EFFECTIVE COMMUNICATION OF COMPLEX ISSUES TO THE PUBLIC

free webinar

9:00 - 10:30 a.m. Pacific Time, Thursday, September 7, 2017

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/3107748005046132482

Webinar topics:
1. What’s working to communicate complex issues effectively?
2. How do you choose the right approach for the topic?
3. What are helpful examples of concrete applications and do’s and don'ts?

Presenters:
* Mike Ekey, Communications Director, Raymore, MO
* Yocelyn Galiano, Village Manager, Pinecrest, FL
* Greg Hermann, Assistant to the City Manager, San Luis Obispo, CA

Audience: all employees, especially those with public contact

Meets Practice 8 (Democratic Advocacy and Public Engagement), 15 (Presentation Skills), and 16 (Media Relations) of ICMA’s Practices for Effective Local Government Leadership.

1. Register for the Webinar:

There is no charge for participating in the webinars, but each requires advance registration.

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/3107748005046132482

NOTE: Please white list "customercare@gotowebinar.com" to receive confirmation email for the webinar.

Can’t make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.
2. Connect with the webinar and audio:

Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@donmaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the Agenda at “Agendas & Archives” tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

Post-Webinar Group Discussions:

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What are some complex issues that we need to communicate to the public?
b. What approaches look desirable to enhance our effectiveness?
c. What resources would we like to tap to boost our tools and skills in using them?

MORE RESOURCES--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Mike Ekey, Communications Director, Raymore, MO

Mike Ekey started his career as a local government reporter for the Kansas City Star covering City Halls across Johnson County, Kansas. Following several years at The Star, Ekey left journalism and became a freelance communications consultant for non-profits such as Teach For America, The Brooklyn Art Museum, The Children & Nature Network and others to help develop new digital communications tools in a sector that still relied on mailed newsletters and press releases. Ekey returned to Kansas City to work as a public relations officer for Metropolitan Community College while earning his MPA and now serves as the Communications Director for the City of Raymore.

Yocelyn Galiano, Village Manager, Pinecrest, FL

Yocelyn Galiano, ICMA-CM, was confirmed as Pinecrest's second Village Manager on July 18, 2011. Ms. Galiano served as the Village's assistant manager for over ten years (1996-2004, 2009-2011). She was the City of Doral's first city manager and previously served as the Village of Key Biscayne's assistant manager. Ms. Galiano has a Master's Degree in Public Administration from Florida International University. She is a past president of the Miami-Dade County City Management Association, past District V Director for FCCMA and is an active member of ICMA and FCCMA.

Greg Hermann, Assistant to the City Manager, San Luis Obispo, CA

Greg is currently the Assistant to the City Manager for the City of San Luis Obispo, CA. Previously, Greg has worked in the City Manager’s Office for the cities of Carlsbad, CA and Palo Alto, CA managing a variety of special projects and organizational initiatives including several efforts to enhance public engagement and communications. Greg received his undergraduate degree from Cal Poly San Luis Obispo and holds a Master's Degree in Public Administration from Cal State Long Beach. Greg is currently President of Cal-ICMA and was an ICMA Local Government Management Fellow.
Effective Communication of Complex Issues
Thur., September 7, 2017
Welcome

ICMA | coaching program

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA | ICMA State Associations Coaching Sponsors
Thank you, ICMA-RC

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
26 State Association Coaching Partners
Outreach Partners
Overview of Session

**Webinar topics:**
1. What’s working to communicate complex issues effectively?
2. How do you choose the right approach for the topic?
3. What are helpful examples of concrete applications and do’s and don’ts?

**Presenters:**
- **Greg Hermann**, Assistant to the City Manager, San Luis Obispo, CA
- **Yocelyn Galiano**, Village Manager, Pinecrest, FL
- **Mike Ekey**, Communications Director, Raymore, MO

**Moderator:**
- **Don Maruska**, Director, ICMA Coaching Program, and author “Take Charge of Your Talent”

…and polls and questions along the way.
Polling Question #1

How many people are listening on your line?
Communicating Complex Information
Key Takeaways

1. It all starts with key messages
2. What’s in a communication plan
3. Communication as a service
Spectrum of Engagement
Basics of Effective Communication

1. Develop Your Key Messages
2. Identify Your Audience
3. Figure Out How to Reach Them
4. What Does Success Look Like?
Key Messages

• Tight, relevant key messages are the building blocks for all communication.

• Step back from your position and into the shoes of your audience, ask “Why does this matter to me? Who cares? So what?”

• Key messages should address:
  • **Your perspective:** What you are doing and how you are doing it.
  • **Audience’s perspective:** Does this affect my money, health, safety, family?
Key Messages

• **Clear**
  • Avoid jargon and technical terms, speak to everyman/woman
  • Avoid heavy data, use round numbers, “more than,” “nearly,” “approximately”

• **Concise**
  • Get to your point in 10 seconds or less

• **Consistent**
  • No matter the outreach tool used, messages must be repeated
  • Practice
Key Messages

• Start early
• Don’t use statements that beg questions
• Get into details later if time, interest allows
• Consider your medium
• Communicate openly and honestly
• Be flexible—key messages can change over time
• Test your messages with others
The City’s water model estimates that there is currently more than five years’ worth of water supply available. As of June 21, the water level at Salinas Reservoir, one of the City’s three

After a winter that featured an abundance of rainfall, the City officially declared on June 20th that it is no longer in a local drought emergency.

During its regular meeting Tuesday night, the Council rescinded resolutions that had declared a drought emergency as well as water use restrictions. The action occurs roughly

While the state and City are no longer experiencing a drought, both want to encourage long-term water conservation. Governor Brown signed an executive order in 2016 that established
“Drought is Officially over in SLO as city lifts water restrictions”

At its regular meeting on June 20, the council rescinded resolutions that had declared a drought emergency as well as water use restrictions.

But with heavy rains this past winter, storage in the city’s three reservoirs has increased significantly.

While the state and city are no longer experiencing a drought, both government agencies are encouraging long-term water conservation.

The city’s water model estimates that there is currently more than five years’ worth of water supply available.
Audience

• **Who**: residents, potential residents, media, committees, organizations, industry groups, staff

• **What**: age, gender, occupation, geography, etc.
Audience

- Clarify Who Your Audience Is, THEN Determine How to Reach Them
- Target Your Messaging
- Understand the Context
  - One-on-one, large group, written, verbal
  - Adjust your strategy; maybe one requires more listening, paying attention to your body language
Channels

- **Paid**
  - PSA
  - Print Ad
  - Social Media Advertising
  - Direct Mail
  - Radio

- **Owned**
  - Your website
  - Social media channels
  - Interest databases—email, phone, address

- **Earned**
  - Press coverage
  - Letters to the Editor
  - Social media shares
Tools

- Infographics
- Fact Sheets
- Press Releases
- Talking Points
- Billing Inserts
- Direct Mail
- Flyers
- Social Media
- E-blasts
- Web Posting
- PowerPoint
- Door Hangers
- Signage
- Awareness Walks
Odor in Water—several residents have called saying their water smells funny. Utilities tells callers that the odor is nothing to be concerned about and is due to a harmless algae, but still, the calls keep coming.

• Audience: Anyone in the city who uses water
• Tools
  • Press release for media coverage (earned)
  • Social media post (owned)
  • Website posting (owned)
  • Social media ad to target City residents and people who work in the City (paid)
Results

• Determine What Success Looks Like

• Track, Test, Adjust, Repeat
Communications Plan

If you can put together these aforementioned elements, you’ve created a communications plan:

1. Goal
2. Key Messages
3. Audience
4. Channels & Tools
5. Results
Polling Question #2

Where would you like to strengthen communication efforts in your agency? [click all that apply]
EFFECTIVE COMMUNICATIONS

Complex Issues

Yocelyn Galiano, ICMA-CM, LEED GA
Village Manager • Pinecrest, Florida
Status of Communications Today
### KNOW YOUR AUDIENCE

<table>
<thead>
<tr>
<th>DEMOGRAPHIC</th>
<th>Email Marketing</th>
<th>Community Outreach</th>
<th>Media Outreach</th>
<th>Print</th>
<th>Social Media</th>
<th>Video/Photography</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students 13-18</td>
<td>No</td>
<td>Yes</td>
<td>Web/Social Media</td>
<td>No</td>
<td>Instagram</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Adults 18-29</td>
<td>No</td>
<td>Yes</td>
<td>Web/Social Media</td>
<td>No</td>
<td>Facebook</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Adults 30-49</td>
<td>Yes</td>
<td>Yes</td>
<td>Web/Social Media Print TV Broadcast</td>
<td>Print Media</td>
<td>Facebook</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Adults 50-64</td>
<td>Yes</td>
<td>Yes</td>
<td>Web/Social Media Print TV Broadcast</td>
<td>Print Media</td>
<td>Facebook</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Adults 65+</td>
<td>Yes</td>
<td>Yes</td>
<td>Web/Social Media Print TV Broadcast</td>
<td>Print Media</td>
<td>No</td>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>
EXAMPLES OF COMPLEX ISSUES

- Police shooting
- Hurricane
- Zika
- Divisive Policy Issue
COMMUNICATIONS PLAN STEPS
STEP 1: ASSESS SITUATION

- Create an Outline Capturing Critical Details of Event, such as:
  - Who?
  - What?
  - When?
  - Where?
  - How?
STEP 2: SET COMMUNICATION GOALS

Based on Situational Assessment, ask yourself:

- What Messages are PRIORITIES?
- What Messages (if any) are Secondary?
FOR EXAMPLE:

Communication goals that would take precedence:

PRIORITIES

• Contact University police to alert all persons on campus about shots fired
• Alert surrounding community about shots fired (residents/businesses)
• Set radius for a stay in place order
• Let media know where staging area is

Secondary

• Set up a communication channel (i.e. Twitter) for latest updates
• Set up an information hotline
STEP 3: IDENTIFY INTENDED AUDIENCE

Get the right information to the right people at the right time.
FOR EXAMPLE:

- Residents
- Business owners
- Students
- Student parents
- Media
- Neighboring jurisdictions
STEP 4: DEVELOP AND PRETEST MESSAGE

- Develop a clear, concise and succinct message and have others in your organization review it.
FOR EXAMPLE:

IMMEDIATE COMMUNICATION GOALS:

ü Advise what communication channels are in place to find out status of persons on campus at time of shooting via traditional media within 30 minutes. Include number of fatalities and injured.

ü Notify community that police have identified two shooters believed responsible for the shooting via traditional media within 30 minutes.

Message:

There have been 53 fatalities including two officers and 176 injuries. Please call 1-800-123-4567 or go to www.complexissue.com or follow the city’s official twitter feed for up to the minute updates. Two men have been identified by police as the shooters.
STEP 5: SELECT COMMUNICATION CHANNELS

- Refer to Chart
  - Local and National Broadcast
  - Radio and print/website media
  - Social Media
  - Municipal Website
  - University emergency communication channel
  - Information Hotline
STEP 6: IMPLEMENT, EVALUATE & MODIFY PLAN

IMPLEMENT
- Issue press release for media
- Post message on all selected social media platforms
- Post message on website(s)
- Voice message on hotline
- Record message on University emergency communication channel

EVALUATE AND MODIFY
- Evaluate what works and what doesn’t
- Don’t be afraid to change plan as necessary
Polling Question #3

Which of these would boost your communication effectiveness on tough issues?
WHAT WORKS...

- Gather the experts
- Communications Plan
- Succinct message via various platforms
- Pre-established Communication Channel Inventory

- Relatable Lead Spokesperson

- Provide truthful and accurate information

- Give all info available when its available – **Bleed Fast**
GREAT EXAMPLE OF DO’S

https://binged.it/2w7sddo Ft. Lauderdale Case - Cops Fired Over Racist Texts

- Gathered experts
- Information provided quickly
RELATABLE SPOKESPERSON: POLICE CHIEF

Bleed Fast: Results from a five month long Internal Affairs investigation. Resulted in 3 firings and a resignation. Reporters were handed copies of text messages, racist video, names and age of officers and other details in writing ahead of press conference.

Succinct Message: “…but their conduct was inexcusable and there is zero tolerance for this kind of behavior in the Fort Lauderdale Police Department.”

Succinct Message: “Once this behavior was brought to our attention, we acted swiftly and within the law in handling this type of matter. All officers were immediately removed from having any contact with the public while the investigation was conducted.”
OTHER EXPERTS – TAG TEAM

- Reliable Spokesperson: Mayor
  - Succinct Message: “behavior exhibited by those involved... disgusting, despicable, reprehensible... racist”

- Reliable Spokesperson: City Manager
  - Succinct Message: “It is extremely unfortunate that these acts of racism and hate ever took place and that these Fort Lauderdale employees acted in this manner.”
WHAT DOESN’T WORK

Never say “No Comment”

Ineffective or un-relatable communicator

Dog and Pony Show with no substance
Misleading and/or vague information
Mixed Messages
Denying release of available information
Dated Information or withholding release – Slow Drip
EXAMPLE OF DON'TS

http://hrld.us/2w66K4P North Miami Case - Healthcare Worker Shooting
More than 36 hours later

Didn't take questions

Didn't provide details such as officer's name

Hard to understand – heavy accent

No substance
ALWAYS BE ....

Ñ S.M.A.R.T.

(Specific, Measurable, Actionable, Realistic, Timeframe)
Polling Question #4

Which of these "do's" would you like to adopt?
WHAT THE $#*&)?!  
EFFECTIVE COMMUNICATION OF COMPLEX ISSUES
MIKE EKEY
COMMUNICATIONS DIRECTOR
CITY OF RAYMORE, MISSOURI

Facebook.com
/CityofRaymoreMo
/RaymoreParksAndRecreation
/RaymorePoliceDepartment
/RaymoreEmergencyManagement
/RaymoreAnimalShelter

Twitter.com
@Mike_Ekey
@CityofRaymoreMo
@RaymorePD
WHAT THE $#*?!&?!
ON THE AGENDA

MAKING A REAL CONNECTION

SET THE RIGHT TONE EARLY

STRATEGIC PLAN? MORE LIKE A STRATEGIC PARTY!
CREATE AN EMOTIONAL CONNECTION

- Know who you are speaking to
- Tailor messages to the audience and medium
- Speak/educate from the heart, not the head
SPEAK FROM YOUR HEART FIRST, THEN RESPOND TO THE CHALLENGE IN FRONT OF YOU.

DICK BRUNDAGE
Purpose:
To inform residents about the upcoming bond issue and projects contained on the ballot measure.

Goal:
Reach 10,000+ with a total of 1,500+ voters turning out at the polls (based on the 2014 municipal election turnout, Cass County Clerk).

Strategy:
1. Convey a sense of community and pride for a park system with new projects that were developed through extensive community input.

2. Highlight the professional planning and necessity behind each road project and how it is vital to continued growth and economic development.

3. Reinforce and remind residents of the trust placed in the City in previous bond issue projects that have been a success throughout the community.
SET THE RIGHT TONE
AREAS TO CONSIDER BEFORE DIVING IN

- FIND THE RIGHT PERSON...
- GIVE APPROVAL NOT PERMISSION.
- CREATE A PLAN FOR EVERYTHING
FIND THE RIGHT PERSON

JAMIE HASENYAGER
RAYMORE ANIMAL CONTROL OFFICER
Raymore Animal Shelter looking for help.

Published by Jamie Nicole Hasenyager

July 4 at 4:59pm

Who knows me? 😞

I fell victim to the loud booms last night and ran away from my 🐶!

Please help me find my family asap!

Thanks!!

Call 816-331-0530 with any information!

34,907 people reached

Like Comment Share

Nicole Lynn Sorth, Failor Vicki and 56 others

486 shares

Raymore Animal Shelter We are so humbled by the amount of outreach on this post for this sweet baby! At this time, we have a Pending Adoption set up if she is not claimed by Friday. We have made a list of everyone that has contacted us in order. If the pending adoption doesn't work out, we will move down the list. Thank you, Thank you, THANK YOU again for all of the help with shares! 💖

Like · Reply · 3 · Commented on by Jamie Nicole Hasenyager July 6 at 9:22pm

Brenda Conway I wish all dogs got that much interest in adopting them.

Like Reply Message 0 · July 6 at 11:28pm

Aimee Francis That is great news. Thank you for your hard work saving pets. I used to be an RVT but my life changed so no longer in the field. Forever grateful for those who sacrifice for the animals.

Like Reply Message 0 · July 6 at 9:28pm

View 22 more comments
Reach
June 12 - July 9
102,383
People Reached ▲ 171%

Post Engagements
June 12 - July 9
23,286
Post Engagement ▲ 162%

Messages
June 12 - July 9
92%
Response Rate ▲ 15%
14:41:49
Average Response Time ▼ 63%

Videos
June 12 - July 9
1,480
Total Video Views ▼ 70%

Page Followers
June 12 - July 9
110
Page Followers ▲ 59%

Your Average
This Period
1,001
Your Average
Last Period
524
GIVE PERMISSION NOT APPROVAL

RAYMORE CITY COMMUNICATIONS DIRECTOR WAITING FOR THE CITY ATTORNEY TO APPROVE A PRESS RELEASE
CREATE AN EDUCATION PLAN FOR EVERYTHING.

TREAT EVERY CHALLENGE AS AN OPPORTUNITY TO LEARN.

- Imagine the amount of education and time it took you to learn about what you do?
- Why do we expect our residents to know the same thing?
- For many issues examine what foundational knowledge everyone needs to have before engaging.
STRATEGIC PLANNING? MORE LIKE STRATEGIC PARTYING!

Purpose:
To excite residents about and engage them in the strategic planning process.

Goal:
Reach 10,000+ with a total of 250 attendees participating in the three sessions.

Strategy:
1. Create specific, themed messages around each identified theme that will be broadcast or sent to each identified audience who will have the highest vested interest.

2. Highlight the unique nature of the process itself and how residents will be providing direct feedback using newer high-tech methods.

3. Develop a sense of timeliness/urgency by identifying projects already in the works where feedback and discussion could/might have a direct impact.
Every community has pockets of advocate and champions, even if their causes do not overlap.
TAILOR THE MESSAGE

City parks and green spaces are a point of pride for many residents. They are what make our neighborhoods and streets beautiful and welcoming. Are they where we gather as neighbors and grow as a community? How do we build more beautiful spaces to bring our community together?


The City of Raymore is poised to begin growing its commercial and retail developments throughout the city. The only question is what does that look like for residents? Shopping, jobs, high-tech manufacturing? What should a successful Raymore business district include?


The security and protection of our community is important and it is critical that everyone helps keep our community safe. We want to know what you see as an important priority when it comes to making residents feel safe in Raymore.


What does it mean to you to be a Raymore resident? Whether you’ve lived here your whole life or just moved into town, we want to know what really binds us together as a community and gives it a creative spark. What makes this city special to you?

SPEAK/EDUCATE FROM THE HEART

We specifically did not use the terms strategic plan, public forum or roundtable in our communications.

"I wish we could have had pizza and beer."

- Resident Comment following the event.
Polling Question #5

Which of these insights about communication would you like to embrace?
COMMUNICATION TAKES TIME
WHY DOES THIS MATTER?

- It shows you care
- It shows you are willing respond in real manner
- Creates a lasting impression
FOLLOW ME AT @MIKE_EKEY

THANK YOU
Contacts for today’s session

Presenters:

- **Greg Hermann**, Assistant to the City Manager, San Luis Obispo, CA  
  ghermann@slocity.org
- **Yocelyn Galiano**, Village Manager, Pinecrest, FL  
  ygaliano@pinecrest-fl.gov
- **Mike Ekey**, Communications Director, Raymore, MO  
  mekey@raymore.com
- **Don Maruska**, Director, ICMA Coaching Program, and author “Take Charge of Your Talent”  
  ICMacoaching@donmaruska.com
Post-webinar discussion questions

a. What are some complex issues that we need to communicate to the public?
b. What approaches look desirable to enhance our effectiveness?
c. What resources would we like to tap to boost our tools and skills in using them?
Polling Question #6

How was the webinar of value for you and your agency?
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program: Thrive in Local Government

Coaching helps everyone benefit from sharing best practices and gaining perspectives from others with a fresh perspective.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of services to help you grow and enjoy your career.

- 6 live Webinars per year spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- Digital Agendas and Archives with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library -- delivering you "professional development in a box" -- when you want it and where you want it.
- 1:1 Coaching Resources to provide personalized support.
- Talent Development Resources to make greater use of your talent and have fun doing it.
- Speed Coaching session at the ICMA Annual Conference and templates for use at local level -- expand your networks.
- Career Stories of ICMA leaders and rising stars offering career insights and tips.
- Career Compass columns that address critical career issues.
presentation materials are in Agenda packet at http://icma.org/coachingwebinars — note: you can use your browser to save and/or print items from the Agenda packet.
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program: Thrive in Local Government

Coaching helps everyone benefit from sharing best practices and gaining perspectives from others with a fresh perspective.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of services to help you grow and enjoy your career.

- 6 live Webinars per year spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- Digital Agendas and Archives with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- 1-1 Coaching Resources to provide personalized support.
- Talent Development Resources to make greater use of your talent and have fun doing it.
- Speed Coaching session at the ICMA Annual Conference and templates for use at local level -- expand your networks.
- Career Stories of ICMA leaders and rising stars offering career insights and tips.
- Career Compass columns that address critical career issues.
1-1 Coaching Resources -- new

Being a Great Coach and a Winning Player

Video guide
Sign up for CoachConnect

http://coachconnect.icma.org/ementor

Welcome to ICMA CoachConnect

ICMA’s CoachConnect takes our old coaches gallery and brings the power of data and search to help you find the best coaches for you coach faster. Members and non-members of ICMA at any stage of their career can find a coach to help them with their career, a community issue they want a second opinion on, or even the work-life balance challenges of the profession.

Coaches are encouraged to share expertise, insight, and experiences from their life’s work to help others negotiate their own career paths, overcome obstacles, and reinvigorate their passion. Coaches come from ICMA membership, and from our state and national partner organizations.

Players can seek career guidance and new perspectives by reaching out to ICMA-approved coaches ready and eager to help career aspirants or seasoned managers who share the passion for the profession of local government leadership and management.

Need help getting started? Go to icma.org/1-1coaching to review the Being a Great Coach and a Winning Player and other resources, or contact coaching@icma.org for assistance.
Talent Development resources -- new

Talent Development

Would you like to make greater use of your talent and have fun doing it? Here are resources you can use on your own, with a coach, or across your organization. Create a culture of talent development in the profession.

DID YOU KNOW THAT 30 TO 40% OF TALENT LIES UNTAPPED?

Surveys of hundreds of local government professionals show that even in strong organizations there's more that people could be contributing. You probably have many ways in which you'd like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive but thrive.

TAP KEYS TO UNLOCK THE GREATNESS IN YOURSELF AND OTHERS

In their book, Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life, Don Maruska and Jay Perry describe how everyone can make greater use of their talent and boost their job satisfaction as well. In the following videos, Don Maruska, MBA, JD, Master Certified Coach, and Director of the ICMA Coaching Program, briefly describes the keys and provides real-life examples of how they have made a positive difference for local government professionals and the organizations they serve. If you want to jump to a particular insight or resource, click on "Watch on YouTube" mode, which will give you access to an index of topics by time in the YouTube description. Click on the time segment for what you'd like to see.

To assist you in creating a rewarding new chapter in your talent story, Don has provided a downloadable copy of the Take Charge of Your Talent Participant Guide - ICMA special edition that's complimentary for participants in the ICMA Coaching Program. The Guide is set up so that you can print it out or use it as an interactive PDF that you can fill in electronically as you go along. Even better, share your guide with a coach and benefit from a catalyst for your growth.

Complimentary, downloadable Guide
Register now for upcoming webinars

Strategies for Having Difficult Conversations
free webinar
10:00 a.m. - 11:30 a.m. Pacific Time (1-2:30 p.m. ET), Wednesday, Oct. 11

Tools to Resolve Tough Issues in Your Community
free webinar
10:00 a.m. - 11:30 a.m. Pacific Time (1-2:30 p.m. ET), Thursday, Nov. 9

Register for each webinar at http://icma.org/coachingwebinars.
April 5 Bond Issue Communications Plan

Purpose:
To inform residents about the upcoming bond issue and projects contained on the ballot measure.

Goal:
Reach 10,000+ with a total of 1,500+ voters turning out at the polls (based on the 2014 municipal election turnout, Cass County Clerk).

Strategy:
1. Convey a sense of community and pride for a park system with new projects that were developed through extensive community input.
2. Highlight the professional planning and necessity behind each road project and how it is vital to continued growth and economic development.
3. Reinforce and remind residents of the trust placed in the City in previous bond issue projects that have been a success throughout the community.
Conversation Points

1. The City of Raymore has enjoyed a tremendous amount of growth.

   - Between 2000 and 2010 Raymore saw a 72% increase in population.
   - Currently home to just shy of 20,000 residents.
   - Continue to lead the county in home development
   - New businesses and development locating to Raymore

But residents did not find Raymore by accident. Our residents tell us that they move to our community because — along with great schools — we are a City that can deliver quality services and amenities that appeal to all generations.

Much like a business that needs to expand to meet demand, we are asking voters on April 5 whether we can expand our services to meet the needs of our residents.

2. Through careful planning and study, the City developed the projects included in these two bond issues.

   - Transportation Master Plan
   - Parks Master Plan
   - Trails Plan
   - Hawk Ridge Park Master Plan

Every projects included on the ballot addresses a need that our residents and members of our various volunteer boards and commission have identified as integral to our continued growth and community identity.

*(All plans can be found online for further reference)*

3. Community input remains at the core of each project selected for the two bond issues.

   - Community Center Survey
   - 2015 Citizen Survey
   - Community Conversations

The two bond issues the City has proposed is a direct response to what residents have said is a priority to them.
Raymore Parks

- **Activity Center** - Residents’ #1 Parks & Rec priority in the 2015 Citizen Survey and elements included were top items in the Community Center Survey.

- **Trails Improvements** - Residents’ #2 Parks & Rec Priority in 2015 Citizen Survey

- **Hawk Ridge Park** - Priority development as part of the Parks Master Plan. Only large City Park North of 58 Highway.

- **Amphitheater** - Identified as a top community priority in the 2015 Arts Commission community conversation.

Raymore Streets

- **58 Highway mill & overlay** - our top transportation corridor in Raymore. Its continued maintenance is vital to our community.

- **Street extensions** - address community connectivity and traffic congestion issues identified as top priorities in our 2015 citizen survey. The three new street additions will spur residential and economic development and

4. Raymore has a proven record of providing high-value parks amenities and street projects that serve all residents.

   - 2007 voters overwhelmingly approved two bond issues for parks and streets
   - Allowed the city to reconstruct and improve more than a dozen roadways
   - Expanded our walking and biking trails in the city, a parks feature that remains immensely popular today

The success of those projects and sound financial steps the City took to ensure they were paid for on time is what allows us to ask residents this spring to vote on two bond issues that will again expand our parks and build new streets.
Strategic Planning Communications Plan

**Purpose:**
To excite residents about and engage them in the strategic planning process.

**Goal:**
Reach 10,000+ with a total of 250 attendees participating in the three sessions.

**Strategy:**
1. Create specific, themed messages around each identified theme that will be broadcast or sent to each identified audience who will have the highest vested interest.
2. Highlight the unique nature of the process itself and how residents will be providing direct feedback using newer high-tech methods.
3. Develop a sense of timeliness/urgency by identifying projects already in the works where feedback and discussion could/might have a direct impact.

**Audience (based on theme):**
1. Develop an identity
   a. Arts Commission
2. Community Connections
   a. Schools/PTAs
   b. Churches
   c. Optimists (and like organizations)
   d. Foxwood/Benton
   e. Homeowners Associations
3. Safety
   a. general/city-wide
4. Natural Spaces (parks and trails)
   a. Schools
   b. Park Board
   c. Parks & Rec families
5. Good Planning/Business Community
   a. Businesses
   b. Developers
   c. CCCED
Tactics/Deadline:


2. Develop email list to send updates week (see Communications Plan document). Emails include specific theme info and process updates (including updates about why KU’s PMC is part of the process). The goal is to show deeper thought and professionalism than just that we want to hear from people. “More than a consultant.” **JAN 1-FEB 28**

3. Themed email and mailed invites to stakeholders, volunteers, commission member, council members, etc. (List generated by City Clerk's office) **JAN 18-19** *(designed/approved by JAN 4)*

4. Articles to be pitched to local newspapers on Jan 1, Jan. 19 and Feb. 8
   a. Jan. 1 article will focus on the new process and kickoff of strategic planning.
   b. Jan. 19 article will be written as a full invitation to the community.
   c. Feb. 8 will be a wrap up article from the main session and invitation to the two remaining sessions.

5. Develop flyers and articles for local Churches to include in their bulletins and community information board. This would also include an email invitation with the request to forward to their members as well. **JAN 11**

6. Monthly water bill invite **JAN 1**

7. Collateral:
   a. Postcards (500) for handout and mailing. *designed/approved by JAN 4*
   b. Banners (4) placed along 58 highway at CVS/Foxwood Drive, 58/Madison St., and Recreation Park. *designed/approved by JAN 18*
   c. Neighborhood Signs (12) to be given to Council Members and HOAs to place in their yards to generate interest. **JAN 18**
   d. Day-of signage (8) for along the roadway and directing to parking *designed/approved by JAN 18*
8. Develop speaking tour with Chamber of Commerce, Optimists, HOAs, school board. As well as all of the boards and commissions (or at least talking points for support staff to invite members and talk about the importance of the planning sessions for each group).

9. Develop digital signage for organizations with lobby monitors and for use on Ch. 7.

**JAN 1**

**Budget:**

- Postcards 5x8” (500) $150
- Banners 4x7” (5) $350
- Yard Signs 18x12” (10) $120
- Missouri-Democrat ¼-page (4 weeks) $1,468
- North Cass Herald ¼-page (4 weeks) $756
- Raymore Journal ¼-page (4 weeks) $600

**$3,444**
Creative:

Reimagine Raymore

Your Community Your Voice

Your City Your Voice
Polling Results from “Effective Communication of Complex Issues to the Public” – webinar

September 7, 2017
759 locations; 1920 estimated participants in live audience

<table>
<thead>
<tr>
<th>[CLOSED] How many people are listening on your line?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 72% 1 – just myself</td>
</tr>
<tr>
<td>- 18% 2-5</td>
</tr>
<tr>
<td>- 6% 6-10</td>
</tr>
<tr>
<td>- 3% 11-20</td>
</tr>
<tr>
<td>- 1% 21 or more – please send number using Question on webinar</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] Where would you like to strengthen communication efforts in your agency? [click all that apply]</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 55% Clarify goals for our communications</td>
</tr>
<tr>
<td>- 60% Develop clear, concise, and consistent messages</td>
</tr>
<tr>
<td>- 40% Focus on targeted audiences</td>
</tr>
<tr>
<td>- 55% Prepare and use appropriate channels and tools</td>
</tr>
<tr>
<td>- 65% Track, test, adjust, and repeat to achieve results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] Which of these would boost your communication effectiveness on tough issues?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 77% Quick assessment of situation and priorities</td>
</tr>
<tr>
<td>- 49% Pretest key messages</td>
</tr>
<tr>
<td>- 64% Target channels to demographics of audience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] Which of these &quot;do’s&quot; would you like to adopt?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 74% prepare a succinct message via various platforms</td>
</tr>
<tr>
<td>- 54% have a reliable spokesperson</td>
</tr>
<tr>
<td>- 49% blend text</td>
</tr>
<tr>
<td>- 40% never say &quot;no comment&quot;</td>
</tr>
<tr>
<td>- 49% don’t deny release of available information</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] Which of these insights about communication would you like to embrace?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 49% set the right tone</td>
</tr>
<tr>
<td>- 77% speak from the heart to make a real connection</td>
</tr>
<tr>
<td>- 55% give permission to spokesperson to communicate authentically</td>
</tr>
<tr>
<td>- 60% re-imagine messaging and models of delivery to boost results</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>[CLOSED] How was this webinar of value to you and your agency? [check all that apply]</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 61% gaining frameworks for effective communication</td>
</tr>
<tr>
<td>- 73% seeing examples of communication frameworks in action</td>
</tr>
<tr>
<td>- 84% stimulating thinking about how to connect better</td>
</tr>
<tr>
<td>- 44% providing useful resources in presentation and Agenda packet</td>
</tr>
<tr>
<td>- 36% motivating you and your agency to take action</td>
</tr>
</tbody>
</table>