taken to address the current financial situation:

- Identifying projects that may be eligible for inclusion in a potential "Main Street Bailout" by the Federal government. At Council's direction we are working with both Washoe County and the City of Sparks to produce projects of regional significance so we increase our odds of federal funding, should it become available;
- Working with other local governments to identify opportunities for consolidation and cost sharing;
- Aggressively pursuing private funding for projects like the Community Assistance Center and the Foster Drive facility;
- Planning for the 2009 Nevada State Legislature; and
- Refinancing debt instruments to reduce interest cost and risk.

Helping the Local Economy

The City is also taking specific steps to improve the local economy:

- Continuing redevelopment projects that create jobs and generate additional sales tax;
- Pursuing foreclosure assistance through HUD program;
- Launching additional services and facilities at the Community Assistance Center;
- Implementing an energy conservation program designed to reduce utility costs;
- Pursuing a solar panel project on the City's corporation yard;
- Portions of the Accelerated Street Repair Program completed so far have helped to improve infrastructure while creating jobs; and
- Hosted a job fair that presented 1,000 openings to 7,000 job seekers.

Layoffs of up to 500 employees—The City's finance director was estimating the number of positions equivalent to a specific dollar amount over a six-moth period to provide scope in response to a direct question from Council. There are no plans, nor is there any reason to believe that we will ever have layoffs any where near that number, even under the worst of our severe scenarios.

Fire Apparatus—One of the targeted program reductions suggested by staff is to use crews from fire stations that have both a fire engine and a ladder engine to fill call-back requirements. Savings is projected at $1.5 million on overtime charges. This should have little to no impact on response times.

Overtime—Staff will be providing Council with an in-house audit of overtime to identify the causes of overtime and provide analysis of potential strategies for reducing overtime citywide.

Deployment Strategies

Strategic Messaging—Fold key messages into all outbound communications including news releases, responses to media inquiries, Reno Connect messages, website posts, Reno 13 programming, and all other available opportunities.

Packaged Presentations—Management and Finance staff will create presentations that can be used to educate residents and other stakeholders about the current conditions, projected scenarios, and the City's plans in response.

Stories—Community Relations staff will work with City Departments to develop news stories around specific actions taken to reduce expenditures or service level impacts on residents. One emphasis will be on telling stories where ingenuity has created opportunities for increased efficiency, reduced cost, increasing revenues, or maintaining service levels with fewer resources.

Deployment Tactics

Internal Communications

Our employees are a key audience for two reasons: first, because they are directly impacted by the decisions being announced, and second, because they are a key source of information for many Reno residents.

Memos to Staff—Prior to release to the news media, a memorandum from Charles to the entire staff should outline the problem, describe our response, and identify possible impact to staff. Each time new information becomes available, Charles will keep staff informed.

CORE News Updates/"All City" e-mails—As plans are implemented or further information is made available, place news items on the front page of CORE or through e-mails to staff, depending on the information.

Staff Meetings—Using departmental staff meetings, Business Update meetings, and union-management meetings, we will disseminate information through management staff. Questions from employees can be answered directly or referred to appropriate staff.

Appendix E   **Media Outreach**

News Releases—Recaps of the staff plans, actions, and presentations, with specifics on scenarios, tactics, and impact on residents. Information about successful cost saving measures, service impacts, programs to help residents and businesses, or special projects related to the City's financial health will be put out on an ad hoc basis.

News Conference—If desired, we can schedule a news conference to announce specific tactics employed by the City to meet the needs imposed on us by the economy. It would be a good tool to inform residents about specific service level impacts, should any be planned.

Tailored Pitches—We will make materials and experts available to all local news organizations and develop tailored pitches to media that specialize in government news and political commentary. This includes *The Bill Manders Show*, Sam Shad's *Nevada Newsmakers*, *The Dunbar Report*, or other programs.

Response to Media Inquiries—All PIOs will assist in responding to media inquiries around the City's financial condition, our forecasts, and service level reductions.

Editorial Board Meeting/News Editors—Close to the January 28th Council meeting, we will meet with the editorial board of the Reno Gazette-Journal to discuss our plans and update them on the latest revenue projections. On an ongoing basis, we will also keep in contact with news and assignment editors to keep them up to date.

Direct Communications

Town Hall Meeting(s)—At Council's request, we will create an opportunity for residents to come and hear our plans directly from staff and elected officials and have the ability to ask questions and offer opinions.

Website—We've developed a stand-alone page called "Budget Bulletin" that will include stories on the City of Reno's budget, financial strategies, and service impacts on an ongoing basis; as well as stories on what the City is doing to help residents and businesses through the economic crisis. It will include a special section on foreclosure assistance, jobs, and links to other agencies' budget announcements.

Reno 13—In addition to developing a one-time program on the City's budget, we will use all ongoing programs to deliver supporting messages, with particular emphasis on Around the Arch, From the Podium, and Council Connections. We will also increase the rotation of City Budget 101, a program developed in February 2008 to increase resident knowledge about the City's budgeting process and the City's portion of the total tax bill.

Northern Nevada Views—We will use the Sunday morning news program, in partnership with KOLO, as an opportunity to discuss the City's current financial condition, our forecasts, and our response. We will use this vehicle to focus on impacts to residents and how people can get additional information.

Reno Connect—We will develop targeted messages for subscribers to Reno Connect, aligning messages with topics selected by each user.

NAB/Citizen Advisory Briefings—The packaged presentation identified above should be delivered by staff to all NABs, citizen advisory groups, and selected other boards as appropriate. Ideally, expert staff would make the presentation and then allow time for questions from board members.

Community Organization Briefings—Material developed for NABs can be presented to numerous community organizations including the Reno-Sparks Chamber of Commerce, Rotary clubs, Downtown Improvement Association, Riverwalk Merchants Association, Northern Nevada Network, and roundtable participants.

Schedule

December

Memos to staff (as needed)
News releases (ad hoc)
Respond to media inquiries (ongoing)
Post information on web/CORE (by December 4th)
Begin airing From the Podium episode featuring Council presentation (by December 5th)
Launch "Budget Bulletin" website (by December 19th)
Prepare Reno 13/KOLO programming (by December 19th)
News conference (if desired)
News releases on corollary stories (including park opening, solar power project, conservation tactics, etc.)
Strategic messaging in all outbound communications
Develop presentation materials

January

Town Hall Meeting (1/21/08)
Editorial Board Meeting
Post "Budget Bulletin" updates
Presentations to NABs, CACs, Boards
Presentations to Community Groups
News releases on latest developments on foreclosure assistance

February

Post "Budget Bulletin" updates
Presentations to NABs, citizen advisory groups, Boards
Presentations to Community Groups
Public input/positioning for 2009-2010 budget cycle
Use Council Retreat as an opportunity to distribute information on planning and public input in next budget cycle
Follow-up with report to residents on how effective our planning was since December in addressing needs (will further cuts be necessary?)

Payroll & Overtime Communications

[Updated on February 3, 2009]

Background

We first caught wind of the story on July 23, 2008, but didn't receive a records request for information from Sue Voyles at the *Reno Gazette-Journal* until October 16, 2008, when they requested the names, positions, departments, gross pay, base pay, overtime, bonuses, and paid benefits of Reno employees for calendar year 2007.

The same request was made of State of Nevada, Washoe County, Reno, Sparks, UNR, WNCC, TMCC, DRI, Washoe County School District, RTC, TMWA, TRPA, RSCVA, and Reno-Tahoe Airport Authority.

On the 29th of October, a temporary restraining order was issued prohibiting us from providing the names of employees to the newspaper, based on a filing made by employee unions. That order was lifted on December 12th, by Washoe District Judge Patrick Flanagan who ruled that public employees' names and salaries are matters of public record under Nevada law.

The *Reno Gazette-Journal* received our data on December 30, 2008. It included part-time employees, but did not include positions that had not been filled that year, for example the Director of Parks, Recreation & Community Services and the Director of Community Relations. It also did not include 29 undercover officers, who were specifically carved out in court testimony.

Reno News & Review requested the same data and received it on January 8, 2009 and posted it on their website on January 15th, with the names redacted.

On January 21, 2009 some summary information was posted on the "Nevada Data" blog on RGJ's website. It was very broad and general information, statistics about what percent of each department's employees made over $100,000 in 2007. The lead for the story was that 41% of the fire department made over that amount.

An editorial column on Sunday, January 25, 2009 announced the date for the payroll stories would be February 1, 2009; and provided the rationale for requesting the names of employees. On January 26th, we provided salaries and benefits for undercover officers in a supplemental request.

On February 1, 2009 a suite of stories (seven features and five sidebars) was published in section A of the *Reno Gazette-Journal*, including a lead story with the headline "Overtime eats Reno city budget" above the fold on the front page. All of the stories focused on public safety pay and overtime, and no other agencies were included, except for some broad comparisons.

The following items are a supplement to the Budget Communications Plan updated December 29, 2008.

Global Messages

Adequate compensation is a necessary to recruit and retain highly skilled and experienced government service professionals and we compete with large cities across the nation to attract and retain the best employees.

Our organization provides competitive compensation with comparable organizations.

While no one is indispensable, seasoned professionals are an asset to the organization and to the community.

We recognize that releasing employee names and salaries to the media is difficult for staff, who would prefer privacy on their financial matters, however this information is considered part of the City's budget, which is public information.

In response to the economic recession, and in the spirit of fairness and teamwork, we are asking unions to cut 2.1% in payroll and benefit costs to meet the necessary budget reductions. When unions fail to cooperate, they leave management no options but to use the only tools legally available, including reductions in force.

Overtime

Reno is not unique in facing this issue, as overtime in public safety is being addressed nationwide as a result of the current economy.

Since public safety is a high priority for the City, we have historically invested in having the highest level of service we could afford, which was enhanced beyond what is necessary to meet minimum standards of public safety. With significant losses of revenues, we need to scale back some of those enhancements until the economy has improved.

The citywide unreimbursed overtime cost of $9.2 million represents only 6.5% of the City's payroll. Of that $9.2 million, 94% was Public Safety-related overtime, aligned with protecting the health and safety of Reno residents and businesses.

Overtime is an issue that the City has been addressing for many years and will continue to address. The City Manager has been working with staff and reducing overtime for many years and last fall, the Council requested an internal audit to determine the causes and costs of overtime to the City.

Public Safety has consistently been a priority for the Reno City Council in developing annual budgets. Overtime has been included in each budget for the Reno Police and Fire Departments, knowing that unforeseen circumstances will arise that require officers, firefighters, and public works employees to work overtime.

Union contracts are being looked at to determine if there are ways to negotiate changes that will reduce overtime without creating additional risk for first responders.

We have made strides in reducing overtime costs over the years. Last year's net overtime was 7% less than in fiscal year 2003-2004.

Some of the overtime costs are reimbursed through grants and the federal government.

The City continuously balances the cost of overtime against adding a full-time staff position. Variables include the frequency and predictability of incidents that generate overtime, and trends over multiple-year periods.

About 33% of the total overtime in the Fire Department is reimbursed through grants and other governmental agencies, particularly the US Forest Service. For the Reno Police Department, 8% of overtime is reimbursed through grants such as the Joining Forces traffic safety grant, and through various special events.

High profile incidents, such as the Darren Mack case, the Brianna Denison abduction and murder, the Mizpah fire, and many others, are unplanned and by their urgent nature generate overtime. The Brianna Denison case is estimated to have generated over $350,000 in overtime alone. In the Fire Department, they account for 20% of last year's unreimbursed overtime.

The remaining 80% of unreimbursed overtime (or 54% of total overtime) in the Fire department can be attributed to mandates in the labor agreements.

With the exception of emergencies, the Reno Police Department has stayed within the overtime budgeted annually.

Emergency call centers traditionally have high turnover, intensive training requirements, and are notoriously difficult to find qualified applicants to staff. This generates 8% of the City's net overtime.

The principle drivers of overtime in Public Works, which constitutes 5% of the City's net overtime, are snow and ice removal, flood response, and emergency infrastructure repairs.

Salaries

The City's goal is to pay salaries that are at the 50th percentile for this market.

The City conducts third-party analyses to test our salary and benefit package against the competition on a periodic basis.

Many City staff positions are highly technical and require a great deal of education, training, and experience. (e.g., engineers, planners, attorneys, communications, etc.)

The range of any particular salary is influenced by a number of factors, including level of responsibility, experience, education, technical knowledge required, number of employees supervised, and special skills possessed by the employee.

Some staff members have been with the organization for many years and represent a wealth of institutional knowledge and a deep connection to the community, and have earned higher salaries through this seniority.

The average longevity of a City of Reno employee is 7.3 years, for Police it is 10.5, years and Fire is 11.8 years.

The City Manager has been with the City for close to 13 years and Council has given him raises over the years for successfully implementing their policies and priorities. Reno pays a competitive salary in order to maintain stability and excellence in the leadership of the organization.

In 2007, only 47 employees had base salaries over $100,000.

Appendix F: Media Communications Policy

MANAGEMENT POLICIES AND PROCEDURES	
Media Communications and Release of Public Information	Number: 201
Approved by: DRAFT	Effective Date: July 1, 2009
	Page 1 of 6

I. PURPOSE

The purpose of this policy is to provide uniform guidelines by which information regarding City activities, issues, initiatives, and policies will be disseminated to the media and public.

II. REVISION HISTORY

12-15-95	Adopted
11-01-99	Revised
02-03-03	Revised
07-01-09	Revised

III. REFERENCES

"Strategic Communications Plan" and "Emergency Incident Communications Plan" are available through the Community Relations Division.

IV. PERSONS AFFECTED

All City employees.

V. POLICY

It is the policy of the City of Reno to foster a beneficial relationship with the news media based on information that is accurate, timely, objective, and reflective of the position of the City Council and City Manager. Because the media are the City's primary means of effectively communicating with residents and visitors, it is imperative that information released to newspapers, television, radio and wire services is a factual portrayal of the situation or issues facing the City. Further, it is the policy of the City to be accessible to the news media and to provide information in a systematic, cohesive manner calculated to have the widest reach into the community.

The attached document is a draft version of the management policy on media communications and release of public information that was adopted by the management team in July 2009.

VI.   DEFINITIONS

PIO means a designated Public Information Officer in the Community Relations Division of the City Manager's Office.

VII.   RESPONSIBILITIES

A.   The City Manager's Office, through the Community Relations Division, is responsible for acting as the City's central public information center; for coordinating public affairs and media relations; and for providing the City Council, departments, and employees with support, training and assistance in media relations, speech writing, special events, and other projects.

B.   The Strategic Communications Program Manager reports to the Director of Community Relations and is the senior PIO, responsible for all news media communications and news media relations related to the Reno City Council and the City Manager's office, as well as certain other assigned departments.

C.   The PIO–Public Safety reports to the Director of Community Relations and is responsible for all news media relations and news media communications related to the Reno Police Department and the Reno Fire Department, and other assignments as required.

D.   The PIO–Public Works reports to the Director of Community Relations and is responsible for all news media relations and news media communications related to the Reno Public Works Department, and other assignments as required.

E.   A Recreation Supervisor reporting to the Director of Parks, Recreation & Community Services may be assigned additional duties as PIO–Parks, Recreation & Community Services. That position becomes the chief spokesperson and media contact for issues related to parks programs and facilities, recreation programs, public art, and other community services as assigned.

F.   The City Manager or Director of Community Relations may designate a public information officer from the Community Relations Division of the City Manager's Office for a specific department, or a spokesperson for a particular issue. In such cases, the designator is responsible for notifying all departments of the designations so that all inquiries can be referred to the appropriate public information officer or issue spokesperson.

G.   The City Attorney's Office is responsible for determining what information is confidential, privileged or otherwise exempt from public disclosure.

VIII. **PROCEDURES**

A.   General Media Communications

1. Employees may exercise their right of free speech as private citizens regarding any issue as long as this is done on their own time or within their authority as the designated representatives of an employee association. Expressions of personal opinion shall not be distributed on City stationary or paper, mailed at City expense, disseminated through City IT networks, nor prepared on City time, except as may be allowed under the terms of the applicable labor agreement with regard to conducting employee association business. City employees may not include their official job title nor intimate that their comments are on behalf of the City.

2. Department heads and their designees are authorized to communicate with the news media on behalf of the City about their areas of operational expertise, as outlined in this policy, as long as such communication does not include statements regarding policy. When communicating with the news media on behalf of the City, staff shall avoid making editorial comments or predictions about future policy decisions. On matters involving City policy, department heads and their designees shall seek assistance from the designated public information officer assigned to that department, or in the absence of a designated PIO, the Strategic Communications Program Manager. All other City staff shall refer news media inquiries to the appropriate department head, designated department PIO from the Community Relations Division, the Strategic Communications Program Manager, or the Director of Community Relations.

3. City staff shall contact the Strategic Communications Program Manager or the Community Relations Division before a scheduled news media interview, or as soon as possible after an unscheduled interview, to ensure that all parties are informed and work with the same understandings.

4. The Director of Community Relations, or the public information officer if one is designated for a department, must be informed of all news media contacts through direct telephone or e-mail communication, except in cases of public safety emergency incidents, and parks and recreation programs not involving City policy.

5. Decisions to communicate with the news media on a proactive basis can only be made by the City Manager, Director of Community Relations, the Strategic Communications Program Manager, Department Directors, the designated public information officer from the Community Relations Division for a specific department, or specifically designated personnel in the Parks, Recreation and Community Services Department, or their designees. All news releases and advisories will be reviewed and issued by the Community Relations Division or the designated department public information officer from the Community Relations Division. Exceptions are those related to public safety emergency incidents.

6. When media coverage contains factual errors which materially affect the public's perception of an issue, department heads shall contact the Director of Community Relations, Strategic Communications Program Manager, or the designated public information officer from the Community Relations Division for that department, with the correct information. The Community Relations Division will determine the best way to respond.

7. In cases of editorial discrepancy, including letters to the editor or other public comment, the Director of Community Relations will determine whether a response by the City is appropriate and, if so, by whom.

8. All media communications will be developed in accordance with the prevailing Strategic Communications Plan. Strategic messages, Council priorities, and the City's mission, vision, and values will be used to guide editorial and authorial decisions when producing materials for media.

9. Department heads will notify the City Manager of issues and events that are likely to be of interest to the public and media, and will provide a copy of that notice to the Community Relations Division. The City Manager will determine if it is appropriate to contact the City Council or other department heads.

10. News conferences may be convened only at the direction of the City Manager, City Council, or other elected officials, except that in special circumstances involving non-policy matters relating to public safety, the Chief of Police or Fire Chief may, with prior notification to the City Manager or his or her designee, convene a news conference through the designated public information officer from the Community Relations Division for that department.

11. All programming for the city's cable television station, Reno 13, shall be directed by and coordinated through the Community Relations Division.

B. Boards and Commissions

1. Members of boards and commissions may speak on their own behalf as a private citizen at any time; however, only the chairperson or individual specifically designated by the board or commission for this purpose is authorized to speak on behalf of the board or commission as outlined in this policy.

2. When speaking for the group, the chairperson or designee shall only discuss issues that the group has addressed in a properly noticed public meeting.

3. Boards and commissions, or the assigned staff liaison, are required to contact and work with the Community Relations Division prior to issuing news releases, holding news conferences, publishing newsletters, participating in interviews or otherwise making public statements. The Community Relations Division will make the determination whether those public statements will be issued by the board or commission or the Community Relations Division.

4. The Community Relations Division will issue all news releases for Neighborhood Advisory Boards.

C. Release of Public Information

1. Public information and records are available to citizens and to the media during regular business hours and subject to established policy regarding copying charges, confidentiality and privilege. Questions regarding the availability of records for public inspection shall be referred to the City Attorney's Office for resolution.

2. Inquiries regarding personnel issues, procedures, or policies, work force demographics, employment statistics, or similar matters shall be referred to the Human Resources Department who will consult with the City Attorney's Office before any public release of information.

D. Legal Issues/Pending Litigation—All inquiries regarding individual privacy, pending litigation and other legal matters shall be referred the City Attorney's Office. The City Attorney's Office will work with the Community Relations Division and the affected department to determine appropriate method for responding to these inquiries.

E. Crisis Incident Information—The Community Relations Division shall direct, manage and staff the information section within the Incident Command System (ICS) whenever a large public safety or City-wide incident occurs as outlined in the Emergency Incident Communications Plan. The designated PIO–Public Safety shall serve as the lead field information officer on large public safety incidents. The Director of the Community Relations and Strategic Communications Program Manager will report to the Emergency Operations Center (EOC), and the PIO–Public Works will report to City Hall as outlined in the Emergency Incident Communications Plan. Qualified individuals from within City departments may be assigned as needed to support the information section as requested Director of the Community Relations or the lead PIO for an emergency incident. Qualified individuals from cooperating agencies may also be used as determined by the magnitude and longevity of an emergency incident.

F. Employee Articles/Publications—Employees who write City-related articles for outside publications will submit a copy of the article to the Community Relations Division, or public information officer if designated for the department, prior to final submission for publication. Employees whose City-related articles are published in professional journals or other publications will submit a copy of the published article to their department head who will forward a copy to the City Manager and the Community Relations Division.

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Appendix G: Emergency Incident Communications

City of Reno
Community Relations Division
Emergency Incident Communications Plan Update
August 2005

All Risk Emergency Incident Mobilization Plan

The following Crisis incident Information Mobilization and Operations Plan is an update of the 2002 and 2003 Crisis Communications Capability Development and Mobilization Plans. It has been developed to provide for quick response and maximum use of Community Relations Division personnel, and qualified emergency incident information personnel to support all-risk incidents under the Incident Command System (ICS).

This plan should be considered dynamic and as such may be modified as needed to meet the needs of a specific crisis or as determined by the magnitude, complexity and longevity of an emergency incident.

Crisis Incident Information Mobilization and Operations Plan

The role of "information" in an all risk crisis setting has been established as such a priority position in the Incident Command System (ICS) that the information function is one of only three Command Staff positions under the incident commander. Fire, police, emergency medical services and other emergency responders across the nation have adopted and utilize this system as a national standard and best practice. The only other Command Staff positions under the incident commander in the extensive ICS system are the Safety officer, and Liaison Officer who is responsible for agency representatives. All other functions fall in the General Staff category and include such critical positions as Operations, Planning, Logistics and Finance.

Purpose:

To provide policy and procedures, under which an information section will be mobilized to support all-risk emergency incident operations within the Incident Command System (ICS) during a city-wide crisis to keep citizens, elected and other officials informed.

Policy:

The Community Relations Division shall direct/manage and staff the information section within the Incident Command System (ICS) whenever a city-wide crisis incident occurs.

Qualified individuals from within city departments, as available, shall be utilized as needed to support the information section.

Qualified individuals from cooperating agencies may be utilized as determined by the magnitude, complexity and longevity of an emergency incident.

Training:

Community Relations Division personnel serving as emergency field information officers or as an information center director shall have Type 1 or Type 2 Information Officer "red card" certification including completion of trainee status requirements,

through the National Wildfire Coordinating Group, or the equivalent to those classes as certified by another nationally recognized emergency preparedness organization.

Minimum training for Community Relations Division personnel supporting field information or information center operations in emergency situations shall be I-100 Incident Command System Orientation, I-200 Basic Incident Command System, and S-203 Introduction to Incident Information as certified by the National Wildfire Coordinating Group, or the equivalent to those classes offered through the FEMA Independent Study Course program, or as offered and certified by another nationally recognized emergency preparedness organization.

Minimum training for Community Relations Division personnel participating in or supporting Emergency Operations Center (EOC) operations shall be the FEMA Independent Study Course IS-275 The EOC's Role In Community Preparedness, Response and Recovery Activities, the National Wildfire Coordinating Group I-100 Incident Command System Orientation, I-200 Introduction to the Incident Command System and I-200 Basic Incident Command System, or the equivalent to those classes offered through the FEMA Independent Study Course program, or as offered and certified by another nationally recognized emergency preparedness organization.

Lead Public Information Officer:

The lead public information officer for an incident shall be a designated PIO from either the fire department or the police department, as determined by which agency has command of the incident. All other information resources deemed necessary to support the incident shall work for and report to the lead information officer for the incident.

Procedures:
Mobilization

The Community Relations Division staff will be mobilized to support the lead public information officer and the public information function of the Incident Command System during an emergency incident when:

- An obvious event occurs that constitutes a city-wide crisis/emergency incident and or has the potential of drawing the interest of the news media and public as a whole;
- A request is made from the incident commander or the lead public information officer;
- A request is made from the city manager, director of the Community Relations Division, or any department director.
- Whenever the Emergency Operations Center (EOC) is activated.

Operations:
Information Center

An incident information center will be established as soon as possible, preferably in the earliest stages of the incident. The incident information center will be the focal point for all requests for information about the incident.

Generally, the incident information center will be established in the same location as the incident command post. However, if possible, the incident information center should be set up as close to the incident as possible.

Considerations in establishing an incident information center shall include, but not be limited to the following:

- An adequate number of direct telephone lines already in place or that can readily be installed.
- The Incident Command Post (ICP) can be reached within a reasonable amount of time.
- The news media and public can easily find it.
- There is sufficient floor space, wall space, lighting, and access to tables and chairs.
- The location will not interfere with dispatchers and other incident personnel, and they will not interfere with the information function.
- Computers, a copy machine, and a fax machine are in place or are readily available.
- There is room to expand the operation if and when it becomes necessary.

When the City activates the Emergency Operations Center (EOC), or the Regional Emergency Operations Center is activated for a regional emergency situation, the Director of Community Relations will report to the designated center as the EOC information officer and liaison for that operation/location. In the event both EOC facilities are activated during the same event, the Director of Community Relations will report to the Regional Emergency Operations Center and the City of Reno Public Information Officer will report to the City's EOC.

Field Information Center

A field information center may be established in the absence of an incident information center, or as an extension of the incident information center, at or in close proximity to the incident. The field information center will serve as a check-in point for the public and news media that visit the incident command post, base camp or incident.

A field information center may be established in a permanent structure, tent, in conjunction with a vehicle, or in any location that will accommodate the needs of a field information center.

To ensure effective and efficient incident information operation, information officers who work in the field and information officers who work in the incident information center and or emergency operation center (EOC) will cooperate closely. All personnel assigned to the information section will work together to ensure consistent information and messages and operating procedures and to reduce duplication of effort.

Joint Information Center

A joint information center may be established during an incident involving multiple jurisdictions, or an incident that has countywide or statewide impact.

Minimum staffing for a joint information center will include the Director of the Community Relations Division, one information officer from the Community Relations

Division, and as many information officers as may be needed from city resources, cooperating agencies, or other resources.

The same criteria for establishing an incident information center will be used in establishing a joint information center.

Emergency Operations Center

When the City Emergency Operations Center (EOC) is opened minimum staffing from the Community Relations Division will be the Director of the Community Relations Division. Other Community Relations Division staff and information officers from other city resources, as available, may also be assigned as needed to support the EOC information function.

Webmaster

The city webmaster will participate in emergency/crisis communications as a component of the information officer branch of the incident command system. The webmaster will be responsible for posting information to the city's web page and providing other support to the information officer section as needed.

Information Officer Roles and Responsibilities

The primary roles and responsibilities of the lead incident information officer (police-fire) during an emergency include:

- Managing the information component of the Incident Command System.
- Developing current, accurate, and complete incident information.
- Providing a central source of information for the news media, elected and other city officials, and the public.
- Relieving the incident commander and other incident personnel from pressures imposed by the news media and the public.
- Providing information to incident personnel, local agency personnel and cooperators.
- Tracking down and dispelling rumors.
- Being alert to sensitive political, social and environmental issues that relate to the incident and keeping the incident commander and other appropriate incident managers apprised of them.
- Sharing with the incident commander or other appropriate incident managers any information that might affect the performance or safety of agency personnel.
- Using the incident to communicate other messages.
- Keeping individuals and organizations in the community affected by the incident informed.

Field Information Officer Functions

The lead information officer will function as the field information officer. The primary functions of the field information officer include:

- Establish the field incident information center in coordination with the incident commander.
- Gather information about the incident and provide it to the incident information center.

- Help identify and track down rumors.
- Provide information and interviews to news media representatives who visit the incident command post, base camp and incident.
- Arrange for the news media to interview other incident personnel.
- Coordinate news media "pool" activities when access to the incident is limited due to safety factors.
- Escort news media around the incident command post, base camp and incident.
- Conduct tours of the incident command post, base camp, and incident for VIP's and public as appropriate.
- Conduct community relations activities to keep local residents and visitors informed about incident status.
- Photograph and videotape the incident.
- Provide information to incident personnel.
- Document actions.

Community Relations Staff Assignments

Unassigned personnel from the Community Relations Division will initially report to City Hall during an emergency. They may be designated to work with the Mayor and the City Council as a component of the emergency incident information section, or to support operations at the Emergency Operations Center (EOC) or the field information center. Functions as assigned and directed by the emergency information center for personnel, as qualified above, may include:

- Coordinate all activities and release of information, as directed by and in coordination with the emergency information center.
- Gather information about the incident, as directed by and in coordination with the emergency information center, and provide it to the Mayor and the City Council and the City Manager.
- Coordinate and schedule, as directed by and in coordination with the emergency information center, all briefings for the Mayor, City Council and City Manager.
- Coordinate and schedule, as directed by and in coordination with the emergency information center, all briefings for the news media in which the Mayor, members of the City Council or City Manager participate.
- Serve as support for emergency information center operations under direction of the lead information officer; duties may include media/VIP escorts, information center staff, information officers, community outreach providers.
- Provide necessary support for the emergency information section.
- Provide necessary support for the information section at the Emergency Operations Center (EOC).

Operations:

The first arriving information officer at the incident site will:

- Check-in with the incident commander and obtain a briefing to establish facts for immediate dissemination to the news media.

- Determine the need for additional information officers and place orders for additional qualified staff from city resources, or outside resources as may be required by the size and complexity of the incident.
- Confer with the incident commander on establishing an appropriate information center, and plans for establishing an incident command post.
- Brief and organize additional arriving information officers.
- May assign personnel from the Community Relations Division, as deemed appropriate, to initiate calls mobilizing other Community Relations Division staff.
- May assign personnel from the Community Relations Division, as deemed appropriate, to make contact with the city manager, mayor, city council and other city officials, until other Community Relations Division personnel are in place.
- Establish a work schedule for staffing of the information center based on 12-hour shifts, or corresponding to the work periods established by the incident commander.
- Emergency operations assignments may result in Community Relations Division personnel being away from their home base for a long period of time. Response should include sufficient clothing, personal hygiene and other items for a minimum period of 48-72 hours.

The first arriving information officer will serve as lead information officer for the information section until relieved or reassigned. The lead information officer will serve as manager of the emergency information center until he/she assigns an individual to serve as center manager, or until relieved or reassigned.

Briefings:

Formal Briefings. Depending upon the magnitude of the emergency and the anticipated length of the emergency, formal briefings for the news media will be scheduled on a regular basis daily as soon as possible. When practical, news media representatives may participate in determining times for formal briefings.

Situational Briefings. As emergency actions/activities change, situational briefings may be held as often as is necessary to keep the news media informed.

Special Briefings. Special briefings will be held as necessary to keep the Mayor, City Council and City Manager informed.

Incident Command Briefings. Incident command organizational briefings will be held at the call of the incident commander for daily operations planning, and to keep incident personnel informed.

Appendix H: Police Department Media Relations General Order

RENO POLICE DEPARTMENT GENERAL ORDER

This directive is for internal use only and does not enlarge this department's, other governmental entities' and/or any of this department's employees' civil or criminal liability in any way. It is not to be construed as the creation of a particular standard of safety or care in an evidentiary sense, with respect to any complaint, demand for settlement, or any other form of grievance or litigation. Violations of this directive, if substantiated, can only form the basis for intra-departmental administrative sanctions.

Chief of Police: Michael Poehlman /s/		
Legal Advisor: Karen Fraley /s/		
Approving Deputy Chief:		
General Order No: S-180-05	Issued: January 3, 2006	Supersedes: 1/425.000
	Reissued:	Revised:
General Order Title: **MEDIA RELATIONS**		

Positive news media relations are vital to the Department's law enforcement responsibilities. Law enforcement agencies depend on community support, trust, and confidence. The news media is the most effective way for the Department to communicate its priorities and accomplishments to the public, and can be an ally to law enforcement efforts. It is the policy of the Department to make every effort to keep the news media informed. The Department will inform the community, through the news media, of pertinent law enforcement-related events or activities occurring in the City of Reno unless the release of information will jeopardize an individual's rights, impair prosecution, or hinder law enforcement efforts.

POLICY

Reference is made to the City Manager's Media Communications and Release of Public Information Policy No. 201.

It is the policy of the Department to work with the news media on an equal basis regardless of the respective medium, and to extend every courtesy to members of the news media. These courtesies will include permitting closer access than that granted to the general public. When a PIO is present, areas of access will be coordinated through the PIO, otherwise they will be determined by the supervisor or incident commander in charge of the scene. When there is danger of personal injury, access will be restricted until the supervisor or incident commander in charge of the scene determines that the area is safe. Under no circumstances will film, video, or other digital recordings be taken from a media representative.

When an officer-involved shooting occurs that involves the death or injury of a Reno Police Officer, it is the policy of the Department to hold release of information pertaining to the identification or condition of that officer for a period of 24 hours to allow for appropriate notification of next of kin as well as preliminary investigation.

Public information and records will be made available to the news media during regular business hours and may be subject to established policy regarding copying charges, confidentiality, and privilege. Questions regarding the availability of records for public inspection shall be referred to the City Attorney's Office for resolution. Inquiries regarding personnel

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issues, procedures, or policies, work force demographics, employment statistics, or similar matters shall be referred to the Human Resources Department who will consult with the City Attorney's Office before any public release of information.

All inquiries regarding individual privacy, pending litigation and other specific matters shall be referred to the City Attorney's Office. The City Attorney's Office will work with the Office of the Chief and the PIO to determine the appropriate method for responding to these inquiries.

It is the policy of the Department that investigative information may only be released by the Reno Police Department when the Department has primary jurisdiction and responsibility. In cases involving bank robbery, kidnapping, interstate flight to avoid prosecution, or other federally-controlled investigations, the federal agencies involved will determine the guidelines and control the release of information. The FBI has concurrent investigative jurisdiction in matters relating to federally-insured financial institutions and savings and loan associations.

Complaints initiated by Department personnel involving news media personnel and or activities will be documented. In cases of serious abuse of access/privilege granted under this General Order, the Office of the Chief of Police may refer the complaint for investigation. If the Chief of Police makes a decision to revoke the Department's recognition of an individual employee or associate of a news agency, a letter will be sent to the individual's employer or sponsor citing the specific violation and informing the agency of the action to be taken.

DEFINITIONS

News Media Representative – (hereinafter referred to as news media) Those individuals employed as reporters or photographers by and with identification from a local, national, or international news organizations whose primary purpose is the gathering and dissemination of news to the public through print, electronic or web-based mediums.

Incident Briefing – A brief, written account of a relatively minor police-involved incident that is disseminated to the news media for public information.

News Release – A written, detailed account of a police-involved incident that is disseminated to the news media for public information.

Media Group – Fax or e-mail group which includes local, national or international news media organizations, PIOs, the Director of the Community Relations Division for the City, and the City Manager's Office.

Public Information Officer (PIO) – A designated Public Information Officer (hereinafter referred to as PIO) from within the Department or in the Community Relations Division of the City Manager's Office assigned to the Department, with training in crisis communications and the development and dissemination of information to news media organizations.

PROCEDURES

Responsibilities

The PIO, in conjunction with the Deputy Chief of Operations, the Commander of the Detective Division, and the Commanders of the respective Traffic/Patrol Divisions, will be responsible for maintaining effective relationships between the Reno Police Department and news media

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representatives. PIO responsibilities may include, but are not limited to:
- Assisting news media in covering news stories including their activities at the scene of accidents;
- Being available for on-call responses to incidents and requests from the news media;
- Preparation and distribution of Department incident updates and/or news releases;
- Arranging for and assisting at news conferences including establishing conference areas when applicable and notifying the news media of their location;
- Coordinating and authorizing the release of information about incidents, victims, witnesses, and suspects, as well as proactive crime prevention information;
- Assisting with crisis communications;
- Coordinating and authorizing the release of information concerning Department investigations, operations, and incidents; and coordinating release of information pertaining to interagency cooperative effort.

Release of Information

Release of information by Department personnel will be in accordance with this general order.

Requests for information from news media representatives for assistance in the development of stories will be handled in an orderly and expeditious manner.

Written incident briefs and news releases will be developed by field commanders, area sergeants, and PIOs, utilizing standardized forms (see attached). Interagency units, such as the Regional Gang Unit, etc. may utilize news release formats specific to their unit.

A written incident brief (generally shorter and less detailed than a news release) may be developed for relatively minor incidents of general interest.

A written news release, which is generally more extensive/detailed than an incident brief, will be developed as soon as possible when an event occurs that constitutes a city-wide crisis/emergency incident and/or has the potential to draw the interest of the news media and public as a whole, such as those involving multiple-vehicle traffic accidents resulting in street restrictions/closures, vehicle/pedestrian accidents involving serious injury or fatality, homicide, major graffiti incidents, hostage situations, SWAT deployments, significant arrests, major narcotics seizures or stolen property recovery, officer-involved shooting, significant department achievements or activities, proactive crime prevention, etc.

The release of information for most incidents may be handled by the field commander or area sergeant, either through a written incident brief, written news release, or by telephone interview. When an event occurs that constitutes a city-wide crisis/emergency incident and/or has the potential of drawing the interest of the news media and public as a whole, as noted above, the supervisor/incident commander at the scene will brief the PIO as soon as possible, and or may request the assistance of the PIO at the scene of the incident, or a PIO may be assigned by the Chief of the Department, to work with the news media in covering the event. This will facilitate coordinated release of information and alleviate pressure on the supervisor/incident commander and other personnel whose primary duties are investigation/mitigation of the incident.

Release of information at the scene of an incident will be coordinated through the supervisor or incident commander at the scene. Knowledgeable PIOs, supervisors/incident commanders and officers on the scene of an incident are authorized to respond to questions from the news

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media, to the extent that the questions do not relate to sensitive or confidential matters.

PIOs, incident commanders and other key staff as previously noted are responsible for maintaining communications between each other on major incidents and news media contacts to provide each other with consistent up-to-date incident information in the event of multiple news media requests.

The Office of the Chief of Police will be advised, through the chain of command, of incidents of a sensitive nature that may bring public attention to an officer and/or to the Department. Internal issues will be coordinated through the Chief of Police.

Questions on specific incidents, investigations, programs or projects will be referred to the concerned division commander for information releases.

Due to the sensitive nature of on-going investigations, the supervisor of the Detective Division will review and approve the release of information concerning a specific investigation.

Written news releases and incident briefs will be sent out via e-mail and fax, and posted on the Department's News Release website, and through the Lieutenant's Command Vehicle

Copies of all news releases and incident briefs will be sent to PDEVERYONE via e-mail. A hard copy will be placed in the Briefing basket. A fax will be prepared and given to Records personnel who will then log the fax and send it out to the MEDIA group. Records will then retain the original for tracking. Personnel assigned to maintaining the Department's website will post the news release or incident brief to the City's website and the Department's News Release webpage.

Information concerning victims, witnesses, and suspects may be released to the media in accordance with NRS 179A, NRS 432B, other statutory confidentiality provisions, and the Records Section's operating procedures.

The PIO will provide an updated phone contact list for area sergeants and PIOs to the news Media each January, and will update and distribute the list as needed during the remainder of the calendar year.

The PIO, in conjunction with the Deputy Chief of Operations, Commander of the Detective Division, and the Commanders of the respective Traffic/Patrol Divisions may provide department personnel with training on working with the news media.

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Appendix I: Fire Dept. Media Relations & Public Information Policy

Reno Fire Department

	Subject: Media Relations and Public Information	Policy # 101.06
	Approved by:	Effective Date: 08/28/06

Policies and Procedures Manual

101.06.01 INTENT:
This policy will provide guidelines by which information regarding Reno Fire Department activities, issues, and policies will be disseminated to the news media and the public.

101.06.02 REVISION HISTORY:
Issued: 08/28/06

101.06.03 REFERENCES:
City of Reno Manager's Media Communications and Release of Public Information Policy Number 201

101.06.04 PERSONS AFFECTED:
It is the responsibility of all personnel to be familiar with and to follow this policy and procedure.

101.06.05 POLICY:
It is the policy of the Reno Fire Department to work cooperatively with news media representatives. To facilitate cooperation, the fire chief has designated a public information officer (PIO) to develop and issue news releases, advisories, and notifications, to respond to working incidents and significant events, and to provide assistance to news media representatives in the development of news stories. Media requests will be handled either through the department PIO or through a Reno Fire Department Chief Officer.

City of Reno employees may exercise their right of free speech as private citizens regarding any issue, as long as this is done on their own time, or within their authority as the designated representative of an employee association. Expressions of personal opinion shall not be distributed, mailed, or prepared on City of Reno or Reno Fire Department stationery, except as allowed under the terms of an applicable labor agreement. Employees may not include their official job title nor intimate that their comments are on behalf of the City of Reno or the Reno Fire Department.

101.06.06 TYPICAL PIO RESPONSIBILITIES:
1. Maintain effective relationships with the news media.
2. Develop and issue news releases, advisories, and notifications.

08/28/2006 3:20 PM   - 1 -

Reno Fire Department

Policies and Procedures Manual

3. Provide assistance to the news media in the development of news stories.
4. Maintain a file of department news releases, advisories, or notifications issued.
5. Coordinate department related programming for Reno 13, in conjunction with the Reno City Manager's Office, Community Relations Division.
6. Coordinate public education programs and activities with the appropriate division.
7. Provide the information function (PIO) within the Incident Command System, under direction of incident commanders during emergency incidents.
8. Other duties as assigned by the fire chief.

101.06.07 PROCEDURE:
Media access to emergency scenes shall be approved by the incident commander. Such access may be coordinated by the safety officer and PIO. Department employees shall not permit news media representatives access to private property. If news media representatives wish to film or photograph damage inside of a structure, they must first obtain permission directly from the property owner, subject to operational concerns of the incident commander. If news media are able to obtain permission, they may enter the private property under escort with approval of the incident commander. Permission to access private property is revocable at any time by the property owner. Under no circumstances will fire department personnel take film, video, or other recordings from a news media representative.

Information regarding criminal investigations shall not be disseminated without the approval of the fire marshal's office.

Public information and records will be made available to the news media during regular business hours and are subject to established policy regarding copying charges, confidentiality, and privilege. Questions regarding the availability of records for public inspection shall be referred to the Reno City Attorney's Office for resolution. Inquiries regarding personnel issues, policies, procedures, work force demographics, employment statistics, or similar matters shall be referred to the City of Reno Human Resources Department.

All inquiries regarding individual privacy, pending litigation, and other specific legal matters shall be referred to the Reno City Attorney's Office.

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Appendix J: ECOMM Media Information

	RENO EMERGENCY COMMUNICATIONS	DP-156
Section	Division Personnel Policies And Procedures	
Section	MEDIA INFORMATION	

PURPOSE: To provide uniform guidelines for interaction with and dissemination of information to the news media by Reno Emergency Communications (Reno ECOMM).

DEFINITIONS:

Media Group – Fax or email group that includes or may include local, national or international news media organizations, Public Information Officers (PIOs), the Director of Community Relations Division for the City of Reno, and the City Manager's Office.

News Media Representative (hereinafter referred to as news media) – Those individuals employed as reporters or photographers by and with identification from a local, national or international news organization whose primary purpose is the gathering and dissemination of news and information to the public through print, electronic or web-based mediums.

News Release/Advisory – A written, detailed account of Reno Emergency Communications Center activities, issues or policies that are disseminated to the news media for public information. An advisory is a brief notification to the news media of a pending event or activity. All news releases and advisories will be in a standardized format.

Notifications – Any form of communication that briefly provides information concerning the time, date, location, general description, or key messaging related to Department Divisions and their respective activities or programs.

Public Information Officer (PIO) – The designated public Information Officer from within the Community Relations Division of the City Manager's Office assigned to police/fire information officer duties, with training in crisis communications and the development and dissemination of information to news media organizations, will also be assigned to the Reno Emergency Communications Center.

ISSUE DATE: 3/7/2006 REVISED:	CALEA: 2.6.6 , 2.6.7	Page 1 of 4

POLICY: Release of information to and contact with the news media will be in accordance with this policy.

It is the policy of Reno ECOMM to work with the news media on an equal basis, regardless of the respective medium, and to extend every courtesy to members of the news media. These courtesies may include permitting closer access to dispatch operations than that granted to the general public, however media representatives accessing dispatch operations will be subject to those security measures, including background investigations deemed necessary to maintain facility security.

When a PIO is present, areas of access will be coordinated through the Communications Director or designee and the PIO, otherwise they will be determined by the Communications Director or designee. Where there are situations when a news media representative's presence in a particular area is reasonably likely to jeopardize operations, access will be restricted until the Communications Director or designee determines access no longer interferes with operations.

Complaints – Complaints initiated by Reno ECOMM personnel involving news media personnel and/or activities, will be documented in writing and provided to the PIO through the Communications Director or designee. It will be the responsibility of the PIO to investigate the circumstances of the complaint and initiate action to positively resolve the situation.

Release of Information - Reno ECOMM, through agreement or contract for services, provides emergency communications services for:

- Reno Police Department
- Reno Fire Department
- Nevada Division of Forestry
- Washoe County Sheriff's Department and Search and Rescue Teams
- Washoe County HASTY Team
- University of Nevada Reno Police Department
- Truckee Meadows Community College Police Department
- City of Reno Marshals
- Washoe County Sentencing Program

The respective agreements or contracts for service for these agencies do not authorize employees of Reno ECOMM to release information to the news media or general public related to emergency incidents, investigations or other activities conducted by those Agencies/Departments.

Reno ECOMM will maintain a list of PIOs for the respective agencies, and refer all news media requests for information to the respective PIOs or designated representatives. The list is maintained in the computer-aided dispatch system INFO files under INFO PIO.

Employees of Reno ECOMM may respond to news media requests for information related to traffic accidents and subsequent traffic restrictions, except when the volume of emergency communications traffic would jeopardize emergency operations by immediate response to the news media inquiries.

ECOMM PIO - The designated PIO for Reno ECOMM is the police-fire PIO who reports to the Director of Community Relations and works with the ECOMM Director or designee on news media issues. Decisions to communicate with the news media on a proactive basis can be made only by the PIO in conjunction with the ECOMM Director or designee.

The radio identifier for the PIO shall be PIO1 (PIO-One).

PIO Responsibilities - The PIO, in conjunction with the Communications Director, will be responsible for:

- Developing and issuing all news releases/advisories and notifications related to Reno ECOMM, including activities, key messages, **and crisis situations within the agency.**
- Providing assistance to news media representatives in the development of news stories.
- Coordination of requests by television and motion picture companies for interviews and appearances.
- Coordination of Department related programming for Reno 13, the City's cable television channel, in conjunction with the Community Relations Division of the City Manager's Office.
- All news media communications related to Reno ECOMM.
- Coordination of requests from the news media for access to dispatch operations areas.
- Coordination of any news conference related to Reno ECOMM.
- Review/editing of official publications including, but not limited to brochures, posters, booklets and similar materials disseminated to the public.
- Providing training on working with the news media to Center personnel.
- Maintaining a file of Department news releases/advisories or notifications issued.

All news releases/advisories and notifications related to Reno ECOMM will be reviewed and issued by the PIO to provide for consistency of form and messaging.

The PIO will be informed of all news media contacts related to Reno ECOMM through direct telephone/cell phone or e-mail communications, except in cases of routine requests for information related to traffic accidents and subsequent traffic restrictions.

Media Requests for Records - The City Attorney's Office is responsible for determining what information is confidential, privileged or otherwise exempt from public disclosure. Public information and records will be made available to the news media during regular business hours and may be subject to established policy regarding copying charges, confidentiality and privilege. Questions regarding the availability of records for public inspection shall be referred to the City Attorney's Office for resolution. Inquiries regarding personnel issues, procedures or procedures, work force demographics, employment statistics or similar matters shall be referred to the Human Resources Department who will consult with the City Attorney's Office before public release of information.

All inquiries regarding individual privacy, pending litigation and other specific legal matters shall be referred to the City Attorney's Office. The City Attorney's Office will work with the Office of the Chief and the PIO to determine the appropriate method for responding to these inquiries.

Employee Rights - In accordance with the City Manager's policy, employees may exercise their right of free speech as private citizens regarding any issue, as long as this is done on their own time, or within their authority as the designated representative of an employee association. Expressions of personal opinion shall not be distributed on Reno ECOMM stationary or paper, mailed at ECOMM's/City expense, nor prepared on ECOMM's/City time, except as may be allowed under the terms of the applicable labor agreement, with regard to conducting employee association business. Employees may not include their official job title nor intimate that their comments are on behalf of Reno ECOMM or the City of Reno.

Media Policy Changes – The PIO will keep media representatives informed of any changes in policy or procedure regarding media representation and/or release of information.

> Additional Reference: City Manager's Media Communications and Release of Public Information Policy No. 201.

| ISSUE DATE: 3/7/2006 REVISED: | CALEA: 2.6.6, 2.6.7 | Page 4 of 4 |

Appendix K: PRCS Marketing Plan

City of Reno
Parks, Recreation &
Community Services Department

Communications &
Marketing Plan
FY 08-09

Introduction

The City of Reno (City) serves an incorporated population of more than 200,000, and a far greater number of workers and visitors from beyond its borders. Within these large numbers there are an equal number of interests and needs across all demographic and sociographic lines to serve, and each prefers different methods of communication between themselves and government. Where one person wants the news from only the local newspaper, her neighbor prefers to find it on a website whenever he needs to, and her co-worker wants to tell the City every idea she has to improve it. It is important to the City to keep lines of communication between citizens and administration open so it can meet the needs of the community as well as possible.

In serving its residents and visitors, the City serves many functions including public safety (police & fire), municipal court, public works (streets, sewers, etc.), parks & recreation, business licensing, finance, redevelopment and emergency communications. In the Parks, Recreation & Community Services Department (PRCS) we strive to provide quality programs and excellent parks, recreation, and cultural facilities that not only meet the leisure needs of the public but greatly enhance the quality of life here in Reno.

The purpose of this document is to show the reader both the communication and marketing goals of the City, and also the strategies and tools used to achieve these goals. This plan begins with the overall goals of the City, then narrows the focus to the goals and strategies of PRCS. This plan is a living document, meant to be revised from year to year as technology, resources and priorities change.

Contents

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Reno City Council Priorities

Each winter the Reno City Council holds a retreat to discuss the business of the City and decide on the priorities for the next fiscal year that begins in July. These priorities guide the work of City staff and the allocation of financial resources through the business planning and budgeting process.

For the 2008-2009 fiscal year, the Reno City Council identified the following priorities:

Communication[*]
Enhance communications with the residents and businesses in the city and region by proactively identifying emerging issues; improving long-range communication strategies; and communicating more effectively the identified key issues, policy decisions made, and actions taken by the Reno City Council.

Planning
Continue to make Reno "A Great City" for our citizens by continuously improving our approach to growth management, neighborhood street rehabilitation, and redevelopment activities.

Public Safety
Maintain high level of police and fire protection throughout Reno with special emphasis on methamphetamine issues and response times and develop and implement a funding plan for the public safety portion of the community service centers.

Green
Enhance the City's efforts to reduce its impact on the environment and provide leadership in the community to encourage residents and businesses to join in this effort.

Parks, Recreation and Community Services[*]
Focus efforts on partnerships and opportunities to provide great Parks, Recreation and Community Services to the citizens and visitors to Reno, and ensure appropriate attention to maintenance of existing facilities and programs. Communicate with all types of user groups to ensure all recreation needs are met.

Intergovernmental Cooperation and Efficiencies
Increase cooperation and collaborative efforts with the State of Nevada, Washoe County, the City of Sparks and the Washoe County School District by fostering elected official-to-elected official discussions regarding issues of common interest to enhance service delivery to citizens.

* Notice that both **Communication** and **Parks, Recreation and Community Services** are specified as areas deserving City resources to meet the needs of the community. It is easy to see how most of these priorities are interrelated. This document is designed to guide staff work towards accomplishments in these two council priorities.

3

City-Wide Communications

In the City Manager's office, the Community Relations Department coordinates the City's communication efforts in pursuit of achieving all six of the City Council Priorities. The Community Relations Department's objectives for the current fiscal year are:

A. Blend long-term communication strategies on major issues facing the community into ongoing communications efforts.
B. Continue to enhance the City's website and content to engage citizens and allow them to conduct business with City Hall online.
C. Leverage Reno 13's programming assets to maximize accessibility for City residents.
D. Increase focus on communication channels that deliver information directly to citizens and businesses.
E. Improve coordination with other agencies and organizations to inform residents about City issues and programs in the most efficient manner possible.

Many resources are utilized in the Community Relations Department to communicate with the public including:
- Reno Direct – A customer service center for intake of public inquiries by phone or email;
- Reno Connect – Technology used to broadcast announcements to subscribers;
- cityofreno.com Website – The City's presence on the internet;
- City of Reno Employee intranet – An internal communication and workflow system;
- Reno 13 Cable Access Television – The City's presence on television;
- Community Liaisons – Staff committed to completing service requests from citizens; and
- Public Information Officers – Staff that provide information to the public, media and staff regarding Police, Fire, Public Works & PRCS.

It is our aim in PRCS to keep all our communication efforts in synergy with those of the City. An example of our efforts can be found in the outreach strategy for the Recreation Facilities Plan in the next section.

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The Recreation Facilities Plan

In July 2008, the Reno City Council approved Reno's first **Recreation Facilities Plan**. It is a key document that guides the City's efforts to achieve the City Council Priority for Parks, Recreation and Community Services. This Plan, prepared with a fifteen-year horizon, outlines short-term and long-range goals for upgrades to existing facilities and the construction of parks and recreational facilities.

As improvements begin and new facilities open over the next several years, the community will experience an exciting recreation renaissance. A monthly newsletter, called the *Recreation Record*, is being produced that chronicles developments in recreation facilities along the way.

The outreach strategy for the **Recreation Facilities Plan** illustrates the various audiences served by PRCS, and the varied methods available to the City through which information and updates are communicated.

Recreation Facilities Plan
Outreach Strategy

Distribution Method	Shareholders (100+)	Partners (11)	City Council	Citizens	NABs	Facilities Team	CMO	Participants	Media	Staff
Email PDF'd Newsletter	x	x				x	x			x
Printed Newsletter			x		x		x	x		x
CORE Posting / AllCity Email						x				x
Webpage Posting				x		x				
Reno Connect Update						x			x	x
Council Update			x			x				
Meeting Presentation			x		x	x				
Press Release				x		x			x	
Reno 13 Updates				x		x				
Senior Connections						x		x		
Program Brochures (2/yr)			x	x	x	x	x	x		x

One can see by this matrix how a distribution method can be selected to reach several audiences, or an audience can be reached by several methods. A matrix such as this can be designed each of the various programs, services or benefits offered through PRCS.

More important is that the plans contained in this matrix are consistent with the communication objectives of the Community Relations Department which include enhanced use of the website, broadcasting on Reno 13, communicating directly with citizens and coordinating with other agencies.

5

Reno PRCS Department
Communications & Marketing Plan --------------------------------------
FY 08/09

Department Mission

To provide excellent parks, recreation and cultural opportunities which enhance the quality of life within the Reno community.

Department 5-Year Goals Dependent Upon Communication Efforts

- Promote seasonal outdoor programs in downtown
- Enhance existing methods of communication and open new pathways for communicating City efforts to the public at large
- Reach sustainability in aquatics while maintaining a high level of customer satisfaction
- Seek input from customers and use new approaches to reach new customers for Rosewood Lakes Golf Course
- Ensure that residents view the City as the recreation and cultural provider of choice
- Gained recognition by the local media of park and recreation's positive impact on the quality of life that residents and visitors enjoy
- Develop partnerships that increase senior services and communication with residents and businesses
- Provide awareness of the importance of the urban forest
- Expand communication with businesses and residents to increase services for youth

6

Strategies to Achieving Department 5-Year Goals

- Increase the use and visibility of programming at the Rink on the River and Whitewater Park
- Create greater awareness and visibility to promote the Open Space & Greenways Plan and acquisitions to encourage use of them
- Distribute positive publicity regarding neighborhood services to the media
- Distribute publicity regarding the impact on the quality of life to the media
- Utilize technology to promote communication and participation in programs
- Utilize City of Reno media, website and Reno 13 to positively impact the audience
- Develop interactive tours through the City's website, written publications and other technology
- Develop a strong public and web-based presence
- Assist the media in covering department stories to build relationships, trust and additional positive publicity
- Enhance communication efforts to solicit input and be responsive to needs identified by the community
- Communicate directly with participants through interviews and evaluations
- Conduct customer satisfaction surveys and initiate improvements according to the feedback

Program Service Objectives from FY 08/09 Business Plan

Aquatics: Collect a minimum of 500 surveys from a variety of pool users
Golf: Create streamlined web pages to centralize information and improve customer interaction
Golf: Monitor "High Desert Five" Program w/ Washoe County & RSCVA
Program & Services Management: Expand media releases to increase presence in local media
Program & Services Management: Produce and distribute a PRCS Program Brochure

Key Messages & Themes

1. Recreation facilities are a priority to the Reno City Council.
2. Benefits of recreation, facilities – economic benefits, physical health benefits, social benefits
3. Senior programs are active, healthy events, not just for those with impairments
4. Youth programs are about developing the whole child – physical health, character, creativity
5. Environmental value of locally grown food, home or public gardens
6. Resource-wise xeriscaping, energy savings (ESCO) efforts

7

Market Segments

Ages 6 – 36 mo	Ages 3– 5 yr	Ages 6– 14 yr (Grade School)
Year-Round Water Babies Swim Lessons	**Year-Round** Tiny Tots Swim Lessons Dance Classes Tennis Lessons & Camps Parent & Preschool Crafts **Winter** Ice Skating Lessons Santa Hotline **Spring** Spring Festival **Summer** Kids Triathlon	**Year-Round** Learn to Swim Lessons Dance Classes Tennis Lessons & Camps Sierra Kids – 26 sites Vacation Station Blaze Sports Golf Lessons **Fall** Harvest Festival **Winter** Ice Skating Lessons Santa Hotline Camps **Spring** Camps Spring Festival **Summer** Kids Triathlon Camps Park Pals – 3 sites Natadors / River Otter Swim Teams

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Ages 12–18 yr (Teens)	Ages 18–49 yr	Ages 50 yr +
Year-Round	**Year-Round**	**Year-Round**
Dance Classes	Dance Classes	Dance Classes
Tennis Lessons & Camps	Tennis Lessons & Camp	Tennis Lesson & Camp
Blaze Sports	Golf Lessons	Golf Lessons
Golf Lessons	Water Fitness	Water Fitness
Reno Enrichment Centers (REC)	Lap Swim	Lap Swim
Youth City Council	Sports Leagues	Men's & Women's Golf Clubs
Out & About	Blaze Sports	Jazzercise
Skate Parks (4)	Out & About	Dog Obedience
	Men's & Women's Golf Clubs	Oil Painting
Fall	Jazzercise	Ceramics
Teen Sports Leagues	Dog Obedience	Public Art Walking Tours
	Oil Painting	Crochet
Winter	Ceramics	Quilting
Ice Skating Lessons	Public Art Walking Tours	Senior Travelers
Too Cool for Camp / LIT	Art Gallery Shows	Brunch and a Movie
Lifeguard & WSI Training		Senior Dance Club
Teen Sports Leagues	**Winter**	Card, Game & Craft Groups
	Ice Skating Lessons	Sit & Get Fit
Spring		Silver State Super Seniors
Too Cool for Camp / LIT	**Spring**	Senior Personal Fitness Program
Lifeguard & WSI Training	Corporate Challenge	Art Gallery Shows
Teen Sports Leagues	Teglia's Community Garden	
		Winter
Summer	**Summer**	Sierra Nevada Winter Senior Games
Reno Idol	Kayaking	
Too Cool for Camp / LIT	Teglia's Community Garden	**Spring**
Natadors / River Otter Swim Teams	Special Events	Sierra Nevada Senior Games
Kayaking		Teglia's Community Garden
Special Events		
		Summer
		Kayaking
		Teglia's Community Garden
		Special Events

Also: General use of Parks (85), Public Art Collection, Art Galleries (4), Special Events, Rink on the River, Rosewood Lakes Golf Course, Reno Tennis Center, Pools (4), NECC Fitness Center, and gymnasiums (3).

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Promotional Methods

Program Brochures
The definitive resource on facilities and services available through PRCS.
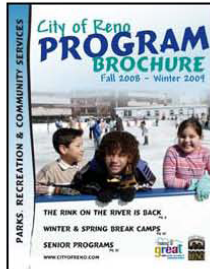
Newsletters

Recreation Record
A monthly update of the city's progress with the Recreation Facilities Plan. Primarily distributed by email and updated on the website, ~100 copies are printed each month and placed at the facilities for pickup by members or handed out to board and committee meetings by staff.

Senior Connection Newsletter (monthly)
Contains program promotion briefs, activity calendars for Teglia's Paradise Park Activity Center, Northeast Community Center and Neil Road Recreation Center, and general interest articles as submitted by readership. Having been around since 1998, Senior Connections is a standard product anticipated by our engaged participants.
- Printed Monthly and distributed to City facilities (i.e. City Hall, NECC), libraries, and senior residential communities.
- Posted on website for download, a link is emailed to electronic subscribers

Adaptive REConnection (quarterly)
The first production of this newsletter was Spring 2008 issue. It came to exist as a product of a consortium of area adaptive and inclusion service providers. The project is managed by Adaptive Recreation staff and designed in house. No print copies are produced, but the final version is distributed electronically to consortium members for printing and distribution use as needed. Posted on website for download.

Flyers & Other Collateral

Many of these have been done each year ranging from quarter-page flyers to 11x17 color posters. All are done in-house at the City's Reprographic office. These should decline with the creation of the fall brochure.

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Manuals, Forms & Support Materials

These are usually but not always done at Reprographics. Can include 3-part NCR forms, binder-bound manuals, scorecards, business cards and laminated items.

Branded Tri-fold Brochures

There are currently nineteen branded brochures in the inventory: Adaptive Recreation, Aquatics, Park Rules & Regulations, Senior Services, Corporate Challenge, Rink on the River, Rosewood Lakes G.C., Northeast Community Center, Building Rental Information, Urban Forestry, McKinley Arts & Culture Center, Reservable Park Shelters, Recreation Gift Guide, Parks Gift Guide, Adopt-A-Park, Sierra Kids (English), Sierra Kids (Spanish), Youth Camps, and Youth City Council. Three others are in production: Vacation Station, Golf Gift guide and Rose Garden.

Events & Display Booth

Somersett East Park Opening (Aug)
Damonte Ranch Park Opening (Sep)
Neil Road Senior Center Groundbreaking (Oct)
Reno Citizen's Institute (Oct, May)
Veterans Day Parade (Nov)
Rink on the River Opening / Holiday Tree Lighting (Nov)
Dedication of Evelyn Mount Northeast Community Center (Feb)
Neil Road Senior Center Opening (Feb)
Tune In To Kids Fair (Apr)
Fourth of July Parade (Jul)

Signs & Banners

Outsourced items. Have done various items including counter-top promotional tents, artist's renderings, corporate challenge banners, etc. These are items of greater detail or speed than available through the Public Works Sign Shop. The Reno Arts & Culture Commission purchases signs from Instant Sign and changes gallery signs at Metro, McKinley East & McKinley West art galleries every two months.

Identity & Recognition Items

Pens, magnets, beach balls, whistles, etc. are purchased and given away at various exhibits or department events such as the Volunteer Recognition Event. Programs are encouraged to procure identifying t-shirts or jackets for participants on field trips.

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Certificates or Awards

Usually done in our own office and printed with a color printer on specialty paper. Arts, Culture & Events Division provides certificates to outgoing Reno Arts & Culture Commission members and members of its subcommittees.

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Communication Methods

City of Reno.com Website

Twelve members of PRCS staff edit 110+ web pages on the City's website, not including news releases and calendar postings. The PRCS Homepage and Special Events Calendar are consistently top 15 web use pages. Other pages frequently in the top 15 reports include Corporate Challenge, Recreation Programs, and Rosewood Lakes Golf Course.

The website has the ability to stream video and display photo albums. The use of these media will be expanded in the months ahead.

Reno Arts & Culture Commission has dedicated funds to web design that will enhance the Arts, Culture & Events Division presence on the website.

Reno Connect

The same announcements that are sent to Reno 13 are distributed weekly. These are email, fax, or phone call messages directly to subscribers requesting updates by the City. There are seven PRCS categories: Adult Recreation, Aquatics, Arts & Culture, Outdoor Facilities, Rosewood Lakes G.C., Senior Programs and Youth Programs. The number of subscribers range from 61 (Adult Rec.) to 161 (Arts & Culture).

Reno 13 Bulletin Board

Brief announcements regarding programs and events are sent monthly to SNCAT, the operator of Reno 13, for posting to the bulletin board. The bulletin board is a collection of still screens that display text. This is only view-able by subscribers of Charter Cable service.

Press Releases – Minimum of 1/week, sometimes daily

Sent to
- Print news: Reno Gazette-Journal, Ahora, Reno News & Review
- Broadcast (TV): Channels 2, 4, 8, 27, 41
- Broadcast (Radio): Lotus, Citadel, Reno-Tahoe Radio, & Reno Radio Reps
- Broadcast (Web): Cityofreno.com
- Email: Reno Connect

City Council, Council Briefings, Press Conferences, Town Halls & Public Meetings

As they occur.

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City of Reno CORE Intranet / AllCity Email

AllCity email has proven effective when promoting new classes to City employees such as the flower basket making classes and Special Olympics Volunteer recruitment. The use of AllCity, however, is not used for all promotions. As an alternative, the most important and creative events are beginning to be posted on the CORE homepage and use will continue to grow. Future postings include the Fourth of July Parade, Holiday Tree Lighting & Ice Rink Opening, and Intro to Whitewater Kayaking classes.

Magazine Articles

Dianne Stortz-Lintz writes a monthly article in Nevada Home Magazine.
Arts, Culture & Events Division submits gallery announcements to Sierra Arts Magazine

Advertising - Print

	RLife Mag	Family Pulse Mag	Kidsville News	Senior Spectrum
Jul	4th of July Parade	4th of July Parade	-	-
Aug	Back to School	Back to School	-	-
Sep	Public Art	Back to School	Back to School/Art	-
Oct	Public Art	Vacation Station	Vacation Station	GP
Nov	Rink on the River	Rink on the River	Rink on the River	-
Dec	Rink on the River	Winter Camps, Rink	Winter Camps, Rink	-
Jan	Swim & Golf	Vacation Station	Vacation Station	-
Feb	Swim & Golf	Swim & Golf	Swim & Golf	Neil Road Ctr, GP
Mar	Golf – Hi Desert 5	Camps, Jobs	Camps, Jobs	-
Apr	Golf – Hi Desert 5	Camps, Jobs	Camps, Jobs	Senior Games
May	Summer Camp	Summer Camp	Summer Camp	OAM, Senior Fest
Jun	Summer Camp	Summer Camp	Summer Camp	-

Advertising – Radio

Paid to advertise the Spring Festival with Lotus Radio in both FY07 & FY08. If the event is held in 2009, advertising funds will again be available.

Yellow Pages Listing / Ad

We have entries for Recreation Centers (NECC & Neil Road) and for Swimming Pools Public (NECC & Northwest). We had a display ad for Rosewood Lakes Golf Course that was pulled in 2007-2008 due to fiscal cuts. We plan to place it again in FY09-10.

Reno 13 TV

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The shows appear on Charter Cable 13, and can be downloaded at www.cityofreno.com.

Reno MetroPulse – 10 shows per year by Arts, Culture & Events Division
Reno Grows – 8-10 shows per year by Parks Division
Reno Recreates – 4 shows per year by Recreation Division

Customer Service

Every point of customer contact has an effect on the public's opinion of the City. From the webpage to our facilities, and with each contact between the customer and a City employee, we enhance or damage the City's image each and every moment. Through both formal and informal formats, regular coaching, monitoring, in-service training and recognition department-wide we need to address:
- Uniforms & appearance
- Presentation and speaking
- Product knowledge
- Ownership in facility conditions
- Teamwork and cross-divisional support
- Problem solving & sales
- Communication methods

We have initiated a Customer Service Committee this fiscal year to provide more focus on customer service activities throughout PRCS. This will be done in concert with the city-wide customer service efforts.

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Evaluation Methods

<u>Customer Satisfaction Surveys</u>
Twelve surveys exist and are printed/distributed as needed. They are for Rink on the River, Rosewood Lakes G.C., Park Shelter Rentals, Adult Leagues, Recreation Programs (General), Special Events, Youth Camps, Teen (R.E.C.) Activities, Facility Rentals, Indoor Centers, Senior Arts & Crafts, and Senior Events. Both quantitative and qualitative feedback is collected and summarized.

<u>City-Wide Surveys</u>
The City administers a city services survey every other year through InfoSearch International. The last was 2006 (administered Jan '07), and the previous was 2004. The 2008 survey was deferred due to budget constraints.

<u>08/09 Performance Measures (from Business Plan & Budget)</u>
Athletics:
> Percent of respondents surveyed who rate adult athletic programs as good or better
> Percent of respondents surveyed who rate adult athletic facilities as good or better
> Percent of respondents surveyed who rate outdoor recreation programs (Rink, Whitewater Park) as good or better

Aquatics:
> Percent of respondents surveyed who rate aquatics activities offered as good or better
> Percent of respondents surveyed who benefited from instructional classes offered
> Percent of respondents surveyed who intend to use aquatic services in the future

Indoor Centers:
> Percent of respondents surveyed who rate indoor centers as good or better

Park Maintenance:
> Percent of respondents surveyed who rate the park shelter conditions as good or better

Program & Services Management:
> Number of press releases distributed
> Percent of respondents surveyed who rate PRCS overall as Excellent
> Percent of respondents surveyed who rate PRCS overall as Good

Seniors:
> Percent of respondents surveyed who rate programs offered to seniors as good or excellent

Youth:
> Percent of respondents surveyed who rate youth service programs as good or better

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<u>**Future Items (FY 09/10+)**</u>

There are several events we anticipate in the years ahead, particularly related to the **Recreation Facilities Plan** and the City of Reno's commitment to providing facilities that enhance the quality of life. Some of these events include:
- Opening of New Facilities,
- Extended White Water Park,
- Moana Recreation Complex,
- Foster Drive Renovation, and
- Mill Street Flood Plain Athletic Complex.

In addition:
- In FY 09/10, expand Yellow Pages presence for Rosewood Lakes (Golf Courses – Public, Golf Instruction) and Neil Road Recreation Center (Senior Centers)

- PRCS last administered a department-focused survey in 2005. It proved to be statistically invalid. Another could be done in FY 09/10 if financial resources allow, or as soon as funds become available.

- In FY 10/11 or soon after, a centralized bulletin board system that we operate from a networked server and displays on flat-screen monitors in the lobbies of our recreation centers and pools could be added. Both staff and customers would become familiar with announcements. It could be expanded to the lobbies of other City facilities as well. The Reno 13 Bulletin Board doesn't run continuously, only between TV shows, so its exposure isn't maximized. This could become more necessary if the digital TV conversion or the City doesn't renew its contract with SNCAT. Cost is undetermined at this time.

- Consider expanding the paid advertising of core services (ie. Sierra Kids) at area stadiums. Consider also car wraps (i.e. Sierra Kids bug), prescription baggies at drug stores, the back of grocery receipts, or bus stops.

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Reno Aces Ballpark
Parking Map

Legend

1. ■ Bagged Meter parking - accessible parking.
2. ■ Valet parking for suite ticket holders and accessible parking.
3. Harrahs Parking Garage entrance on Center Street.
$ 4. National Bowling Stadium entrance on 4th Street.
$ 5. Fitzgerald's Parking Garage entrance on Center/Plaza Streets.
$ 6. Truckee River Office Tower entrance on NevInn Street.
7. Cal Neva Parking Garage (1) entrance on Center Street.
8. Cal Neva Parking Garage (2) entrance on Center Street.
9. Siena Hotel Parking Garage entrance on Lake Street.
$ 10. The Parking Gallery entrance on First Street.
11. Eldorado Parking Garage entrance on Sierra Street.
12. Silver Legacy Parking Garage entrance on Sierra Street.

13. Circus Circus Parking Garage (1) entrance on Sierra Street.
14. Circus Circus Parking Garage (2) entrance on Sierra Street.
15. RTC CITICENTER Transit Hub - NO PARKING AVAILABLE
16. Free Friday after 6 p.m. and weekends.
17. Wells Fargo Parking Lot - Free evenings and weekends.
18. Liberty Center Garage entrance on Ryland Street - Free after 5 p.m. and on weekends.
19. Nevada State Bank Lot - Free evenings and weekends.
$ 20. Pay Lot entrance on Pine Street.
21. Washoe County Lot entrance on Sierra Street - Free after 5 p.m. and on weekends.
$ 22. Pay Lot entrance on Mill Street.

$ = Pay to Park

Metered parking is available on surface streets.
Metered parking is FREE after 6 p.m., weekends and holidays.

Parking Areas as of April 6, 2009. Subject to Change

In-house design for a public awareness campaign for downtown parking. This project was turned around in 24 hours.

Appendix L: Ethics Guidelines

PRSA Member Statement of Professional Values

This statement presents the core values of PRSA members and, more broadly, of the public relations profession. These values provide the foundation for the Member Code of Ethics and set the industry standard for the professional practice of public relations. These values are the fundamental beliefs that guide our behaviors and decision-making process. We believe our professional values are vital to the integrity of the profession as a whole.

ADVOCACY

We serve the public interest by acting as responsible advocates for those we represent. We provide a voice in the marketplace of ideas, facts, and viewpoints to aid informed public debate.

HONESTY

We adhere to the highest standards of accuracy and truth in advancing the interests of those we represent and in communicating with the public.

EXPERTISE

We acquire and responsibly use specialized knowledge and experience. We advance the profession through continued professional development, research, and education. We build mutual understanding, credibility, and relationships among a wide array of institutions and audiences.

INDEPENDENCE

We provide objective counsel to those we represent. We are accountable for our actions.

LOYALTY

We are faithful to those we represent, while honoring our obligation to serve the public interest.

FAIRNESS

We deal fairly with clients, employers, competitors, peers, vendors, the media, and the general public. We respect all opinions and support the right of free expression.

ICMA Code Of Ethics
With Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in July 2004.

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Guideline
Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Guidelines
Public Confidence. Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

Impression of Influence. Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

Appointment Commitment. Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time, but once a *bona fide* offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

Credentials. An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

Guideline
Length of Service. A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments

concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

Guideline
Conflicting Roles. Members who serve multiple roles--working as both city attorney and city manager for the same community, for example--should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Guidelines
Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members should not engage in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically,

they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections in the Council-Manager Plan. Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

Presentation of Issues. Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

Guidelines
Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

Guideline
Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Guideline

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

12.   Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

Guidelines

Gifts. Members should not directly or indirectly solicit any gift or accept or receive any gift--whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form--under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In *de minimus* situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

Investments in Conflict with Official Duties. Member should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments. Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

Personal Relationships. Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

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