

CITY OF McMINNIVILLE

# Communication Strategy

2016

230 NE SECOND STREET, McMINNIVILLE OR 9128

**In a world of infinite possibilities values are neither absolutely right nor wrong. The validation is contingent on the universe of public discourse within which they arise.**

John Friedmann, The Good Society

### **Communication**

The City of McMinnville recognizes the value of citizen involvement and the wealth of good information and resources our citizens possess. As such, it's important for the City to ensure our understanding of our citizen's concerns, ideas and values thus enabling their influence over our decisions. In this light, the City will proactively engage in multiple communication venues to enable this vision.

### **Guiding Principals**

Communication should be two way and serve the residents and voters who want to engage. When developing and implementing any plan towards this two way communication, the following guiding principles should be kept in mind.

1. Be proactive. The City must proactively initiate communications and dialogue rather than simply responding to issues and events as they occur.
2. Provide for early opportunities for information and engagement. The most efficient and effective process for problem solving depends on getting as much of the needed information into the process as early as possible. Additionally for many citizens, the "process is the product" meaning public confidence and acceptance in the outcome is greatly influenced by whether or not they had real opportunities for engagement in a way that can influence the ultimate outcome.
3. Provide open, inclusive communications emphasizing two way communications. Nontechnical language and ease of understanding is central to this process. As for the audience, it requires the City to identify who should be involved and where the gaps reside. Emphasizing two way communication is simply the principle that we want to engage in a dialogue with the community and not a monologue of information from the City to the community.
4. Build a demand: To be successful, the City must maintain and focus on reaching people where they are and connecting on issues and services based on their needs and values. It's not "what is important to the City" but "what is important to the Citizenry".
5. Ensure discussion across the community. Different groups communicate in different ways. We must identify how people want to give and receive information.

### **Goals**

1. Improve City communication to and from our citizens, businesses and organizations.
2. Improve two-way communication within the City itself.
3. Enhance and improve community and media relations.

4. Increase awareness, interest and participation of our citizens in government goals and activities.
5. Increase awareness, interest and participation of City employees in the goals and activities of the City.

### **Methods**

Face-to-face. The most effective way to transmit knowledge that is complicated and the one that best builds relationships between the City and the Community. It is also the most time intensive. The following are our most common venues for face-to-face engagement.

1. Council Sessions
2. Planning Commission / Urban Renewal / Transient Lodging / Airport / Community Choices / Historical Landmarks
3. Community Engagements
4. Group memberships such as Rotary, Kiwanis, Chamber, etc...
5. Daily interaction

Mailers. Still an effective avenue for one-way transmission of information to large groups of individuals. Expense involved in set up and postal costs.

1. Parks and Rec brochure
2. City's Annual Report

Digital. A growing medium and good to reach a large audience at minimum cost. Best forum for including pictures and videos and for transmitting information that changes often.

1. Websites are prevalent in all City departments with Police, Parks and Rec and Library also utilizing Facebook and other social media venues.
2. Video in particular is growing in usage; live streaming allows convenience and should increase citizen viewership of events like Council Sessions

Press. Cheapest but generally reactive to what local news outlets view as important to report on. Good for one-way communication on reported story. Opportunity for feedback from comments if posted.

1. MCM and KLYC broadcasts of Council Sessions
2. Interviews with Elected and City staff on MCM hosted shows
3. News Register coverage and editorials written by elected officials and staff
4. Local Portland Stations

Surveys. Allows direct feedback from Citizens on services provided and should be conducted on a continuing basis to allow a compilation of comparative data. The largest and most comprehensive survey the City uses is the National Citizens Survey which is conducted every five years. The next NCS is next slated for the fall of 2016. The City will look to supplement the NCS with other polling methods utilized within various departments.

Question: How can we increase the effectiveness of existing methods and do we need to expand any areas?

Increasing effectiveness.

1. Face-to-face will always be the most effective communication means. However, it's impossible to engage each citizen personally. Consciously review which issues are intricate enough to warrant primarily face-to-face and understand which demographic groups are the most desirous of face-to-face engagement with the City.
2. For less complex issues or in the run-up to larger discussions, the City should focus on opening discussion venues in the digital arena. This initiative should start with a look at what groups engage most on digital means and what initiatives interest them most.
3. Let citizens decide. There are several tools on the market that allow citizens to "opt in" to receive email alerts on various topics. This is probably one of the easiest tools to implement and also one of the best to provide information in a targeted way.
4. Reinforcement. Proactively determine what key themes the City needs to highlight and ensure they are stressed in different venues. Ensure various City websites are cohesive in nature.
5. Reenergize. What has worked in the past that may have fallen to the wayside? How does the City regularly engage Community Neighborhood groups for example??

Increasing volume. The internet provides the easiest way to expand communication as it's prevalent and offers an ease of measurement not present in other forums. As such, what is the City's "Digital Strategy"?

Digital Strategy builds on communication and expands to discuss how the City engages internally and with its constituents through transactional service delivery, collaboration and communication.

1. Aligns with citizens needs and priorities
2. Bases solutions on leading practices in other cities
3. Considers investment required to execute

Focus

- Improve delivery of high demand services through the use of digital tools. This entails we know what services are in demand as well as what digital tools are out there.
- Increase citizen involvement through digital engagement. What different demographic levels do we have and how does each utilize various digital tools? What metrics define "increase"?

Supporting a Digital Strategy, the City has developed a long term Information Technology Plan to ensure we have the tools needed to deliver the digital services our Citizens require. This plan is included at the end of this document.

### Face-to-face Community Engagements

City Council sessions are a foundational element of McMinnville governance allowing Citizens an opportunity to speak to our elected officials directly and to watch governance in action. Each session is open to the public, streamed live and replayed on local community TV channels. All material is also posted on the City's website before each meeting and material is retained on the site for historical purposes.

Boards and Committees allow Citizens to take a direct role in advising the Council over a long term while also affording individuals a unique opportunity to gain an indepth understanding of governmental processes. Most Citizens find their work on Boards and Committees immensely satisfying and we have several Citizens who have served on them for decades. While the City's website has a total listing of all Boards and Committees, some of the most popular ones are listed below.

1. Airport Commission. The Airport Commission meets on the first Tuesday of odd months at 6:30 p.m., in the McMinnville Civic Hall Building, located at 200 NE Second Street. The Commission is a seven-member (six public members and one City Council liaison member) City Council appointed body, that takes action and makes recommendations to the City Council on all necessary rules and regulations for the conduct, management, and operation of the Airport.
2. Budget Committee. The requirement for a Budget Committee is set forth in the Local Budget Law Manual (Department of Revenue) which outlines membership as composed of the governing body and an equal number of electors. Terms for the public members are three years and members must live within one of Cities three wards. The Committee meets each year to review the Proposed Budget document as prepared by the budget officer and to recommend a budget to the City Council for adoption.
3. Historical Landmarks Committee. The Historic Landmarks Committee is a five-member City Council appointed body that reviews applications for alteration or destruction of historic landmarks within the City of McMinnville. Members serve a four-year term of appointment, and meet on an as-needed basis. The City Council makes every effort to appoint persons with experience in the field of historic preservation.
4. Landscape Committee. The Landscape Review Committee is a five-member City Council appointed body that reviews all required landscape plans for the City. The Committee consists of three regular members and two alternate members who serve a three-year term. The Committee meets on an as-needed basis.

5. McMinnville Urban Renewal Advisory Committee. Appointed by the City Council, this seven member board is responsible for reviewing, advising, and making recommendations to the McMinnville Urban Renewal Board on matters pertaining to the adopted "McMinnville Urban Renewal Plan." Also serving on this committee are three non-voting, ex-officio members representing the McMinnville Downtown Association, McMinnville Water and Light, and McMinnville City Council. The committee meets on an "as needed" basis.
6. Planning Commission. The Planning Commission meets on the third Thursday of every month at 6:30 pm and consists of nine members, two from each of City's three wards and three at large members who reside within City's limits or Urban Growth Boundary. The Commission assists the City Council and staff in land use decisions and recommendations regarding McMinnville's future growth and development.

The City proactively seeks opportunities to present to local service clubs and the following list encompasses groups the City engages at least yearly: Rotary (morning and noon clubs), Kiwanis (morning and noon clubs), Lions, Chamber, City Club, Soroptomists, McMinnville Men's Club, McMinnville Newcomer's Club, McMinnville Corporate Coffee, and Band of Brothers. We'll continue to expand this list as opportunities arise and a special focus area will be to continue 2015's initiative of enhancing communication with the City's Latino population through a partnership with Unidos.

The City also conducts public workshops on large initiatives within the City such as the development of the new Northwest Park and major road improvements. These have been very successful in allowing Citizens to have direct input into the design phase for these projects and we'll continue to maximize their use.

If you have ideas on how our elected or City officials can better communicate with the Citizens of McMinnville, please feel free to forward your ideas to our City Manager, Martha Meeker, at [Martha.Meeker@CI.McMinnville.OR.US](mailto:Martha.Meeker@CI.McMinnville.OR.US) or feel free to stop City Hall at 230 NE 2nd St. I look forward to hearing from you.



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Martha A. Meeker  
City Manager  
City of McMinnville

City of McMinnville

# Information Technology Strategic Plan

March 2016

2016

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## BACKGROUND

This document presents the Information Technology Strategic Plan for the City of McMinnville. The purpose of this plan is to provide a “roadmap” for the Information Technology Department to implement and deliver services that support the strategic mission and goals of the City of McMinnville.

The City first released a 5 year Strategic Plan in 2011, which expired this year. The City of McMinnville has made progress in recent years to continually adopt new technologies to support the mission of the City and its departments.

In Fall 2015, analysis of the current information technology environment at the City of McMinnville began in order to assist in the development of a new five-year Information Technology Strategic Plan. The new plan focuses on unmet needs, improving the efficiency, reliability and cost effectiveness of City business processes, and fostering increased communication between City IT, City departments and citizens.

This planning document is part of an overarching planning process that ensures the following:

- A shared vision for technology consistent with the City’s strategic vision, mission and goals
- Alignment of technology initiatives with City priorities
- Sharing of knowledge about technology needs, constraints and planning
- Addressing departmental needs through the use of technology
- Identifying required funding and personnel levels for technology

Assessing these areas assures technology initiatives are carefully selected, planned and managed while remaining sustainable from a fiscal, personnel and process perspective to ensure the ongoing delivery of information services.

Strategic Planning must be an ongoing process. The specific outcomes and tactical steps set forth in this document will be reviewed and assessed no less than annually. The City’s Information Technology Director will assume subsequent responsibility for reviewing and updating these objectives annually against the goals established through the ongoing strategic planning process.

## INTRODUCTION

The City of McMinnville's IT Department is well positioned to deliver high quality information services and technology leadership to further the City's goals for years to come. As progress moves forward, IT will be at the forefront of embracing change to ensure the City can take advantage of new technologies, facilitate the exchange of information, and most importantly – deliver valuable, relevant and meaningful information services to the citizens of McMinnville.

The City of McMinnville IT Department provides support for over 200 customers and 300 computers in the following areas:

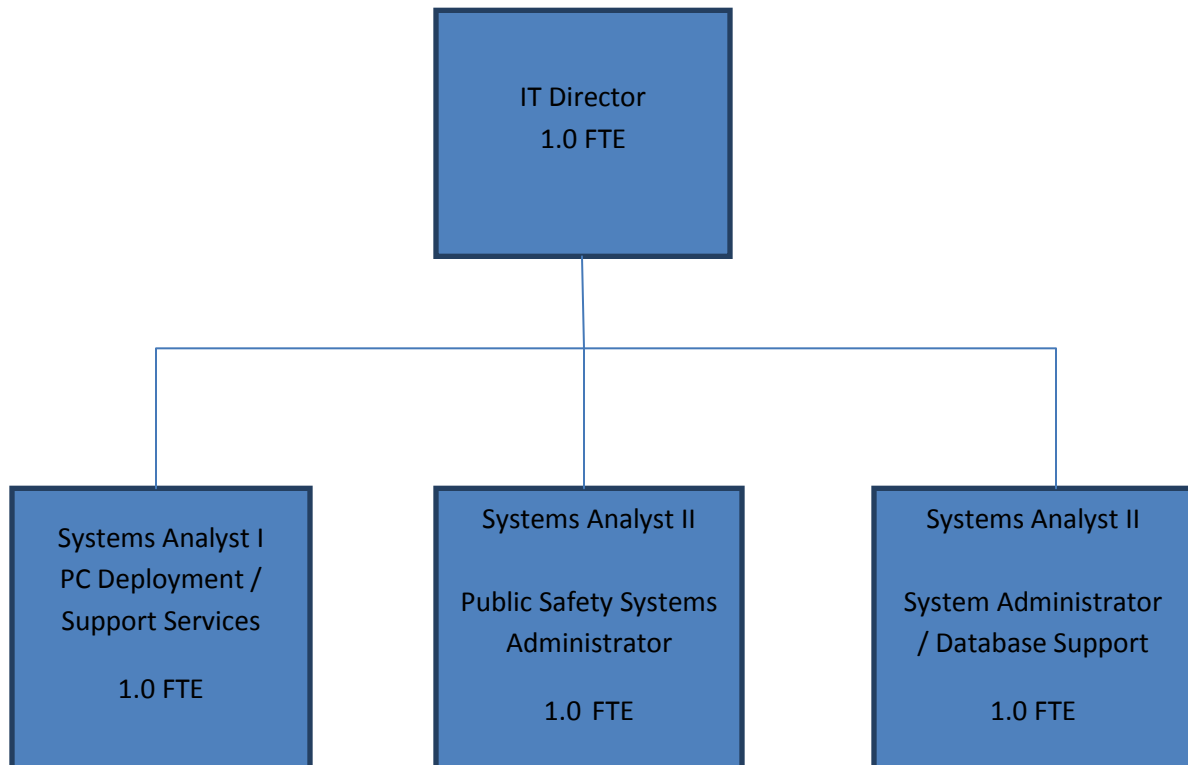
- All major software applications including financial systems, public safety (including records management, mobile applications, and evidence), community development, network services including internet security, data processing applications, and productivity tools.
- Customer support for desktop, laptop, tablet and mobile devices including printers, wireless connectivity, computers in police cars, fire trucks and ambulances, and all other electronically connected devices across all City locations.
- All network and infrastructure support including internal wired and wireless networks, video surveillance systems including cameras and storage, email, and shared support of our large scale shared regional fiber network.

This plan defines the background and current status of the IT department, IT guiding principles, alignment with City Council goals, and a 5 year communication and technology implementation plan. Heavy emphasis is given to the next 12 months, as the plan will be annually evaluated with a new set of detailed goals established each year.

The City Council's ongoing strategic planning process has articulated the goals and future vision of the City of McMinnville, and created the opportunity to strategically align citywide IT with that vision. Through the collaborative effort and energy of the City of McMinnville community, we have developed a plan that will guide the City in its strategic use of technology.

## IT STATUS : BUDGET & PERSONNEL

The IT department was formed in 1995, going through several different management models before hiring a full time director in 2015. The Information Technology Department currently consists of consists of four members: three full time employees and 1 full time Department Head.



The IT department has experienced extreme reorganization in the last two years – all four FTE positions have been filled with new personnel. Given these changes, it has been identified in the 2016-2017 budget process that a vacancy exists at the Analyst 3 level. The IT department can sustain current operations at current staffing levels, granted that sufficient allowances are made to Professional Services budgeting. With this in mind, FTE staffing levels are expected to remain steady at 4.0 while significant budgetary consideration will be channeled into Professional Services, enabling IT to contract for highly specialized technical help when necessary. As long range strategic planning is updated each fiscal year, personnel workload and needs will be re-evaluated as well.

City IT will work to explore methods to improve two-way communications, open discussion and the cultivation and exchange of new ideas, both internally within IT and among City departments. Training will be given a high priority so that IT staff can keep pace with rapid technological advances, while promoting a culture that fosters communication and technical skill development.

## INFORMATION TECHNOLOGY GUIDING PRINCIPLES

- Technology provides the City of McMinnville with the tools and know-how as a strategic partner in achieving the city's goals of serving citizens and achieving excellence in that goal.
- City IT's technology strategy will be aligned with and support the overall strategies of the City and will be considered an essential component in the City's ongoing strategic planning and budgeting process.
- The City will embrace the role of an early adopter of technology that supports the City's goals, but will prefer to be a near follower in business and administrative systems, migrating to or adopting to this technology early in its life cycles, but only after it has been proved viable by others.
- City IT will strive to resist rising and falling trends by monitoring and implementing only those opportunities that improve current operations and add real value to the City's needs.
- City IT regards communication as an essential key to both the success of this plan and the City's goals and will strive to constantly collaborate and communicate with all City departments in project goals, technology plans and delivery of services to citizens.

## CITY IT & TECHNOLOGY TRENDS

- IT security threats evolve constantly – IT will continue to be proactive in monitoring for network intrusions, deploying layers of network and software protection, and training end users on ways to reduce the City's security risk.
- City IT will continue to plan for and support a variety of mobile computing devices, working with departments to ensure data security needs are met and mobile computing services are delivered.
- Cloud based and hosted technologies continue to expand and provide major opportunities for how IT provides services to departments and citizens. IT will continually evaluate possibilities to provide vendor managed services in a cost effective manner.

## CITY COUNCIL GOALS 2015-16

Following are the 2015-16 McMinnville City Council goals, with a brief narrative describing potential linkages to the Information Technology Department – and the potential for the goals to be fulfilled with support from the IT team.

1. Manage and plan to meet demand for City Services  
Understand the business requirements of the city and each department and how each department delivers services to citizens. Provide appropriate technical services, planning and leadership for all departments to operate effectively.
2. Communicate with citizens and key local partners  
Continue to develop and extend the City's web site with emphasis on providing citizen services and opportunities for communication between the City and citizens. Evaluate business partnerships and relationships with current partners including other city government entities.
3. Plan and construct capital projects  
Continue to be a key partner and provide IT services and leadership to add value to any capital projects undertaken by the City. Evaluate city technology on a long term basis and maintain an ongoing 1-5 year timeline for future IT capital needs.
4. Plan for and manage financial resources  
Use technology to improve efficiency and provide services to citizens in all possible City departments. Evaluate emerging technologies such as cloud based storage and ensure financial resources are used wisely and to further City goals efficiently.
5. Promote sustainable growth and development  
Look to provide more citizen services online to reduce the need for trips to City facilities. Provide communication tools between the City and citizens through social media, e-mail and the website to support community planning efforts.

## IMPLEMENTING THE TECHNOLOGY PLAN

Strategic goals for the upcoming fiscal year will be updated annually in a measurable, detailed format. Medium and long range goals will be adjusted and revisited as each new fiscal year begins to measure progress and adjust timelines.

### Short Term Goals – 2016/17 Fiscal year

Deliverable	Department(s) Affected	Impact / Considerations
Complete Implementation of Netmotion	Police, Fire	Mobile Unit secure access to City resources will be separated from the County, more robust and support more advanced features.
All paper registrations for City services moved online	All City	Ease of use for Citizens – moving City services online for 24/7 access at home. This will be included in future development of the City's new website deployment.
Plan for online payments	All City	Future development of the City's new website will include planning and piloting online payment processes for citizens.
Plan for doc mgmt.	All City	Explore ORMS state services for policy and procedure document management. Pilot an City system for internal documents that interfaces with current ERP system.
Begin planning for Municipal Court management replacement software.	Municipal Court, City Attorney, Police	The current system is 12 years old and aging – greater efficiency and integration with City systems is available in newer platforms, resulting in better service delivery to citizens, such as paying tickets online.
Begin planning replacement software for Building / Planning / Engineering Departments.	All City	The current system is 15 years old and aging – newer systems will allow for increased efficiency and services provided to Citizens – mobile inspections, and increased information available online.
Begin planning replacement software for Public Works / Engineering Departments.	All City	The current system is 15 years old and soon will be out of maintenance and not receive upgrades and be compatible with current operating systems.
Improve IT budget design and cost spreading tools	All City	As PC workable life increases and mobile workstations enter the mix, IT will examine the current IT budget cost spreading model to ensure IT costs are spread fairly and appropriately throughout the City.
Deploy Inventory Management / Help Desk tools to for service requests and inventory tracking	All City	As IT demand grows, tools are needed to coordinate and communicate to best deliver timely and effective support services to City Departments.

Deploy e-Suite	All City	e-Suite is a module for the current ERP system which will remove the need for paper checks and provide employees with online access to pay stubs and other information.
Move the City's Municipal Code and Ordinances online	All City	Identify and deploy tools that will allow for the City's Municipal code and Ordinances to be accessed electronically by citizens.
Security & Operations Planning	All City	City IT will create and maintain a formal operations plan including disaster recovery and data security considerations.

## Medium range goals and considerations:

Years 1-3 (2017-2019)

Consideration	Department(s) Affected	Considerations
Body Cameras for McMinnville PD	PD	IT will work in tandem with the Police Department to decide if/when body cameras will be deployed. There are many citizen considerations here, and many internal considerations such as storage, privacy, access, retention.
VDI / Virtual Desktops	All City	IT will continue to assess Virtual Desktop and Virtual Application delivery and deploy when the balance is right between quality service delivery and prudent stewardship of city resources.
Public Kiosks	All City	Kiosks may be deployed to take credit card payments or to provide information to citizens at locations around the City.
Office 365	All City	Continue to examine the feasibility of hosted Office services – including email.
The ‘Cloud’	All City	More City systems are expected to be delivered using ‘SAAS’ or Software as a Service in the future. IT will pursue appropriate solutions for each department and continue to move towards web-based technologies.
City Network	All City	Continue to monitor increased use of City networks to deliver services such as video, high speed data and cloud networking to ensure speed and quality of service. As more systems move to the cloud, system uptime will become crucial to City operations.
City Wireless Network	All City	The City’s Wireless Network service delivery will be evaluated for coverage and efficiency, with expansion plans made as needed.
City Phone System	All City	Explore options for City managed telecommunications, and continuing to move entirely to VOIP technology.
Disaster Recovery Planning	All City	Disaster Recovery planning will be constantly updated to provide uninterrupted City IT services.
Data Security Planning	All City	Security will be revisited on an ongoing basis to ensure City data is protected against any and all new threats.
IT Policy Planning	All City	Explore and update City IT policies to reflect technology changes and ongoing security requirements.
Remote Access	All City	Examine the City’s external access systems for improvement and increased service delivery.
Firewall Replacement	All City	Research and procure new network firewall software for city security and data protection.
Pursue GIS mapping software solutions with Planning	Planning, Engineering	Assist Planning & Engineering department in exploring online GIS tools, land-use tools, and other citizen services.
Explore Public Safety services	Police, Fire	Partner with Police in new CAD/RMS/Mobile software expected projects, electronic forensics tools, increased mapping capabilities and remote video operations.



## Long range goals and considerations:

Years 3-5 (2019-2021)

Storage Considerations	All City	Continue to evaluate City storage needs as video usage increases, data storage needs expand and ensure accommodation for City IT growth.
Security Auditing	All City	Evaluate benefits of pursuing external auditing services to identify areas for IT improvement and extend service delivery both internally and externally.
Service Outsourcing	All City	Consider externally hosted services for specific IT services when appropriate, such as wireless deployments, data backup and layered security tools.
Server, PC Database and Operating system upgrades	All City	Plan for large scale hardware or software upgrades so costs are spread out annually in a smooth fashion.

## STRATEGIC PLAN UPDATE PROCESS

This plan will be updated at least annually. The method whereby this plan will be updated is as follows:

- 1)- The Information Technology Director will meet with each Department Head to assess technology needs, and update plans for each department accordingly.
- 2)- The Information Systems Director will meet with the City Manager to discuss proposed changes to this strategic plan.
- 3)- Once the updated version of this plan is drafted, the City Manager will review it for approval, or any suggested changes.
- 4)- All department heads will review the plan and approve, or suggest changes.
- 5)- A copy of the approved plan will be presented to the City Council for informational purposes.
- 6)- The timeline for approving an updated plan will be the April-May time period of each year.