

2018

DEPARTMENT

results
minneapolis

Communications

Results Minneapolis is changing.

The Strategic Planning and Analysis team (City Coordinator's Office) is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priorities (page 4): Digital Communications, Strategic Communications

Budget program	2017 Budget	Performance measure	2017 performance	Data trend	Status indicator: Red/yellow/green
Enterprise Communications (work broken into 3 buckets: Digital Communications; Strategic Marketing; Media Relations)	\$1.8M	<ol style="list-style-type: none"> Number of Facebook impressions Number of Facebook Likes Number of Twitter impressions Number of Twitter followers Number of reactive media inquiries and same day response rate 	<ol style="list-style-type: none"> 4.2 million 31K 4.1 million 174K 1,372; 62% 	<ol style="list-style-type: none"> Increase Slight increase Slight increase Increase Stable (62% from July-Dec 2016) 	<ol style="list-style-type: none">     
Public Access TV	*\$0.5M	<ol style="list-style-type: none"> Contract requirement: MTN shall playback 150 hours per channel, per quarter of first-run programs produced by MTN members. Contract requirement: A minimum of 70% of all first-run programs per quarter must be produced in Minneapolis by MTN members. Contract requirement: Programs produced by MTN staff shall not exceed 5% per quarter of all first-run programs. Number of Public Access members Number of Public Access members trained 	<ol style="list-style-type: none"> This goal was only met for one of three channels. The 70% target was missed. The target was missed for Q1 and Q3, and was met for Q2 and Q4. 356 212 	<ol style="list-style-type: none"> Trend not available Trend not available Trend not available Slight increase Decrease 	<ol style="list-style-type: none">     

* Pass through dollars, contract managed by MTN

Enterprise Priorities

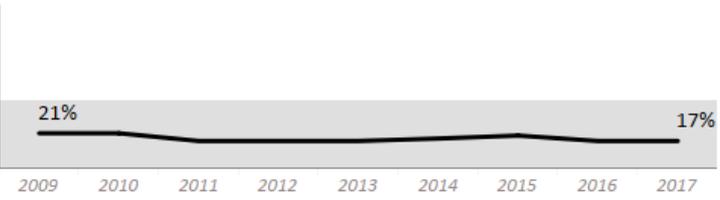
Workforce diversity

Does not meet the 2022 enterprise goal of 41% people of color
Meets the 2022 enterprise goal of 45% women

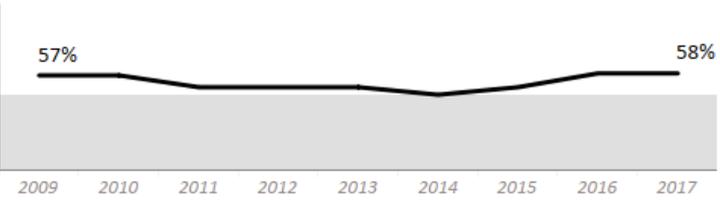
- The Communications field (including PR, design, and marketing) tends to skew toward white women. The field also requires personal networking skills to enhance career paths, which can make it difficult for candidates of color who have to fight harder to break into the field and then advance into leadership positions.
- Over the past 1.5 years, we have filled 3 open positions and while we increased our percent of women (by 1 FTE), we did not move the needle upwards in hiring an FTE of color, despite more aggressive hiring outreach toward candidates of color and diversity of hiring panel participants.
- That said, we have a small department with little historical turnover making openings few and far between to increase our percentages. This remains a priority area.

Workforce diversity (2009-2017)

People of color



Women



Notes:
 (1) Grey shading indicates enterprise goals (41% people of color and 45% women).

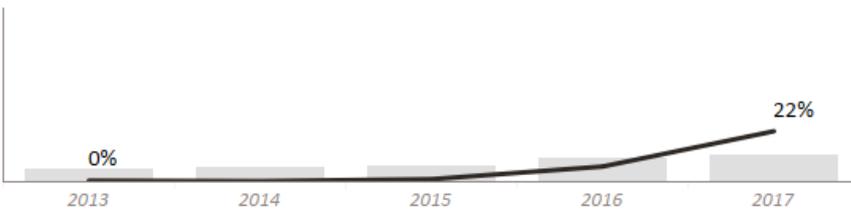
Spending with diverse suppliers

Higher than Citywide percent diverse spending
Higher than Citywide percent spending with minority-owned suppliers
Similar to Citywide percent spending with non-minority women-owned suppliers

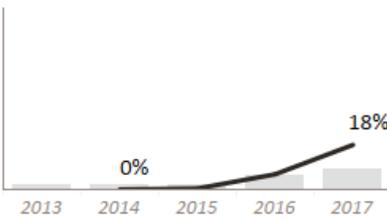
- The majority of discretionary spending in Communications is with non-profit organizations which may not be registered as diverse suppliers.
- Communications has increased diverse spend through a focus on the following categories: Graphic design contractors; community-specific communications mediums, like La Raza radio, a minority/women' owned for-profit business, Hmong radio and Somali radio.

Spending with diverse suppliers (2013-2017)

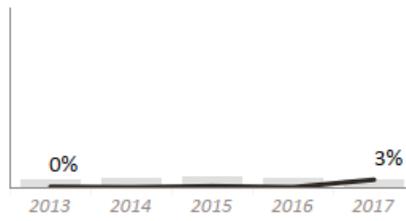
Overall



Minority (all genders)



Non-minority women



Notes:
 (1) Grey shading indicates Citywide percent for each year.
 (2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

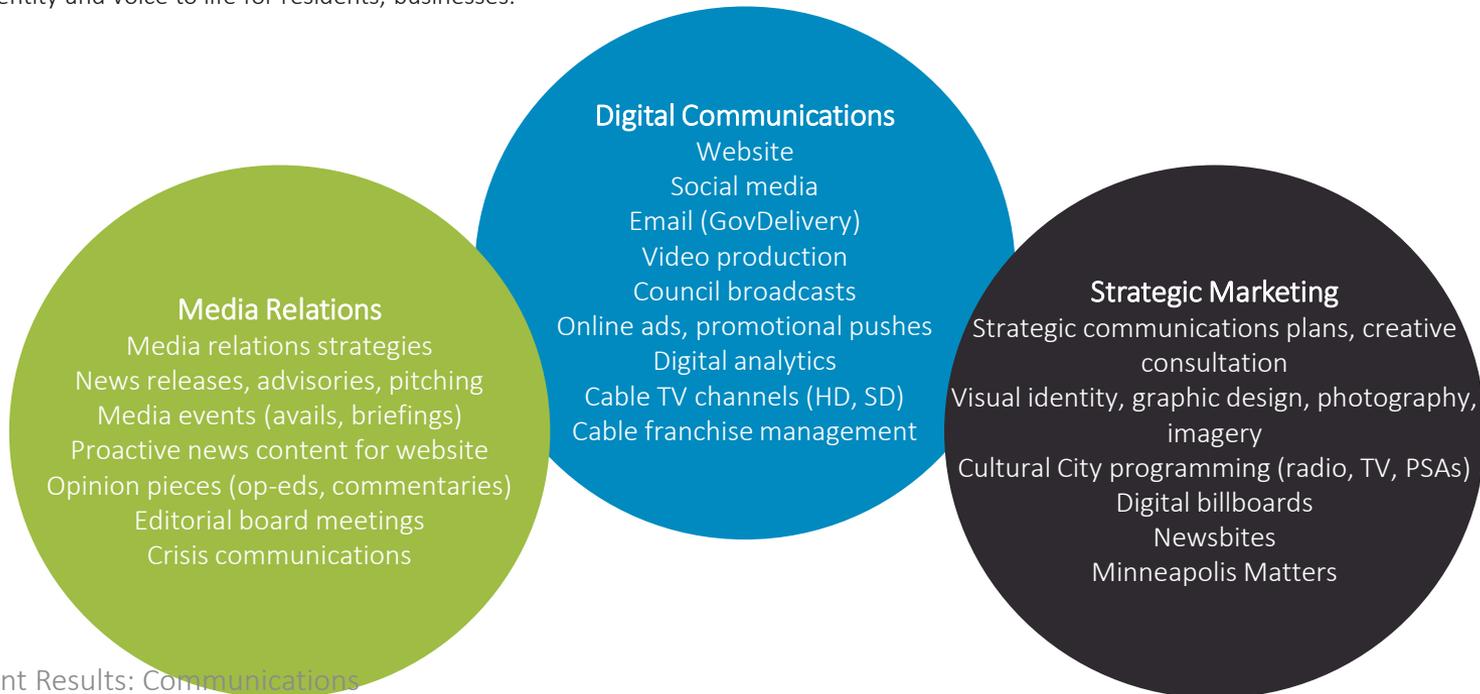
Department Priorities

Priority 1: Digital Communications

- Digital communications is now the standard of how the public receives information and is no longer a sideline activity for the enterprise. Digital (including social, video and visual imagery) gives the City more dynamic, accessible methods of connecting and engaging with our diverse resident and business base so they can access and utilize the information they need.
- Communications will continue to build the City's digital footprint, including growing our social following (Twitter, Facebook, NextDoor, Instagram). 2018 will involve working on defining growth in a dynamic environment. Additionally, followers are dependent on content; when we have more content, we get more followers.
- Driving the development of the new City website as core platform for public information. The new City website (2019 launch) will provide a new and powerful online platform for sharing our own information (programmatic, policy) and news stories in a more accessible, dynamic new format that brings the City's identity and voice to life for residents, businesses.

Priority 2: Strategic Communications

- This area will focus on strengthening our department's ability to provide strategic communications and marketing consultation to enterprise client departments, to be a true strategic partner in achieving outcomes.
- Services include strategic messaging, audience targeting and segmentation (critical for reaching diverse, non-English speaking residential and business audiences), visual content and graphic design, strategic communications plans, creative briefs and organizational identity work. Often are service areas are integrated together (video + media relations + graphic design + social media) to maximize results.
- Our goal is to be a strategic partner for enterprise clients, not just a tactical distribution channel.



Enterprise Communications

Program description: The Communications Department drives strategic communications plans and strategies, develops social and video content, handles media relations work, internal employee communications, graphic design projects, and provides communications support to City departments. We strive to help those who live and work in Minneapolis have ever-more transparent accessibility to City news, information and services. Communications broadcasts City government meetings and manages the government access TV channels. In addition, Communications oversees the City’s cable TV franchises and the contract with the Minneapolis Telecommunications Network (MTN).

Analysis:

Several actions impacted the continued increase in followers/likes and in impressions and reach.

- The City hired its first staffer in September 2016 to drive digital communications, including a heavy emphasis on social media, meaning more intentional content.
- Visual communications was used more than in the past, including photos, graphics and videos.
- Social media advertising was greatly expanded and centralized in City communications, resulting in large impacts on data trends. Several large campaigns, such as minimum wage, Minneapolis 2040, Public Works job recruiting etc. used social media advertising as a component.
- City Communications staff emphasized strategic communications (both digital and overall), and focused on strategy vs. tactics via target audience, key messaging, goals and objectives, and more.

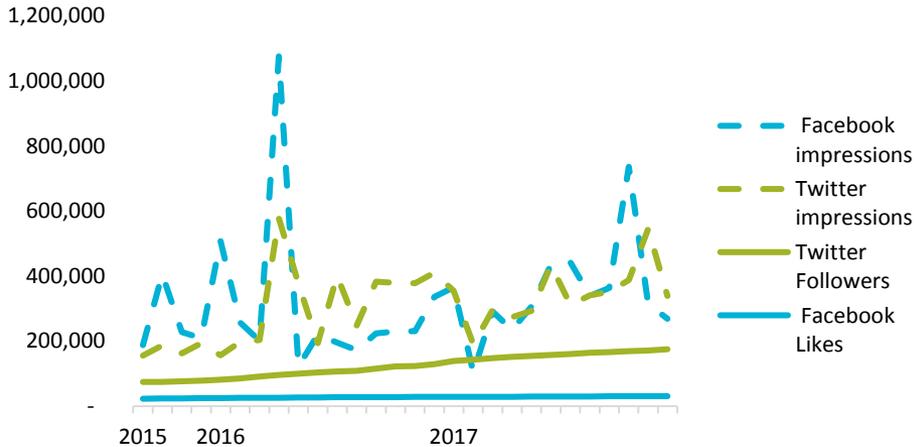
Media inquiries spiked for a number of reasons (below), but service levels were maintained for the most part despite periodic increases in inquiries for news-related events.

- March was Surdyk’s weekend sales, July was an officer-involved shooting, and November was the municipal elections.

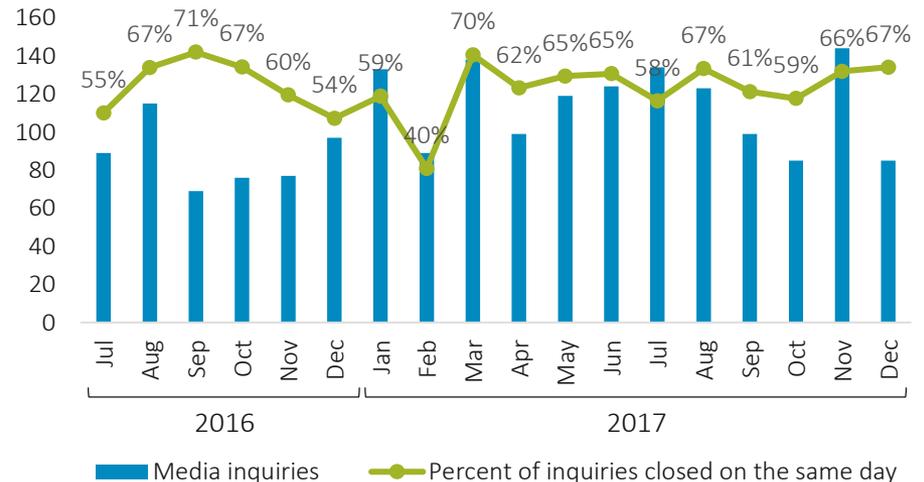
Action planned for 2018

- Provide more detailed data for three delineated focus areas: (1) Digital Communications (2) Strategic Marketing, and (3) Media Relations. We want to include measurable results of earned, paid and owned media and strategic marketing efforts and public outcomes that resulted.
- This budget program area captures all the work of the department but the measures included here do not; starting with the visual on the previous page, Communications will work on determining the best way to capture and measure our work.

Social media tracking by month (2015-2017)



Reactive media inquiries and same day response rate (July 2016 – Dec 2017)



Note: This analysis is only for the City’s primary Facebook and Twitter accounts.

Public Access TV

2017 Budget: \$0.5 million

Program description: This is direct funding through a contract with Minneapolis Telecommunications Network (MTN) to operate the City’s public access TV channels and provide the public with access to television broadcast equipment, training and airtime. MTN serves diverse populations by providing access to all City residents including those who produce programs in languages other than English.

Analysis

MTN has not been in compliance with contract requirements and has experienced limited membership growth. This has largely been driven by organizational leadership instability over the last several years. As a result, initiatives to grow membership and supplemental funding have been short-lived.

Communications staff spent significant time managing this contract and relationship given performance issues as MTN struggled to meet contract requirements. Based on intensive contract management by Communication staff, there was leadership and board turnover in 2017. Additionally, the City recently changed MTN’s legal status, which enables MTN to appoint board members without the City’s involvement. MTN now has all new board members who appointed a new executive director. Since Sept. 2017-April 2018, MTN has added 75 new members. This represents a greater number of new members compared to the same amount of time in previous years.

Action planned for 2018

- Implementing performance based contracting for current year (2018)
- Explore the relationship that the City has with MTN given the turnover and contract compliance over the last several years. Come back with a recommendation by Summer 2018.

Contract Requirement	Status	Details
MTN shall playback 150 hours per channel, per quarter of first-run programs produced by MTN members.	Yellow	This goal was only met for one of three channels.
A minimum of 70% of all first-run programs per quarter must be produced in Minneapolis by MTN members.	Red	The 70% target was missed. Q4 met the target in numbers, but the programs were produced in greater Twin Cities, not Minneapolis.
Programs produced by MTN staff shall not exceed 5% per quarter of all first-run programs.	Yellow	The target was missed for Q1 and Q3, and was met for Q2 and Q4.

Public Access Member Tracking

