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May 2021 Update













Goals, Strategies & Actions	Group	Code	Status	Notes
1. Increase public awareness of and participation in Town decisions				
1.1 Connect with people of color, immigrant, refugee and other marginalized communities				
1.1 Actions				
1.1.a - Create neighborhood liaison network	Engagement		Planning	Town began an initial list of Neighborhood Liaisons in summer 2020. Renew recruitment in fall 2021 and gather for in-person conversations.
1.1.b - Create community conversations	Engagement		Planning	Through Carrboro Connects, we held two listening sessions in May and March 2021 via Facebook Live events with Burmese and Latino communities in Carrboro. The conversations, assisted through interpreters in Burmese, Karen and Spanish languages, centered around topics of housing, transportation and jobs/economy.
1.1.c - Build Personal Relationships	Engagement		Planning	New opportunities for social interaction and relationship building will occur by "going where the people are." We expect to develop relationships with formal or informal community leaders via Neighborhood Liaisons Program and community partners. We aim to reach those residents normally unable to attend meetings during the week or evenings. Positive outcomes occur when staff connect with residents in forums and roundtables, or outside posting flyers in the community.
1.1.d - Increase accessibility (identify barriers such as location, transportation, childcare, language)	Engagement		Planning	This initiative involves the Advisory Board Recruitment and Retention process and oversight by the Town Clerk, which is underway.
1.1.e - Maintain a presence in communities and neighborhoods	Engagement		Monitoring	Year-round programs and opportunities to be documented via Police, Fire, Housing and Community Services, Public Works, RPCR and Planning. The Town Information Centers help the Town to maintain a physical presence in communities. The first center was installed December 2020. Three more centers have been installed with a growing physical network to include Town facilities, parks and bus stations. Possible engagement opportunities via RPCR's Block Party Trailer for neighborhoods and communities.
1.1.f - Offer multiple ways for residents to contribute input and feedback	Engagement		Monitoring	Inventory the methods and approaches used for feedback. For example, the Community Survey is conducted biennially; the 2021 survey is scheduled for November.
1.1.g - Offer information in different languages	Engagement		Initiation	The Town offers Google Translate on the website; interpretation and translation services upon request; and continues to develop resources/best practices toward a systemic approach.
1.2 Disseminate information to the media and stakeholders related to Town decisions				
1.2 Actions				
1.2.a - Investigate electronic sign or signs for use on Town-owned property to display meeting times and public input opportunities	Communications		Complete	The Town employs two digital message signs that are maintained by the Public Works Department, and updated frequently.
1.2.b - Internal Procedures to Track Public Opportunities	Systems		Initiation	How-to Use the Town Information Network outlines various information channels and how to use them.

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1.2.c - Examine and consider expanding outreach to media and stakeholders via news releases, public service announcements, and/or advertising.	Communications		Monitoring	The Town increased use of social media advertising for Carrboro Connects via Facebook and Instagram. The Town has increased the issuance of Town News and established a weekly newsletter Carrboro This Week.
1.3 Effectively and efficiently use social media to increase public awareness about Town decisions				
1.3 Actions				
1.3.a - Offer multiple ways for residents to contribute input and feedback	Social Media Admin		Planning	The Town launched a new YouTube channel in October 2020, thanks to coordination with RPCR which initiated the channel in summer 2020. In 2021, the Town launched Visit Carrboro Facebook and Instagram accounts, as well as a Town of Carrboro LinkedIn account. We will promote/market these channels on multiple platforms.
1.3.b - Educate staff on best practices using social media	Social Media Admin		Planning	Website Admin Group was formed in April 2021, and making progress toward use of a common social media management platform, eClincher.
1.4 Provide for alternative input methods to allow citizen participation in Town decisions.				
1.4 Actions				
1.4.a - Identify input opportunities for in person and virtual participation (i.e. wiki maps, Skype, public and satellite meetings, a civic engagement tool).	Communications		Planning	During COVID-19 pandemic, virtual tools have advanced considerably. Through Carrboro Connects, many innovative engagement techniques have been employed in 2020-21 including Facebook Live listening sessions, pop-up meetings in neighborhoods (June 2021), and community building campaigns like the "Carrboro People's Photo Album."
1.4.b - Evaluate options, select approaches, and train staff and community to use new input opportunities.	Communications		Initiation	The system of "How-to" guides will continually document the Town's toolkit of approaches and assist staff in employing the latest public participation strategies.
1.4.c - Seek feedback on use of tools from the public, demonstrate change based on feedback.	Communications		Monitoring	The Town Information Centers (outdoor kiosks) and the use of digital signs reflect feedback from the Communications Survey that pointed to signage and flyers as a top way the public stays informed about the Town. Staff is planning to label the centers: "Town of Carrboro Information Center" with the international "i" symbol for "information" and a secondary marker to identify the community where the center is located.
1.5 Increase efforts to recruit and train residents for service on advisory boards.				
1.5 Actions				
1.5.a - Evaluate biennial community survey responses to determine needs of stakeholders.	Analytics		Planning	The responses to the Community Survey, as they pertain to communications, are kept at the forefront of Town communications initiatives.
1.5.b - Develop in person and virtual methods for recruiting and training stakeholders (i.e. Citizens Academy or Carrboro Gov 101).	Engagement		Complete	The Town started a Citizens Academy in 2018. Training for advisory boards is offered through videos posted online, as well as support from staff liaisons to boards. While outreach is consistent, a campaign is needed to organize efforts.
2. Increase public awareness of Town programs and services.				
2.1 Adopt a grassroots approach				
2.1 Actions				
2.1.a - Create townwide network to display info banners with Calls to Action.	Engagement		Planning	Completed the How-to Post Flyers (and Banners) Around Town guidance

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2.1.b - Partner with businesses including supermarkets, laundromats and banks.	Engagement		Initiation	Town's Economic Development Department plays vital role in partnering with businesses. In July 2020, November 2020, and February 2021, Town held BIPOC Business Roundtable Discussions with Town Race and Equity Officer. Suggested change to this action item: "Engage small businesses through focus groups."
2.1.c - Partner with faith communities, nonprofits, schools, day cares	Engagement		Initiation	Housing and Community Services does frequent outreach with nonprofits and maintains lists of many community groups.
2.1.d - Direct outreach with residents of apartment complexes, neighborhood associations, HOAs – including holding meetings in the neighborhoods.	Engagement		Planning	Email lists for neighborhood associations and HOAs; apartment property managers; and neighborhood liaisons underway.
2.1.e - Create places for sustained, informal interactions with staff and elected reps.	Engagement		Initiation	This is done informally today via outreach from the Carrboro Farmers Market; pop-up office hours by Council Members in public parks, etc.
2.2 Disseminate information across broad platforms and venues to ensure equitable access to information.				
2.2 Actions				
2.2.a - Develop procedure for sharing information with stakeholders who choose not to access information electronically.	Engagement		Planning	<i>See new Grassroots Approach above.</i>
2.2.b - Create relationship with local radio stations such as WCOM, WCHL/Chapelboro and WXYC ability to create video content for use in various places (i.e. website, local channels)	Analytics		Monitoring	Media lists have been inputted into the Town News email delivery system "News Flash." Strong relationship with WCHL via frequent news coverage and Mayor's weekly interview, and ongoing coverage by Daily Tar Heel and Durham Herald-Sun. Consideration of early proposal to create a WCOM radio show with Community Refugee Partnership in Burmese/Karen languages.
2.2.c - Investigate ability to create content in multiple languages.	Engagement		Initiation	As a first step, Town offers Google Translate on website. We are tracking % of users who are using "translation browsers" to understand which languages are most desired by our users. Staff also are researching translation services used by neighboring jurisdictions and working to understand user preferences and common technology tools. Staff held meetings with El Centro and Community Refugee Partnership in early spring 2021 to gather information for future steps.
2.3 Utilize Town website as primary means of promoting Town programs and services.				
2.3 Actions				
2.3.a - Centralize Town event information via Community Events Calendar	Communications		Complete	Calendar has been established with frequent updating. http://townofcarrboro.org/calendar.aspx?CID=14 ,
2.3.b - Create easily accessible information on status of Town projects.	Communications		Complete	Project Updates are available at https://carrboro.maps.arcgis.com/apps/Shortlist/index.html?appid=e7d72e31f43f427e95db86dc428904af
2.3.c - NEW ACTION: WEBSITE REDESIGN	Communications		Initiation	A website redesign is scheduled to begin in June 2021. Intermediate design changes were made in 2020 to make it easier for people who are using their smartphones to find information and engage with local government. Not everyone has access to computers, but most people have access to a cell phone. We're working to make it easier for people who are using their cell phones to engage.
2.4 Educate public on where to obtain information on Town services and programs.				
2.4 Actions				
2.4.a - Periodically send instructions on where/how information may be obtained via Master Listserv	Communications		Monitoring	SignUP Carrboro campaign includes graphics, video and messaging.

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2.4.b - Inform citizens about the various means of obtaining information about Town programs and services (electronic and non-electronic).	Communications		Planning	Suggested: Create an Engagement webpage that will include both communications and engagement opportunities to connect with the Town. Summer 2021.
2.5 Seek feedback and evaluation on current Town programs and services.				
2.5 Actions				
2.5.a - Encourage each department to seek feedback on programs and services within their department.	Analytics		Monitoring	Document how departments utilize the data of the Community Survey. Inventory other methods of feedback and surveying used by departments and programs.
2.5.b - Analyze feedback to improve quality of programs and services.	Analytics		Monitoring	Better understand and document how departments use feedback from the Community Survey.
3. Create opportunities for stakeholders to provide feedback to the Town				
3.1 Adopt a grassroots approach				
3.1 Actions				
3.1.a - Schedule forums and community conversations with communities.	Engagement		Monitoring	Learn from Carrboro Connects listening sessions and create a plan for scheduling more of these conversations throughout the year. Also of note: BIPOC Business Roundtable Discussions
3.1.b - Use plain language guidelines for website content www.plainlanguage.gov .	Website Admin		Initiation	Website redesign is scheduled in 2021. Plain language and other best practices will be employed across all pages and for the overall website. This is about communicating clearly so people access services; know what is being asked of them; and understand how they can participate.
3.1.c - Provide translation and interpretation.	Engagement		Initiation	See 2.2.c
3.1.d - Increase use of video messages and captioning.	Communications		Monitoring	Video message creation was on an upswing during COVID-19. Town will continue prioritizing video. While captioning is an auto-function within some social media (ie Facebook), we will explore use of captioning and include this as a question in a forthcoming Communications Survey.
3.2 Evaluate existing opportunities for stakeholders to provide feedback to the town.				
3.2 Actions				
3.2.a - Establish criteria to measure the effectiveness and efficiency of existing feedback opportunities (i.e. response rates to a survey).	Analytics		Initiation	Document lessons learned and opportunities from Carrboro Connects, a year of extensive community engagement.
3.2.b - Ensure current feedback opportunities are measurable.	Analytics		Initiation	Demographic data is being added to many of our Town functions for tracking. We will inventory all feedback methods and surveys.
3.2.c - Establish benchmarks for future improvement.	Analytics		Initiation	Benchmarking measures (comparison reports) are currently being taken on social media channels. Our Community Survey also provides benchmarks to draw from.
3.3 Establish a process to analyze feedback.				
3.3 Actions				
3.3.a - Assess the existing ways that we analyze feedback.	Analytics		Initiation	Monthly analytics are gathered for Town social media, email and website
3.3.b - Adopt a feedback framework that can be used across all departments.	Systems		Initiation	How-to Gather Feedback guidance will outline successful methods for use by departments. Anticipated in Summer 2021.

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3.4 Educate stakeholders on current opportunities to provide feedback.				
3.4 Actions				
3.4.a - Better utilize preferred communication methods (established by Citizen Communication Survey) to seek feedback.	Analytics		Monitoring	The top 3 ways residents received Town info, reported in 2016 survey were banners/signs, Facebook and Town website; and in the 2018 survey were word-of-mouth, signage, radio, email, and the Rec and Parks brochure (2018 survey). Staff plan to repeat the survey in 2021.
3.4.b - Create education materials and distribute via preferred communication methods regarding feedback opportunities.	Communications		Initiation	The Town website will be undergoing a redesign in 2021. This project launches in June and will last 5-6 months. It will involve updating webpages, streamlining content and centering the design on user needs.
4. Create internal systems to standardize and enhance the quality of communication created and distributed by Town Departments				
4.1 Improve internal communications with staff in order for them to be an information resource				
4.1 Actions				
4.1.a - Help employees develop effective communication skills to ensure that all Town employees are informed about town goals, hot topics, new initiatives, programs so they can serve as community ambassadors.	Communications		Initiation	Training and guidance via How-to guides, Communications Team and Goal Groups. Consider adding all employee emails to receive Carrboro Town News to ensure they are receive all information distributed to the public.
4.1.b - Promote and utilize the Town's intranet to direct staff to find updated information about Town government activities, new initiatives, programs, and hot topics.	Communications		Completed	Town Intranet was established in 2018. Updates are needed in some areas. Establish a process for keeping content current by all departments.
4.1.c - Create external and internal electronic newsletters to communicate Town news and information to citizens and employees.	Communications		Planning	This action item needs rewriting to separate audiences (employees and citizens). Note that newsletter Carrboro This Week was established in October 2020.
4.1.d - Develop multiple channels for communicating town news to employees including intranet, email, posted notices and staff meetings..	Communications		Monitoring	Employee newsletter to be created during summer 2021. At this time, Carrboro This Week will go on hiatus until restarting (along with Council Meetings) in fall 2021.
4.1.e - Standardize Town Council presentations, email signatures and letterhead for consistent communication from Town officials.	Communications		Initiation	An easy to use graphic platform will be established in summer 2021. Through Canva, department will have access to templates and brand materials. This project will extend through fall/winter 2021 to create a suite a template materials.
4.2 Create a permanent communications team with a representative from each department to be responsible for proactively identifying and coordinating Town information to be communicated both internally and externally.				
4.2 Actions				
4.2.a - Train communication team members to identify newsworthy items, write news releases, prepare public service announcements, post items to website and to create social media content to effectively communicate Town's messaging.	Systems		Initiation	A communications team was regrouped in August 2020, and continues to collaborate on this plan. Through How-to guides, the Website Admin Team and Social Media Admin Team, we are creating new avenues for improved communications.
4.2.b - Establish a process to periodically monitor and evaluate Town communications activities.	Analytics		Planning	Monthly analytics tracking of social media accounts underway. Surveys for residents near Town Information Centers scheduled for summer 2021. Communications Survey is planned for 2021.
4.2.c - Create a campaign to encourage citizens to subscribe to receive Town communication via CivicPlus Notify Me.	Communications		Monitoring	SignUP Carrboro campaign - Similar/duplicate action in 2.2

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4.2.d - Provide continuing education and training for town employees on the capabilities and features of town website.	Systems		Monitoring	Website Admin Group formed in fall 2020 following extensive website training.
4.2.e - Establish a chain of command system for how communication is handled within this policy including a point person for major event	Systems		Initiation	Chain of command system relates to Town Role of Communications Manager, functions of the Communications Team and the Emergency Communications Group (per NIMS procedures).
5. Coordinate and standardize emergency communication				
5.1 Increase the effectiveness of both the OCAAlerts (Reverse 911) system and our internal Everbridge (employee notification) system				
5.1 Actions				
5.1.a - Develop a coordinated community information campaign to increase the percentage of residents effectively utilizing the OCAAlerts system (e.g. social media, informational sign) as well as to increase understanding of the purpose of the OCAAlerts system.	Emergency Comms		Completed	This campaign is organized by Orange County. The Town amplifies County messages and maintains a webpage at http://www.townofcarrboro.org/824/Emergency-Notifications
5.1.b - Develop criteria for OCAAlerts activation for community notifications.	Emergency Comms		Completed	Criteria is currently established through Orange County.
5.1.c - Create procedural guidelines for departments/department heads outlining how to initiate an OCAAlerts activation.	Emergency Comms		Initiation	This procedure will mirror Orange County guidelines.
5.1.d - Increase employee participation in the internal Everbridge system to 100%. Ensure accurate information is maintained in the system through routine informational updates and reviews.	Emergency Comms		Monitoring	Intent is to increase awareness. Goal is under review by public safety leaders.
5.2 Enhance overall town communication during emergency situations.				
5.2 Actions				
5.2.a - Utilize non-public safety personnel in the role of Public Information Officer (PIO) and/or to support the mission of the public safety PIO during emergency situations.	Emergency Comms		Planning	Through the Communications Team and associated groups (Social Media Admins and Website Admins), coordination and training will improve for benefit of emergency situations.
5.2.b - Require department heads to participate in National Incident Management System (NIMS)/Incident Command System (ICS) training to improve awareness and understanding of emergency communication.	Emergency Comms		Initiation	May be scheduled, pending Management Team review.
5.2.c - Offer all town personnel the option of attending the same training.	Emergency Comms		Initiation	May be scheduled, pending Management Team review.
5.2.d - Explore the possibility of adding a full-time Town of Carrboro PIO.	Emergency Comms		Completed	Town established first communications manager position in 2018.
5.2.e - Expand current NIMS/ICS training for PW, PD, and FD with an emphasis on interoperability and coordination between the three departments..	Emergency Comms		Initiation	Please see 5.2.c - May be redundant, establishes outline for EOC structure
5.2.f - Train the current Town PIO to perform public safety PIO	Emergency Comms		Completed	Current Town Communications Manager is trained in NIMS and experienced to perform as public safety PIO.