

# Office of Communications Strategic Business Plan July 1, 2010

## CITY VISION

A world-class, vibrant, affordable, economically and ethnically diverse, progressive city where citizens feel safe, enjoy their neighborhoods and access their city government.

## CITY MISSION

To provide residents, visitors, and the business community with the highest quality municipal services in an efficient, courteous manner and to enhance the quality of life through planning and visionary leadership.

## DEPARTMENT MISSION

The mission of the Office of Communications is to provide information about the city to residents, businesses, employees, and visitors through public affairs, emergency communications, and video services so they can participate in open government and make informed decisions to enhance their quality of life.

## ISSUE STATEMENTS

1. Issue 1: The increasing number of ways the public can receive information and communicate with the city is rapidly changing, and if not addressed will diminish effective communication, causing the public to feel disconnected from city government.
2. Issue 2: The increased national focus on emergency preparedness and local government response to natural and man-made disasters has placed additional emphasis on communicating vital emergency information to the public which, if not addressed, will impact the community's ability to react appropriately.
3. Issue 3: The constantly changing demographics and transient nature of the city's population, if not addressed, will lead to a decreased awareness of where to find information about city services, a less informed and decreased customer satisfaction.
4. Issue 4: The continued challenges of efficient internal communications in a large organization, if not addressed, will inhibit the ability to meet the city's priority of open government and to provide a high level of service to internal and external customers.

## STRATEGIC RESULTS

### Strategic Result 1

By 2014, staff will have kept pace with current and emerging communications and technology trends for delivery of information to employees and the public, as indicated by:

85% KCLV viewers surveyed state they are satisfied with overall programming.

85% citizens surveyed indicate that they are satisfied or very satisfied with the information they received from the city of Las Vegas Office of Communications.

### Strategic Result 2

By 2014, the city of Las Vegas Office of Communications will improve the timely and accurate manner in which emergency preparedness education and emergency information is communicated to the public by disseminating the message:

95% of the time within 30 minutes during business hours.

95% of the time within 60 minutes during non-business hours.

75% citizens surveyed state they have received the information they need to properly respond to a disaster or emergency situation.

### Strategic Result 3

By 2014, residents and visitors will indicate that they received information on city services through targeted marketing campaigns as evidenced by:

90% of key events identified in the city's marketing plan generate at least five news stories.

### Strategic Result 4

By 2014, Las Vegas city council, management and employees will receive more timely and accurate information from the Office of Communications as evidenced by:

85% city employees surveyed will indicate that they are "satisfied or very satisfied" with the information they received from the Office of Communications.

## DEPARTMENT ORGANIZATION

1. Administrative Line of Business
  - 1.1. Management & Planning Administration Program MC1100
  - 1.2. Personnel Resources Program MC1200
  - 1.3. Financial Management Program MC1300
  
2. Public Affairs Line of Business
  - 2.1. Media Relations Program MC2100
  - 2.2. E-Government Program MC2200
  - 2.3. Publications Program MC2300
  - 2.4. Mayor, Council and Departmental Support Program MC2400
  - 2.5. Arts and Design Program MC2500
  
3. Video Services Line of Business
  - 3.1. KCLV On-air Operations MC3100
  - 3.2. Audio and Visual Productions Program MC3200
  
4. Emergency Information Line of Business
  - 4.1. Preparation and Education Program MC4100
  - 4.2. Emergency Response Program MC4200

## LINES OF BUSINESS

### **1. Administrative Line of Business**

<b>Purpose Statement</b>	The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.
<b>Key Results</b>	<ul style="list-style-type: none"><li>• Key result measures achieving target for the reporting period</li><li>• ALOB expenditures to total department operating expenditures</li><li>• 90% of department employee performance evaluations completed by the due date</li><li>• 27.5 sick/FMLA/unpaid leave hours used per employee per quarter</li><li>• 60% of employees attending 5+ hours of CLV training per year</li><li>• 95% of purchase transactions have a purchase order or release date that is before the invoice date</li><li>• 2% or less of timecards are unsigned</li><li>• 90% of department revenues and expenditures are aligned to the SBP</li></ul>

### **2. Public Affairs Line of Business**

<b>Purpose Statement</b>	The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.
<b>Key Results</b>	<ul style="list-style-type: none"><li>• 90% media inquiries acknowledged within two (2) hours of receipt</li><li>• 85% Web content requests acknowledged within one (1) business day</li><li>• 80% survey respondents who say they “strongly agree” or “agree” that the information in the publication was useful</li><li>• 90% department and City Council requests that were completed</li><li>• 80% of first draft proofs to client submitted within the agreed upon deadline</li></ul>

### **3. Video Services Line of Business**

**Purpose Statement** The purpose of the Video Services Line of Business is to provide production and programming services to both the community and paying clients so they can experience open government and obtain and provide information.

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- Key Results**
- 85% of viewers surveyed who indicate that they are “very satisfied” or “satisfied” with the information they have received on KCLV
  - 90% clients surveyed who indicate they are “satisfied” or “very satisfied” with the quality of production service
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### **4. Emergency Communications Line of Business**

**Purpose Statement** The purpose of the Emergency Information Line of Business is to provide information, training and coordination services to the community so they can be prepared for and respond to any emergency.

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- Key Results**
- 70% survey respondents who respond “strongly agree” or “agree” they know what to do in the event of a man-made or natural emergency
  - % after action reports reflect zero loss of life once dissemination of emergency information begins. (Numerator is number of after action reports that reflect zero loss of life; denominator is total number of after action reports)

## PROGRAMS

### **Administrative Support Line of Business**

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

### **1.1 Management & Planning Administration Program MC1100**

**Program Purpose Statement** The purpose of the Management and Planning Administration Program is to provide strategic business planning, budget preparation and policy/procedure support and interagency collaboration services to department staff and external entities, so they can ensure department strategic results are achieved.

**Program Services**

- Executive Reports (City Manager Reports, City Council Reports, Ad Hoc Reports, Special Project Reports, and Performance Reports)
- Compliance Reviews (Contracts, including Memorandums of Understanding, etc.)
- Ordinances, and Resolutions
- Emergency Plans and Exercises
- Citizen Reports
- Meeting Minutes
- Special Projects
- Policies & Procedures
- Plans: (Master, Department Strategic Business, Budget, and Continuity of Operations)
- Presentations
- Agenda Items / Packets
- Audit of Operations Responses
- Interagency collaborations
- Special Events
- Speaking Engagements
- Citizen Customer Services
- Advertisements
- Staff meetings
- Agenda Postings

**Family of Measures**

**Results**

1. Key result measures achieving target for the reporting period **<key measure>** (KRM's achieving target/KRM's that have a value for the reporting period)
2. ALOB expenditures to total department operating expenditures **<key measure>** (target set by the department)
3. 100% of key result measures not achieving target for the reporting period have a response submitted by the department

**Outputs**

1. Key result measures achieving targets for the reporting period
2. Administrative Line of Business expenditures

**Demands**

1. Administrative Line of Business expenditures budgeted

**Efficiencies**

1. Administrative Line of Business expenditure per employee

**Program Manager(s)** David Riggleman

**Program Budget** \$ 301,272.99

## **Administrative Support Line of Business**

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

### **1.2 Personnel Resources Program**

**MC1200**

**Program Purpose Statement** The purpose of the Personnel Resources Program is to provide salary, training and management services to city employees, so they can employ and retain a quality workforce.

#### **Program Services**

- Department Recruitment & Selection
- Department Personnel Records
- Department Employee Training Sessions
- Department Time cards
- Employee Development Consultations/Sessions
- Discipline & Grievance Hearings
- Employee Performance Evaluations

#### **Family of Measures**

##### **Results**

1. 90% of department employee performance evaluations completed by the due date **<key measure>**
2. 27.5 sick/FMLA/unpaid leave hours used per employee per quarter **<key measure>**
3. 60% of employees attending 5+ hours of CLV training per year **<key Measure>**

##### **Outputs**

1. Department employee performance evaluations completed by the due date
2. Department sick/FMLA/unpaid leave hours used per quarter
3. Department employees who attended 5+ hours of CLV training per year

##### **Demands**

1. Department sick/FMLA/unpaid leave hours anticipated to be used per quarter

##### **Efficiencies**

1. Personnel Resources Program expenditure per department employee

#### **Program Manager(s)**

David Riggleman

#### **Program Budget**

\$ 116,049.23

## **Administrative Support Line of Business**

**Purpose Statement** The mission of the Administrative Line of Business is to provide fiscal, consultation and personnel services to city staff, so they can effectively manage human and material resources.

### **1.3 Financial Management Program**

**MC1300**

**Program Purpose Statement** The purpose of the Financial Management Program is to provide administrative support services to city management and staff, so they can receive financial tools needed to meet department program measures.

#### **Program Services**

- Contract Development and Administration Consultations
- Financial Reports
- Financial Projections
- Payment Authorizations
- Purchasing Requests
  - Petty Cash
  - Purchasing Card
  - Purchase Orders
- Travel Arrangements
- Travel Authorizations Debt Evaluations
- Grant Application Submissions
- Grant Status Reports
- Investment Evaluations
- Project & Financial Impact Analyses
- Revenue Generating Leases, Permits, Agreements
- Fixed Asset Inventories

#### **Family of Measures**

##### **Results**

1. 95% of purchase transactions have a purchase order or release date that is before the invoice date **<key measure>**
2. 2% or less of department timecards are unsigned **<key measure>**
3. 90% of department revenues and expenditures are aligned to strategic business plans **<key measure>**
4. 2% or less of department revenues and expenditures have no assigned job number

##### **Outputs**

1. Purchase transactions for which the purchase order or release date is before the invoice date
2. Unsigned timecards
3. Department quarterly revenues and expenditures
4. Department revenues and expenditures with no assigned job number

##### **Demands**

1. Department revenues and expenditures budgeted for the quarter

##### **Efficiencies**

1. Administrative Line of Business costs as a percentage of direct department costs (overhead rate)

#### **Program Manager(s)**

David Riggelman

#### **Program Budget**

\$ 58,001.45

## **Line of Business 2 Public Affairs**

**Purpose Statement** The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.

### **2.1 Media Relations**

**MC2100**

**Program Purpose Statement** The purpose of the Media Relations Program is to provide information, consultation and training services to the media and city employees so they can accurately communicate the city's message in a timely manner.

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**Program Services**

- Media Communications
- Public Information Officer Communications
- News Conferences
- Media monitoring reports
- External inquiry
- External inquiry responses
- Media training session

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**Family of Measures**

**Results**

1. 90% media inquiries acknowledged within two (2) hours of receipt (Numerator is number of media inquiries acknowledged within 2 hours; denominator is total number of media inquiries) **<key measure>**
2. 80% employees surveyed who indicate media training enabled them to respond to media requests in an accurate and timely manner (numerator is % employees who indicate media training enabled them to respond; denominator is the total number of employees trained) Survey will be conducted within three months after training.

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**Outputs**

1. Media inquiry responses provided
  2. Media training sessions provided
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**Demands**

1. 2,000 media inquiry responses anticipated
  2. 2 media training sessions anticipated
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**Efficiencies**

1. Media relations Program expenditure per media response provided
  2. Expenditure per media training session conducted
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**Program Manager(s)** Diana Paul

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**Program Budget** \$187,384.24

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## **Line of Business 2 Public Affairs**

**Purpose Statement** The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.

### **2.2 e-Government**

**MC2200**

**Program Purpose Statement** The purpose of the e-Government Content Management Program is to provide consultation, Web content review and final approval services to employees so they can effectively post information about city services and events on-line and through social media and respond to external inquiries from the public.

**Program Services**

- Social media updates
- Web updates
- Web content consultations
- Web usability consultations
- Social media responses

**Family of Measures**

Results

1. 5% increase in social media followers annually over previous year (Numerator is the total number of followers; denominator is the starting number of followers)
2. 85% Web content requests acknowledged within one (1) business day (Numerator is the number of Web content requests acknowledged within 1 business day; denominator is the total number of Web content requests), **<key measure>**
3. 65% of survey respondents who state they “strongly agree” or “agree” that information on the city’s Web site was useful (Numerator is the number of survey who state they “strongly agree” or “agree”; denominator is the total number of)

Outputs

1. Usability consultations provided
2. # Social media followers
3. Web content requests completed

Demands

1. 150 usability consultation completed
2. 390 new social media followers anticipated
3. 2,900 Web content requests anticipated

Efficiencies

1. E-Government Content Management Program expenditure per web content request completed

**Program Manager(s)** Heather Curry

**Program Budget** \$77,923.24

## **Line of Business 2 Public Affairs**

**Purpose Statement** The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.

### **2.3 Publications**

**MC2300**

**Program Purpose Statement** The purpose of the Publications Program is to provide writing, editing and final approval services to employees so the public and employees can receive useful information about the city's priorities, initiatives and services.

**Program Services**

- External publications writing and editing
- Internal publications writing and editing
- Publication reviews
- Spanish translations

#### **Family of Measures**

##### **Results**

1. 80% survey respondents who say they "strongly agree" or "agree" that the information in the publication was useful (Numerator is number survey respondents who respond "Strongly" or "agree"; denominator is the total number of survey respondents) **<key measure>**
2. 5% attendees at city events who participated in response to a targeted item in a publication (Numerator is the number attendees at city events who participated in response to a targeted item in a publication; denominator is the total number of attendees)

##### **Outputs**

1. Publications produced
2. Publications edited and approved (Not news releases)
3. Office of Communications Publications sent electronically
4. Office of Communications Publications printed

##### **Demands**

1. 250 publications anticipated to be produced (Includes news releases)
2. 500 publications anticipated to be edited/approved

##### **Efficiencies**

1. Publications Program expenditure per publication

**Program Manager(s)** Jace Radke  
Heather Curry

**Program Budget** \$ 54,274.94

## **Line of Business 2 Public Affairs**

**Purpose Statement** The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.

### **2.4 City Council and Departmental Support**

**MC2400**

**Program Purpose Statement** The purpose of the City Council and Departmental Support Program is to provide planning, coordination and consultation services to city elected officials and departments so they can receive information needed to promote the interests of the city.

**Program Services**

- Elected official consultations
- Department and City Council request responses
- Department consultations
- Press releases
- News conferences
- Citywide events calendar
- Speaker engagements
- Ceremonial items
- Special events plans
- Marketing services

**Family of Measures**

**Results**

1. 90% department and City Council requests that were completed (Numerator is number of requests completed; denominator is the total number of requests) <key measure>
2. 90% key media events identified in the city marketing plan generate at least 5 stories each (Numerator is number of generated stories; denominator is the total number of events)

**Outputs**

1. News releases sent
2. Press conferences held
3. Ceremonials held
4. Council and department consultations
5. Media stories generated from city marketing plan

**Demands**

1. 50 news releases requests
2. 24 press conferences held
3. 110 ceremonial items requested
4. Key media events as identified in marketing plan

**Efficiencies**

1. City Council and Departmental Support Program expenditure per Council and department request completed
2. Expenditure per key media event

**Program Manager(s)** Diana Paul

**Program Budget** \$ 108,691.79

## 2. Line of Business 2E Public Affairs

**Purpose Statement** The purpose of the Public Affairs Line of Business is to provide media relations, marketing services, internet content, publication and consultation services to internal customers, media and the public so they can receive and provide accurate and timely information about the city.

### 2.5 Art and Design

**MC2500**

**Program Purpose Statement** The purpose of the Art and Design program is to provide graphic design services to city elected officials and departments so they can have visual materials in a timely manner to communicate and promote programs, events, and services.

**Program Services**

- Electronic publications designed (evites, PowerPoints, interactive media)
- Publications designed (newsletters, annual reports, brochures, flyers, year books)
- Designs (webpages, certificates, plaques, stickers, promotional, business cards, letterhead, logos)
- Forms
- Pre-press services
- Displays (signs, posters, banners, exhibits, vehicle wraps, directional signs)
- Electronic reproductions
- Photographs (Photos and retouching)
- Illustrations (hand-drawn, electronic)

### Family of Measures

#### Results

1. 80 % of job requests received via the Graphic Request e-mail box acknowledged within four (4) hours. (Numerator is the number of job requests received via the Graphic Request e-mail box acknowledged with four (4) hours; denominator is number of jobs requests)
2. 80% of first draft proofs to client submitted within the agreed upon deadline. (Numerator is number of first draft proofs to client submitted within the agreed upon deadline once necessary materials were received, denominator is number of first drafts submitted) **<key measure>**

#### Outputs

1. Job requests acknowledged within 4 hours
2. First draft proofs submitted on time

#### Demands

1. Job requests anticipated to be received
2. First draft proofs anticipated to be submitted

#### Efficiencies

1. Art and Design program expenditure per job produced

**Program Manager(s)** Heather Curry

**Program Budget** \$ 570,879.39

### **Line of Business 3 Video Services**

**Purpose Statement** The purpose of the Video Services Line of Business is to provide production and programming services to both the community and paying clients so they can experience open government and obtain and provide information.

### **3.1 KCLV On-air Operations**

**MC 3100**

**Program Purpose Statement** The purpose of the KLCV On-Air Operations Program is to provide television-programming services to the public so they can access current information about the city, public services and participate in open government.

**Program Services**

- Public meeting preparation
- News conferences
- Television programs
- Technical operations
- Program schedules
- Public Service Announcements
- Television specials
- Television bulletin board announcements
- Television program acquisitions
- Promotions
- Branding
- Closed captioning for the hearing impaired
- Spanish programs
- Intern training services

**Family of Measures**

**Results**

1. 85% of viewers surveyed who indicate that they are “very satisfied” or “satisfied” with the information they received on KCLV (numerator is viewers surveyed who indicate they are “very satisfied” or “satisfied” ; denominator is total number of viewers who responded to the survey) **<key measure>**

**Outputs**

1. Public meetings broadcast
2. Original programs broadcast, such as Town Hall, Access City Council, Homeowner Talk, Flood Channel, and City Beat.

**Demands**

1. 42 public meeting broadcast anticipated
2. 107 original program broadcast, such as Town Hall, Access City Council, and City Beat anticipated.

**Efficiencies**

1. KCLV Broadcast Operations Program expenditure per public meetings broadcast
2. KCLV Broadcast Operations Program expenditure per original program broadcast, such as Town hall, Access City Council and City Beat.

**Program Manager(s)** Charles Hosmer

**Program Budget** \$ 1,423,363.34

### **Line of Business 3 Video Services**

**Purpose Statement** The purpose of the Video Services Line of Business is to provide production and programming services to both the community and paying clients so they can experience open government and obtain and provide information.

#### **3.2 Production**

**MC3200**

**Program Purpose Statement** The purpose of the Production Services Program is to provide video and audio production services to internal and external paying clients so they can receive quality multimedia production services.

**Program Services**

- Video productions
- Video duplications
- Technical operations
- Web streaming conversions
- Technical Consultations
- Public Service Announcements
- Audio productions

**Family of Measures**

**Results**

1. 90% clients surveyed who indicate they are satisfied or very satisfied with the quality of production service (Numerator is number of clients surveyed who indicate they are “very satisfied” or “satisfied”; denominator is total number of clients surveyed that responded) **<key measure>**

**Outputs**

1. Video/audio productions for internal clients provided
2. Video/audio productions for external clients provided

**Demands**

1. Video/audio productions for internal clients anticipated
2. Video/audio productions for external clients anticipated

**Efficiencies**

1. Production Services Program expenditure per video/audio production provided for internal clients
2. Production Services Program expenditure per production for external clients

**Program Manager(s)** Charles Hosmer

**Program Budget** \$ 219,931.99

## **Line of Business 4 Emergency Information**

**Purpose Statement** The purpose of the Emergency Information Line of Business is to provide information, training and coordination services to the community so they can be prepared for and respond to any emergency.

### **4.1 Emergency Preparedness Education**

**MC4100**

**Program Purpose Statement** The purpose of the Emergency preparedness and Education Program is to provide information and training services to the public, employees and other agencies so they can better prepare for natural and man-made emergencies.

**Program Services**

- Joint Information Centers
- Intergovernmental and agency coordinations
- Emergency training session
- Emergency training campaigns
- Public Service Announcements
- Emergency television specials
- Web updates
- News conference
- Emergency preparedness telephone recordings
- External public information officers consultations

**Family of Measures**

**Results**

1. 70% survey respondents who respond “strongly agree” or “agree” they know what to do in the event of a man-made or natural emergency (Numerator is number of respondents who respond “strongly agree” or “agree”; denominator is total number of respondents) **<key measure>**

**Outputs**

1. Training sessions conducted
2. Emergency preparedness messages sent

**Demands**

1. 2 training sessions anticipated
2. 300 emergency preparedness messages anticipated

**Efficiencies**

1. Program expenditure per emergency preparedness notification sent

**Program Manager(s)** Jace Radke  
Nancy Byrne

**Program Budget** \$ 64,167.33

## **Line of Business 4 Emergency Information**

**Purpose Statement** The purpose of the Emergency Information Line of Business is to provide information, training and coordination services to the community so they can be prepared for and respond to any emergency.

### **4.2 Emergency Communications Response**

**MC4200**

**Program Purpose Statement** The purpose of the Emergency Communications Response Program is provide emergency communications and coordination service to the public, elected officials, media, employees and other agencies so they can make informed decisions that minimize loss of life, injury and damage.

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**Program Services**

- Joint Information Center operations
- News conferences
- Emergency communications
- Intergovernmental and agency coordinations
- Elected officials consultations
- Media monitoring
- Technical operations
- Text announcements
- Web updates
- Emergency telephone updates
- Departmental consultations
- Internal updates
- Spanish translations

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**Family of Measures**

**Results**

1. 90% of information from verified emergency events is disseminated within 30 minutes via the appropriate channels
2. 80% Public Information staff who report to the primary Joint Information Center acknowledged receipt of emergency within 30 minutes during business hours and one hour during non-business hours. (Numerator is number of public information staff who acknowledge receipt within specific timelines; denominator is total number of Public Information staff who are notified/contacted)
3. 80% surveyed responded they received emergency communication (Numerator is number public surveyed responded that they received the emergency communication; denominator is number public who responded to the survey.)
4. % after action reports reflect zero loss of life once dissemination of emergency information begins. (Numerator is number of after action reports that reflect zero loss of life; denominator is total number of after action reports) **<key measure>**

**Outputs**

1. After action reports
2. Emergency messages
3. Joint Information Center (JIC) activations

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**Demands**

1. After action reports anticipated
2. Emergency messages anticipated to be produced
3. Joint Information Center (JIC) activations anticipated

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**Efficiencies**

1. Emergency Communications Response Program expenditure per emergency event

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<b>Program Manager(s)</b>	Jace Radke Charles Hosmer Mark Rosenberg
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<b>Program Budget</b>	\$ 30,040.85
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# FY11 Strategic Business Plan Addendum

## 2. Public Affairs Line of Business

### 2.1 Media Relations Program

Primary Customers: Media

Secondary Customers: City Council and departments

#### Targets for Key Results

- **KRM #1** 90% media inquiries acknowledged within two (2) hours of receipt (Numerator is number of media inquiries acknowledged within 2 hours; denominator is total number of media inquiries)

Target Setter: David Riggelman, Communications Director

Describe how the target was developed. (Formula? If yes, describe the formula. Trend? If yes, describe the trend. Benchmark? If yes, describe the benchmark data source. If the measure changed from the FY10 target, describe why.)

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data. These benchmarks are reviewed quarterly to see if they are meeting the demands.

### 2.2 e-Government

Primary Customers: Internal Departments

Secondary Customers: Outside agencies such as Clark County regional Flood Control for Flash Flood Awareness Month

#### Targets for Key Results

KRM #1

- 85% Web content requests acknowledged within one (1) business day (Numerator is the number of Web content requests acknowledged within 1 business day; denominator is the total number of Web content requests)

Target Setter: David Riggelman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data. These benchmarks are reviewed quarterly to see if they are meeting the demands.

## **2.3 Publications Program**

Primary Customers: Departments, city employees

Secondary Customers: Citizens

### **Targets for Key Results**

KRM #1

- 80% survey respondents who say they “strongly agree” or “agree” that the information in the publication was useful (Numerator is number survey respondents who respond “strongly agree” or “agree”; denominator is the total number of survey respondents)

Target Setter: David Riggleman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data. These benchmarks are reviewed quarterly to see if they are meeting the demands.

## **2.4 Mayor, Council, and Departmental Support Program**

Primary Customers: City Council, departments

Secondary Customers: Media, citizens

### **Targets for Key Results**

KRM #1

- 90% department and City Council requests that were completed (Numerator is number of requests completed; denominator is the total number of requests)

Target Setter: David Riggleman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data. These benchmarks are reviewed quarterly to see if they are meeting the demands.

## **2.5 Arts and Design Program**

Primary Customers: City Council offices, Leisure Services, Cultural Affairs, Neighborhood Services, Planning Department, Office of Business Development, Human Resources, Print Media Services

Secondary Customers: Outside agencies such as the Las Vegas Metropolitan Police Department, the public

### **Targets for Key Results**

KRM #1

- 80% of first draft proofs to client submitted within agreed upon deadline (Numerator is number of first draft proofs to client submitted with the agreed upon deadline once necessary materials were received; denominator is number of first drafts submitted)

Target Setter: David Riggleman, Communications Director

How the target was developed:

Staff formulated this target during the Performance Plus roundtable there was no previous internal measurable data, but staff did have access to private sector standards. These benchmarks are reviewed quarterly to see if they are meeting the demands.

## **3. Video Services Line of Business**

### **3.1 KCLV On-Air Operations Program**

Primary Customers: Citizens of Las Vegas

Secondary Customers: City Council, city staff and other government entities such the U.S. Immigration Services for the naturalization ceremony.

### **Targets for Key Results**

KRM #1

- 85% of viewers surveyed who indicate that they are “very satisfied” or “satisfied” with the information they have received on KCLV (Numerator is viewers surveyed who indicate they are “very satisfied” or “satisfied”; denominator is total number of viewers who responded to the survey)

Target Setter: David Riggleman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data from the annual KCLV survey. Benchmarks are reviewed annually to see if they are meeting the demands. An outside vendor conducts a survey to provide statistics and comparable industry measures. This past year we also utilized the UNLV Cannon survey.

### **3.2 Audio and Video Productions Program**

Primary Customers: Clark County Regional Flood Control District, Homeowner Talk and Cox Communications

Secondary Customers: City departments

### **Targets for Key Results**

KRM #1

- 90% clients surveyed who indicate they are “satisfied” or “very satisfied” with the quality of production service (Numerator is number of clients surveyed who indicate they are “Very satisfied” or “satisfied”; denominator is total number of clients surveyed that responded)

Target Setter: David Riggleman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable utilizing previous performance measure data. These benchmarks are reviewed quarterly to see if they are meeting the demands. Annually we have an outside vendor conduct a survey to provide statistics and comparable industry measures. This past year we also utilized the UNLV Cannon survey.

## **4. Emergency Communications Line of Business**

### **4.1 Preparation and Education Program**

Primary Customers: Citizens of Las Vegas and other local residents

Secondary Customers: Visitors to Las Vegas and neighboring communities

### **Targets for Key Results**

KRM #1

- 70% survey respondents who respond “Strongly agree” or “agree” they know what to do in the event of a man-made or natural emergency (Numerator is number of respondents who respond “strongly agree” or “agree”; denominator is total number of respondents)

Target Setter: David Riggleman, Communications Director

How the target was developed:

This target was formulated from Red Cross national statistics and from consultants who conduct surveys.

### **4.2 Emergency Response Program**

Primary Customers: Citizens of Las Vegas, other local area residents and visitors

Secondary Customers: In this instance, nobody is secondary

### **Targets for Key Results**

KRM #1

- % after action reports reflect zero loss of life once dissemination of emergency information begins (Numerator is number of after action reports that reflect zero loss of life; denominator is total number of after action reports)

Target Setter: David Riggelman, Communications Director

How the target was developed:

This target was formulated by staff during the Performance Plus roundtable in hopes of coming through an emergency with the fewest number of fatalities possible.