

PUBLIC AFFAIRS OFFICE

“IMAGE ACTION PLAN”

June 2006



**Rhonda Jorn, Public Affairs Officer
Kyle Loreto, Deputy Chief of Staff**

PUBLIC AFFAIRS OFFICE “IMAGE ACTION PLAN”

Plan Outcome: To spread the Vision widely throughout the local staff, community, the State and the nation.

Plan Vision: “Fresno. . . a united city working together to ensure equal access to opportunity, education and quality of life for every man, woman and child regardless of their race, religion, age or socio-economic status.”

Plan Lead: Rhonda Jorn, PAO

Plan Support: Kyle Loreto, Mayor’s Deputy Chief of Staff
Andy Souza, City Manager
Departmental PIOs (see attached Organizational chart)

Plan Components: I. Internal Communications

- A. AM/PM Briefing
- B. Coordination of City PIOs
- C. Media Contact with Staff
- D. Public Information Requests
- E. Dignitary Visits
- F. Website

II. External Communications

- A. Proactive development of news coverage
- B. Press Releases
- C. News Conferences
- D. “Damage Control”
- E. Emergency Communications

III. Publicity

- A. Publicist RFP
- B. Publicist Action Plan

I. INTERNAL COMMUNICATION

A. AM/PM BRIEFINGS

Outcome/Purpose: To ensure that the Leadership Team, City Council and Department Heads are knowledgeable about current events, editorials and opinions on City issues and issues of importance to the Mayor.

1. Each weekday morning, the PAO or PAO delegate will email a full listing of local, state and national items of interest for the Leadership Team. Particular emphasis will be given to items related to Fresno or to issues on the Mayor's agenda.
2. The AM briefing shall be sent to the Leadership Team by 10 a.m. each weekday. The PM briefing shall be sent to the Leadership Team by 5 p.m. each weekday.
3. Internal Communication - PIO Team
 - a. Daily e-mail and/or phone call to City PAO detailing anticipated events media will cover (planned press conferences, public events, interviews set-up through Public Safety PIO).
 - b. End of day email with information of any media coverage or questions of the day.
4. Internal Communication – Public Safety
 - a. Mandatory e-mail to City PAO via phone or e-mail of all 'breaking' events (shootings, fires) that would warrant City Hall attention.
 - b. Add City Manager, Assistant City Managers and City PAO to all Newline updates.

B. COORDINATION OF CITY PIOS

Outcome/Purpose: To ensure that all departmental PIOs are abreast of Citywide information so to provide a consistent and accurate message to the media.

1. Create an official PIO team that is fully aware of the Mayor's agenda and the City's goals.
 - a. Each department must identify a spokesperson to act as the department's PIO.

- b. Beginning May 29, 2006, the PAO will host mandatory weekly meetings of departmental PIOs to share information about events and programs, to strategize roll out of public information on events and programs.
 - c. In emergency situations, departmental PIOs must contact the City PAO as soon as is practical. The PAO shall then contact the City Manager and Mayor's staff.
 - d. Departmental PIOs must contact the City PAO when a department is contacted directly by the media, regardless of the nature of the contact.
 - e. All media interviews to be coordinated through City PAO.
2. Professionalize Public Affairs in the City of Fresno
 - a. Provide media training for all departmental PIOs and spokespersons by October 2, 2006.
 - b. Conduct "speakers training" to spokespersons, department heads and other staff who conduct presentations to the media, community and City Council. Training sessions will be held twice per year once in January and again in August.
 3. Public Safety PIOs
 - a. Institute quarterly Public Safety Media Meeting, inviting City PAO, Assistant City Managers, Police and Fire Chiefs, Police and Fire PIOs and Command staff as appropriate.
 - b. Media training conducted by Police PIO for all City PIOs to include raising awareness vs. raising fear.
 - c. Weekly conference call with Public Safety PIOs and City PAO.

C. MEDIA CONTACT TO STAFF

Outcome/Purpose: To ensure that City leadership is aware of media requests and questions in order to provide the most comprehensive, accurate information available.

1. Any media inquiry or request must be reported to the PAO as soon as possible and prior to any actual interview with the media, unless special circumstances dictate immediate response.
2. When possible, the PAO should be present at staff interviews.
3. The PAO will notify the Leadership Team of all media contact with staff immediately.
 - a. The PAO shall send an email with the details of all media contact.

- b. The PAO shall call the City Manager, Mayor's Chief of Staff and Deputy Mayor on media contact, where the issue is controversial or has the potential to become a controversial item.

D. PUBLIC INFORMATION REQUESTS

Outcome/Purpose: To respond to public information requests by citizens and by media timely, accurately and within the bounds of Public Records Act laws.

1. Procedures for responding to requests.
 - a. Departments receiving requests shall send a copy of the written request to the PAO immediately upon receiving the request.
 - b. Departments shall gather the appropriate information and forward it to the PAO for review and distribution to the requesting party.
 - c. The PAO shall review the information, with assistance from the City Attorney's Office, for completeness, compliance with Public Records Act law (disclosing information that falls under Public Record Act guidelines, not disclosing information that does not fall under guidelines).
 - d. The PAO shall notify the Leadership Team of any request that is politically sensitive.
 - e. Information requests that come into the City Clerk's Office will be dealt with on a case-by-case basis, as most requests are routine in nature and do not require review by the PAO.
2. The PAO, with assistance from the City Attorney's Office, shall provide a training seminar for departmental PIOs and Directors regarding public information requests no later than September 29, 2006.

E. DIGNITARY VISITS

Outcome/Purpose: To present the City in the best possible light to peer cities and governmental agencies from around the world.

1. The Mayor's Chief of Staff will coordinate all dignitary visits.
 - a. Any notification of dignitaries visiting in Fresno shall be forwarded to the Mayor's Chief of Staff.
 - b. City Manager's Office staff shall be prepared to assist with arranging transportation, lodging, visits and other necessary items as requested by the Mayor's Chief of Staff.
 - c. Prepare protocol sheet in advance of the visit.

F. WEBSITE (INTERNAL & EXTERNAL)

Outcome/Purpose: To provide a user-friendly tool for information gathering and access to critical City services.

1. Website Upgrade
 - a. The Information Services Department, in coordination with the PAO, shall upgrade the website to a more useful tool, with direct access to critical City services, and easier access to important City data by August 31, 2006.
2. Website Content Management
 - a. The department PIO shall review and approve any modification, addition or deletion to the website.
 - b. Departments who wish to post information on events and programs shall forward both written information and any pictures to the PAO at least 48 hours in advance of posting.
3. Video Press Conferences
 - a. PAO staff will videotape press conferences that advance the goals and vision of City administration to place on website same day as the conference. This process started on May 25th for the Mayor's State of the City address and will continue throughout the year.

II. EXTERNAL COMMUNICATION

A. PROACTIVE DEVELOPMENT OF NEWS COVERAGE

Outcome/Purpose: To get the City's message and Mayor's message out to the community and to relevant stakeholders in a proactive manner.

1. Monthly articles for Fresno Magazine and other periodicals
 - a. The PAO shall meet regularly with Fresno Magazine. Every month, beginning in June, where the PAO shall forward two positive and informative articles about City events and programs.
2. Public Affairs Show – Attachment C
 - a. The PAO will produce a City affairs show, highlighting City programs, events and personnel. To begin when production location and crew agreement are finalized in August.
 - b. The video will be shown on the City's cable channel 96 and other broadcast entities as available.

3. Local media interaction
 - a. The PAO will ensure positive relations with local media outlets by meeting with media staff at least once every other month to discuss City events and programs beginning in June.
4. Citywide Newsletter
 - a. The PAO, together with PIO team and Mayor's Deputy Chief of Staff, will collect information pertinent to the Mayor's administration and vision to share in a monthly e-zine format with City employees, City residents, media and the City delegation.

B. PRESS RELEASES – NEWS RELEASES AND NEWS ADVISORIES

Outcome/Purpose: Official announcements to keep the media and community apprised of City business.

1. Mayor's Office/City Manager's Office Releases
 - a. All media releases relative to major citywide policies and actions shall be prepared and distributed by the City Manager's Office.
 - b. All releases are to include a quote from the Mayor, unless otherwise desired by the Mayor.
 - c. Releases and Advisories shall be prepared according to established format. (Attachment A – Sample Advisory)
 - d. A master file of all releases and advisories shall be maintained by the Public Affairs Officer.
2. Departmental Releases – **Non-Public Safety**
 - a. Matters relating to a specific departmental activity or event may be drafted by the department, but must be reviewed and released by the Public Affairs Officer.
 - b. Departmental releases are to include a quote from the Mayor, Police or Fire Chiefs, unless otherwise desired by the Mayor.
 - c. Releases and Advisories shall be prepared according to established format. (Attachment A – Sample Advisory)
 - d. The Public Affairs Officer will notify the Mayor's Office about departmental releases prior to their release.
3. Departmental Releases – **Public Safety Releases**
 - a. E-mail copy of every press release to City Manager, Assistant City Manager and City PAO.

C. PRESS CONFERENCES

Outcome/Purpose: Formal presentations of City events and programs to keep the media and community apprised of City business.

1. Mayor's Conferences

- a. Compose a release that includes approved quote from Mayor and/or City Management. Send to media *at least* one day ahead with second release sent the morning of the event with BC to Mayor, City Council and Department heads.
- b. Establish, contact and confirm all conference participants.
- c. Arrange for a location that best suits the topic at hand as well as accommodation for participants.
- d. Create and make available a Press Kit that includes copies of supportive collateral materials for media and participants.
- e. Contact media to confirm their presence morning of conference.
- f. Arrange for individual Q&A opportunities following conference.

2. Departmental Conferences – **Non-Public Safety**

- a. Apprise PAO of planned event in order to maximize outreach opportunities, media exposure and inform City Management.
- b. Write press release and email to PAO for review and approval **one week** prior to sending to media. If unplanned event occurs, send information as soon as reasonably possible.
- c. Each department shall complete a Media Event Check Off List and submit to the PAO when notifying the PAO of media events. (Attachment B – Sample Media Event Check Off List)

3. Departmental Conferences – **Public Safety**

- a. Advise PAO ASAP via phone and email, on any 'breaking' press conferences (To be filled in when PD and Fire come up with their media plan).
- b. Advise City PAO via phone or mail immediately on any 'breaking' Press conferences.

D. "DAMAGE CONTROL"

Outcome/Purpose: The City has an obligation to correct any information released by the media that contains inaccuracies or creates a negative image for the City.

1. Factual Discrepancies
 - a. The Public Affairs Officer shall contact the media entity reporting the item immediately.
 - b. A written News Advisory shall be issued by the PAO, at the discretion of the Mayor's Office and/or City Manager, if the correction needs to go to multiple media outlets.
 - c. Managers are expected to notify the PAO immediately when they believe incorrect information is being communicated by the media regarding a City issue or program.
2. Editorial Discrepancies
 - a. The City Manager, in consultation with the Mayor's Office and the PAO, will determine when an official City rebuttal or response is appropriate.
3. Letters to the Editor
 - b. The City Manager, in consultation with the Mayor's Office and the PAO, will determine when an official City rebuttal or response is appropriate.
 - c. The City Manager must authorize and review all letters sent to editors on official City letterhead and/or by an employee who in official capacity commenting on City issues of programs.

D. EMERGENCY COMMUNICATIONS

Outcomes/Purpose: To keep the media apprised of critical information during emergency events.

1. Coordination of information during City crisis.
 - a. The Disaster Director (City Manager or Assistant City Manager in Acting City Manager capacity) will work with the Emergency Operations Officer and the PAO to develop media responses in the event of citywide emergencies and disasters.
 - b. The Disaster Director and PAO will follow all Standard Operating Procedures, as found in the City's formally approved Emergency Operations Manual.
 - c. The chain of command may be modified on-scene to expedite release of crucial information. All modifications must be approved by the Disaster Director.

2. For other late-breaking stories involving a major police or fire activity, the first contact is the Public Safety PIO and City PAO. City PAO must report to the City Manager immediately and, where possible, prior to media contact.
 - a. See EOC Organizational Chart (Exhibit A)
 - b. See Emergency Direction (Exhibit B)

III. PUBLICITY

A. PUBLICIST RFP

Outcome/Purpose: To retain the services of a publicist in order to highlight community activities to a broad range of audiences.

1. The Public Affairs Officer will conduct a formal Request For Proposal process to seek out the most qualified publicist.
 - a. The Proposal Selection Task Force will be the Mayor's Chief of Staff, the Deputy Mayor, the Public Affairs Officer, Council member Perea, and Nicole Zieba in June.
 - b. A matrix of the proposals received by the deadline of May 12th has been created and will be distributed to the Task Force, along with copies of all of the proposals received.
 - c. By June 10th, the Selection Task Force will convene and select the top three firms to interview.
 - d. By June 30th, the Task Force, with the exception of Council member Perea due to the City's "No Contact Ordinance", will interview the top three firms and narrow down the list to the most highly qualified firm by June 30, 2006.
2. The Public Affairs Officer will negotiate a final Agreement with the selected firm, and shall present the Agreement to Council for approval on July 11, 2006.

B. PUBLICIST ACTION PLAN

Outcome/Purpose: To make maximum use of the City's publicist by strategically planning publicity for the year.

1. The Public Affairs Officer will facilitate the creation of a publicist Action Plan within the first month of retaining a firm.
 - a. The PAO will coordinate any necessary conversation between the Publicist firm and the Mayor's Office.
 - b. The PAO will present the formal Action Plan to the Mayor's Office

and City Manager's Office within one month of retaining a publicist firm on August 31, 2006.

2. Once a formal Action Plan is created, the PAO will update this Action Plan with all necessary and relevant information.